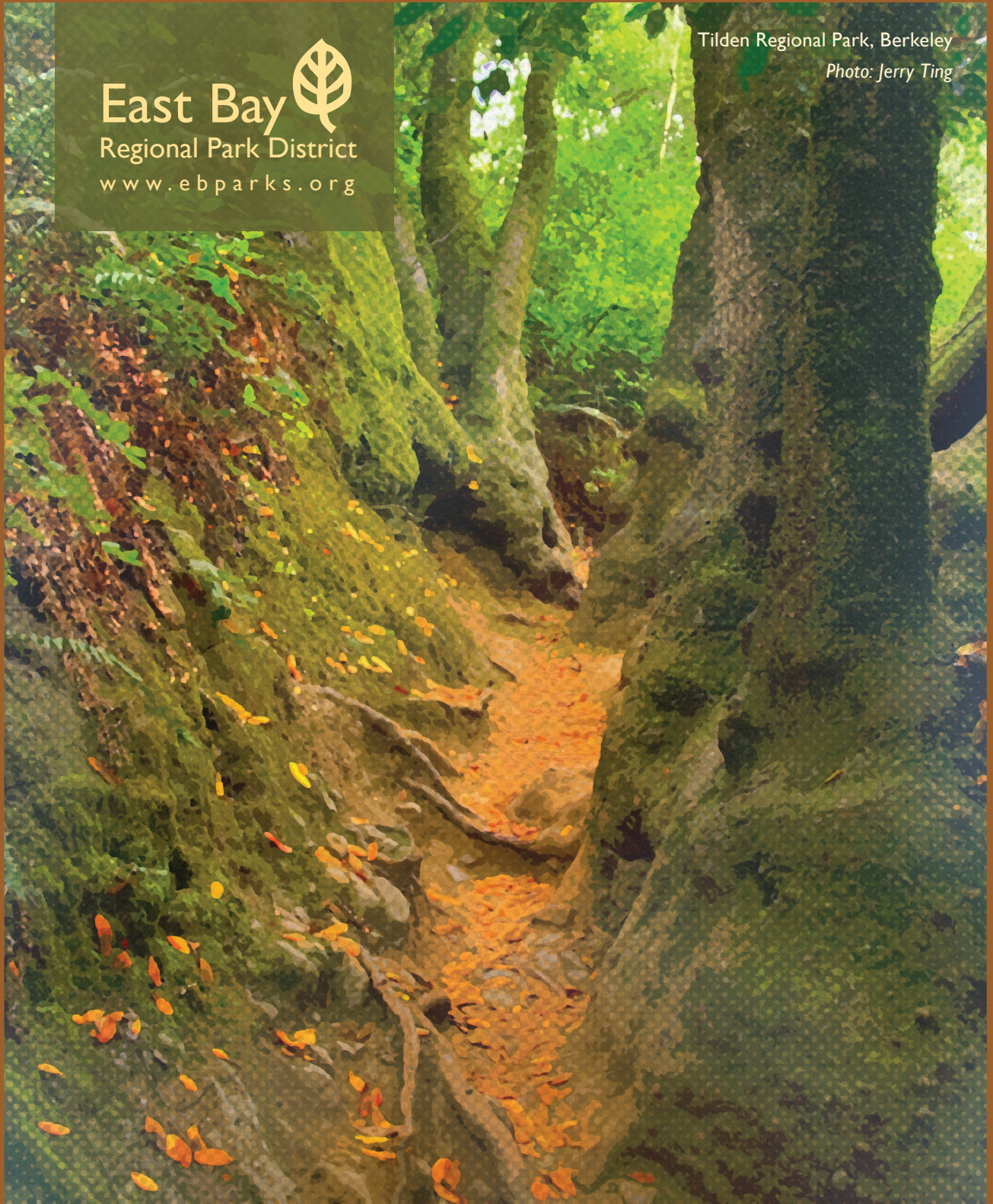




East Bay
Regional Park District
www.ebparks.org

Tilden Regional Park, Berkeley
Photo: Jerry Ting



2012 Adopted Operating Budget

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

VISION AND MISSION STATEMENTS

Vision

The East Bay Regional Park District will preserve a priceless heritage of natural and cultural resources, open space, parks and trails for the future and will set aside park areas for the enjoyment and healthful recreation for generations to come. An environmental ethic guides us in all that we do.

Mission

The East Bay Regional Park District will achieve the above vision in the following ways:

- Provide a diversified system of regional parklands, trails, and parkland-related services that will offer outstanding opportunities for creative use of outdoor time.
- Acquire and preserve significant biologic, geologic, scenic, and historic resources within Alameda and Contra Costa Counties.
- 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 both the visitor's relationship to nature, natural processes, ecology, history of the parklands, and the value of natural conditions.
- 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 have been underrepresented, such as disabled, economically disadvantaged, and elderly visitors.
- Balance environmental concerns and outdoor recreational opportunities within regional parklands.
- 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.

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, Rossmore and a portion of Walnut Creek.

Carol Severin, Ward 3 Director
Castro Valley

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

Doug Siden, Ward 4 Director
Alameda

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

Ayn Wieskamp, Ward 5 Director
Livermore

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

Beverly Lane, Ward 6 Director
Danville

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

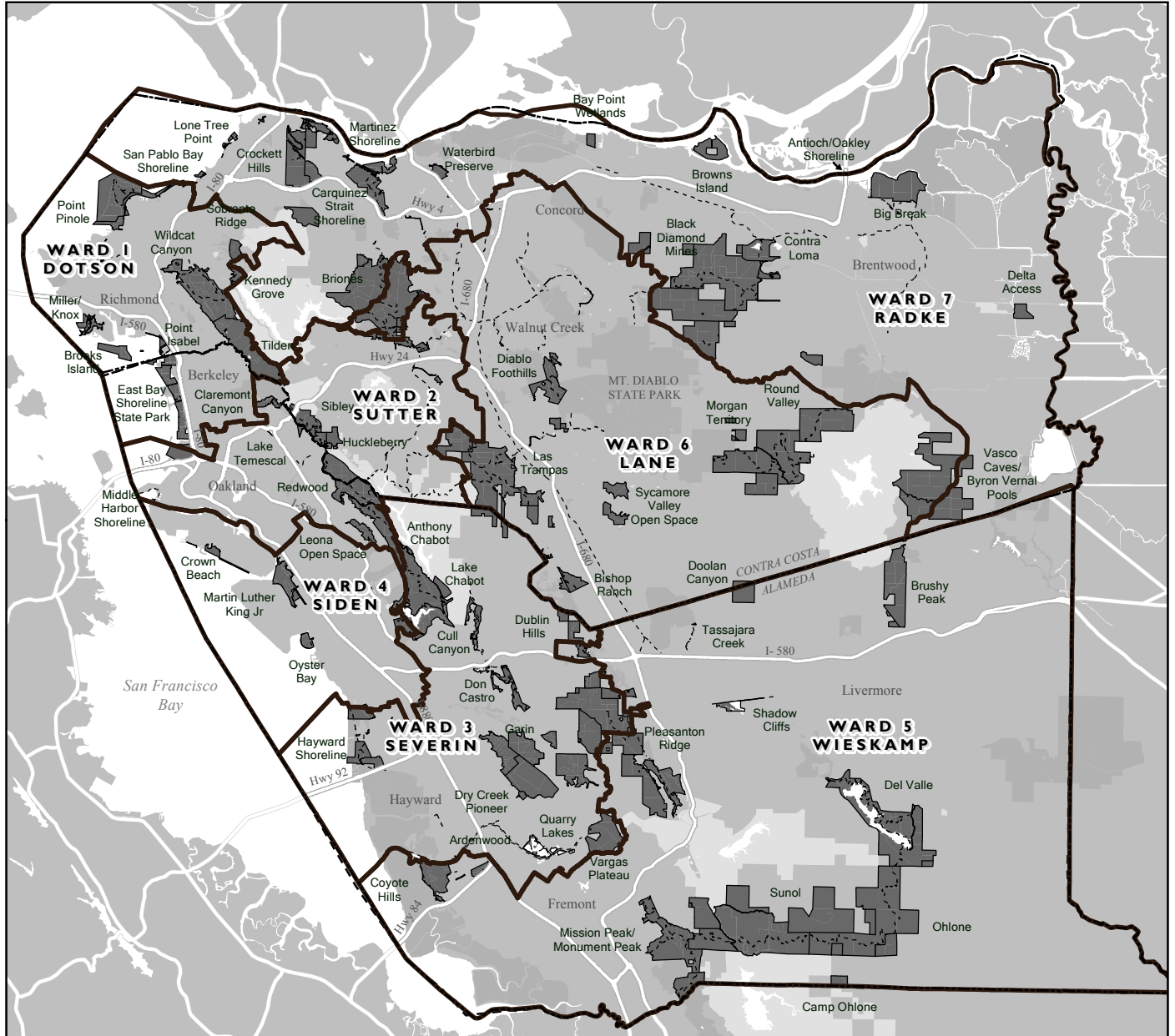
Ted Radke, Ward 7 Director
Martinez

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

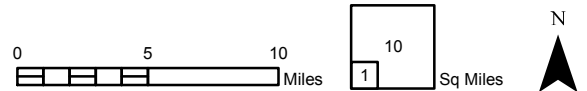


EAST BAY REGIONAL PARK DISTRICT

Environmental Programs
& GIS Applications
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- EBRPD Lands
- Other Open Space
- Watershed Lands
- County Boundary
- Freeways
- EBRPD Regional Trails



EAST BAY REGIONAL PARK DISTRICT PROFILE

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

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

GOVERNING BOARD: 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.

PUBLIC MEETINGS: The Board of Directors holds public meetings on the first and third Tuesday of each month at the District's headquarters Board Room located at 2950 Peralta Oaks Court in Oakland, California.

DESCRIPTION: East Bay Regional Park District (EBRPD) is a system of beautiful public parks and trails in Alameda and Contra Costa counties. As of December 31, 2011, the District owns or operates 111,067 acres of parklands, open space, and trails.

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

- over 1,100 miles of trails within the parklands
- 6 freshwater lake swim beaches
- 3 large swim lagoons
- 2 San Francisco Bay beaches
- 3 disabled access swimming pools
- 40 lake fishing docks
- 3 bay fishing piers
- 215 family campsites
- 32 group camp areas
- 21 backpacking camps
- 7 equestrian camps
- 2 golf courses
- 134 group picnic sites subject to reservation
- 9 interpretive and education centers
- 18 children's play areas
- 2 mobile exhibits
- wedding, meeting and banquet facilities

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

EAST BAY REGIONAL PARK DISTRICT PROFILE

other natural landscapes provide the open space and wildland areas so loved by park visitors. These provide critical wildlife habitat for mountain lion, bobcat, deer, bald eagle, tiger salamander, California newt, and other birds and animals representing more than 500 different species.

DEMOGRAPHICS:

Data Item, Year*	Alameda County	Contra Costa County
Projected 2011 population	1,521,157'	1,056,064"
Population, 2010	1,510,271	1,049,025
Population increase % Change 2000-10	4.6%	10.6%
Housing units, 2010	582,549	400,263
Persons per household, 2006-10	2.72	2.75
Median household income, 2006-10	\$69,384	\$78,385
High school graduates, age 25+, 2006-10	85.9%	88.4
Bachelor's degree or higher, age 25+,2006-10	40.3%	38.2%
Language other than English at home, 2006-10	42.6%	32.4%
Land area, square miles, 2010	739.02	715.94
Persons per square mile, 2010	2,043.6	1,465.2
Mean travel time to work, minutes, 2010	27.9	32.

Source: * US Census Bureau website

' State of California Employment Development Department

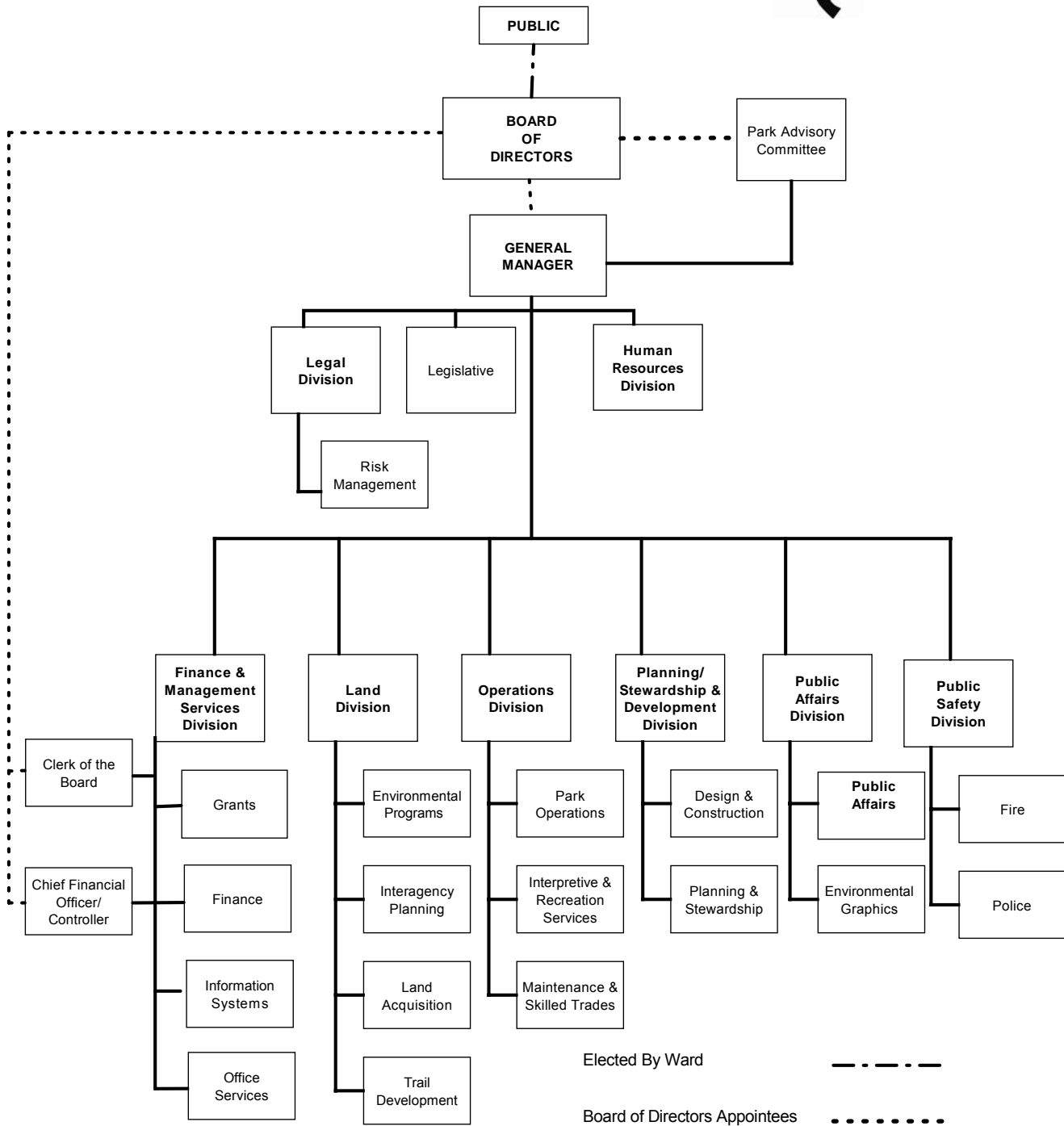
" California Department of Finance Estimate for Jan 1

Employment by Industry, 2010 Averages**		
Industries	Alameda County	Contra Costa County
Trade, Transportation & Utilities	18.56%	17.77%
Government	18.54%	15.65%
Professional & Business Services	16.38%	13.99%
Educational & Health Services	14.29%	15.56%
Goods Producing (manufacturing)	14.26%	11.68%
Leisure & Hospitality	8.49%	10.08%
Financial Activities	3.59%	8.16%
Other Services	3.59%	3.71%
Information	2.20%	3.14%
Total Farm	.11%	.26%
Unemployment Average Rates 2010		
Unemployment	11.3%	11.2%

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

EAST BAY REGIONAL PARK DISTRICT

Organizational Chart



Elected By Ward - - - - -

Board of Directors Appointees

Staff Supervision / Coordination _____

HOW TO USE THIS BOOK

HOW TO USE THIS BOOK

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

The Operating Budget is arranged in four sections:

- **Section A – General Manager’s Message:** This section is an executive summary of the budget, highlighting the status of the District, its accomplishments and future key initiatives.
- **Section B – Budget Overview:** This section contains tables, graphs, financial information and other data useful in understanding the intricacies of the District’s budget. The summary tables, such as Budget at a Glance, Total Resources and Total Uses are especially helpful in gaining an understanding of the District’s overall budget. Additionally, schedules listing budget by fund, separated by fund type, with explanation of each fund’s function is included in this section.
- **Section C – Division Summaries and Objectives:** This section includes a description of each division and department role, service description, key objectives, key indicators, 2011 accomplishments and 2012 targets. 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 historical information. Finally, a glossary of terms concludes this section of the operating budget book.

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

- **Section A – 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 B – 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 glossary of terms specific to projects.

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**East Bay Regional Park District
California**

For the Fiscal Year Beginning

January 1, 2011

Linda C. Danson Jeffrey R. Egan

President

Executive Director

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SECTION A
GENERAL MANAGER'S MESSAGE

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GENERAL MANAGER'S MESSAGE



To the Board of Directors:

I respectfully submit the 2012 operating and project budgets for the East Bay Regional Park District. The annual budget process is a critical link to addressing the policies and vision of the Board of Directors and fulfilling the District's Master Plan. This 2012 budget presents a financial plan to guide our agency during the upcoming year. As a result of the Board's continuing commitment to sound, conservative fiscal management, our organization remains stable and strongly committed to fulfilling our vision and mission, despite the difficult fiscal challenges of the past few years and the anticipated continuing challenges of the near future.

2012 Budget Highlights

The District's 2012 operating budget is balanced when taking into account planned use of fund balance. 2012 operating resources, including transfers-in, total \$160 million.

- The 2012 General Fund resources include \$2.5 million of reserves for "smoothing." In 2009, District management foresaw the impending temporary decline in the District's primary revenue source, property tax – a result of the crash of the real estate market and the subsequent decline in property assessment valuations. The Board of Directors wisely designated a total of \$9 million of reserves to "smooth" the forecasted revenue "pothole" in the coming years. The goal was to maintain 2009 operating levels through the economic downturn, though maintaining 2009 operating levels is not the same as maintaining 2009 appropriation amounts, since routine costs such as employee benefits continue to increase.
- Additionally, the 2012 General Fund budget includes a one-time use of \$2.9 million in fund balance savings from 2010 when revenue exceeded expenditures. A decision was made to fund one-time budget requests, including additional staff at the new Big Break Visitor Center; restoration of Student Laborer, Recreation Leader, and several temporary staff positions; paving; required replacement of worn out vehicles, radios, boats, and other equipment; increased costs for sewer lift station, helicopter, and building maintenance; and obtaining required permits, using these remainder funds to ensure their inclusion in the 2012 General Fund budget. Full details of appropriations related to this specific funding source are included in Section B.

The District's 2012 project budget totals \$15 million, plus \$10 million in transfers-out of Measure WW bond proceeds to the Measure WW Local Grant Program special revenue fund.

The 2012 budget includes funding for 721 full time equivalent (FTE) staff positions, which is an increase of 15 FTEs over the prior year, but still a net loss of 20 positions since the economic downturn in 2009. Two of the new positions are being funded through new revenue sources; the rest are temporary positions funded through the one-time appropriations discussed above.

GENERAL MANAGER'S MESSAGE

2011 Major Accomplishments and Challenges

We successfully protected the District's operating budget without layoffs or reductions in operating hours. When other agencies have been forced to close parks or reduce operating hours, I am very proud to say our parks are open 7 days a week all year for the public to enjoy.

2,935 acres of land were acquired by the District in 2011, with an additional 900 Board approved acres expected to close escrow in early 2012. The purchase price for 2011 Board authorized land acquisitions totaled \$22.6 million, with approximately one third funded from District resources and \$15 million from grant funding.

The District continued the successful implementation of Measure WW, including the local grant program, which issued \$13 million in grant reimbursements to local agencies for their completed park-related projects, and the District's Land Acquisition program, which expended \$7 million in bond funding on new park property.

The organization navigated the transition of four top management positions vacated through retirements by: promoting the General Manager from his prior AGM position, appointing the Assistant General Manager, Land Division and Assistant General Manager, Public Affairs Division from within the District, and recruiting the new Assistant General Manager of the Operations Division from an outside agency.

The District achieved labor agreements approved by the District's two labor organizations that met the District's financial and organizational goals, and protected jobs.

The General Manager participated in over 70 outreach meetings with EBRPD field units and staff to listen to their issues, assess needs in the field, and foster open communication.

The General Manager met personally with over 100 elected and government agency officials to strengthen relationships for the Park District's important position in our community.

In partnership with the National Park Service, we hosted a collaborative workshop of park agencies from Alameda and Contra Costa counties. The workshop focused on how park agencies can enhance collaboration to increase outreach to underserved populations, especially youth.

We implemented the Healthy Parks Healthy People initiative focused on the role of our parks in improving the health of individuals and families, our communities, and our environment, and providing access to healthy outdoor activities for all. This included participation in nationwide leadership discussions with The White House and The National Park Service.

The District completed a Public Outreach Survey soliciting feedback to assist in the development of the Park District's 2012 Master Plan Update. The District's Master Plan defines the vision and the mission of the East Bay Regional Park District and sets priorities for the future. The Master Plan is updated periodically to reflect new circumstances to which the District must respond.

Several accessibility projects were completed in conformance with the District's commitment to the Americans with Disabilities Act requirements including: Renovation of the Wild Turkey Group Camp at Del Valle, construction of a drive-in campsite at Anthony Chabot, and renovation of a restroom at Kennedy Grove.

The District opened the new Tidewater Aquatic Center at Martin Luther King Jr. Regional Shoreline. This building complex and floating dock system provides boat storage and a public

GENERAL MANAGER'S MESSAGE

contact station in addition to providing boating and water-related safety and recreational programs. The Recreation Department moved to the new facility to support the facility's programming, which, with the site location, is designed to enhance programs and access for urban youth.

We completed installation of a scale model map of the Delta Region as the featured outdoor exhibit at Big Break Regional Shoreline. This is a key educational component of the park and serves to strengthen relationships with east county park users.

The Train Station museum opened at Ardenwood Historic Farm, and is quickly becoming a popular gathering place for visitors and activity site for special events.

A new reservable picnic site was built at Quarry Lakes with funding from the Regional Parks Foundation. The site was dedicated *Lampert Knoll* in honor of Art Lampert who served on the Alameda County Water District Board of Directors and was an ardent advocate for the creation of Quarry Lakes Regional Recreation Area.

The development and installation of 12 interpretive panels that trace the Anza Expedition of 1776 was completed in collaboration with the National Park Service and the City of Oakland. A companion brochure was also produced to enhance the experience.

District staff prepared for the San Francisco Public Utility Commission's Calaveras Dam rebuilding project, completing an evaluation of the impacts on Sunol Regional Park and negotiating appropriate mitigation and compensation for the extended loss of the use of the park.

Legal challenges to the Wildfire Hazard Reduction and Resource Management Plan were successfully resolved, which allows 2012 implementation of the fire reduction efforts and resource management plans in the East Bay Hills, the location of the 1991 Oakland Hills Fire.

Several District departments enhanced collaboration to improve the process for acquiring regulatory permits from outside agencies, resulting in the acquisition of two 5-year regional general maintenance permits.

The District completed three Land Use Plan Amendments for Shadow Cliffs, Wildcat-Alvarado, and Brushy Peak.

The District responded to, and is recovered from, a March 2011 fire at Tilden Corporation Yard, which resulted in the destruction of the North County Equipment Shop and estimated property damage of \$2.5 million. The Equipment Shop has been temporarily relocated and reconstruction on site is now underway. Redeployment of substantial District resources was required by this unanticipated occurrence and the subsequent, associated tasks for business recovery and reconstruction.

Staff and consultants completed a long term study of our pension plans to understand the current situation and likely future trends, which resulted in Board approval of a \$3 million expenditure from reserves to reduce and stabilize the amount of current and future annual payments required from operating funds and to enable us to safely meet all of our commitments to District retirees.

Staff conducted an extensive evaluation of the District's alarm systems, creating a response policy to improve results and reduce the amount of time expended by staff on responding to false alarms.

GENERAL MANAGER'S MESSAGE

2012 Major Initiatives and Challenges

During 2012 the District will continue working aggressively and expects to obligate the final \$8 million in TIGER II (Federal Transportation grant funding) funds for regional trail construction. The District was awarded \$10.2 million in 2010 from the U.S. Department of Transportation for capital investment in surface transportation infrastructure projects that have a significant long-term impact on the region. The selected projects include Hercules and Martinez to Crockett Intermodals of the San Francisco Bay Trail, the East Bay Greenway in Oakland, between the Coliseum and 105th, and the TriValley Transit Connector.

In 2012 the District will transition from an independent health insurance provider to a CalPERS-sponsored plan, to provide more affordable plan choices for employees and minimize premium cost increases in future years. This will be the culmination of significant work undertaken during the 2011 labor negotiations.

The District will roll out phase 2 of the Healthy Parks Healthy People initiative, promoting healthy, active, access for all.

The District will celebrate the completion and opening of the new visitor center at Big Break Regional Shoreline, located on the shores of the Delta near Oakley.

In 2012 the District will continue, and complete, the Park District Master Plan Update process, including hosting several town hall meetings in various cities throughout the two counties, and publishing the final Master Plan.

Additional vegetation management field work to reduce the risk of catastrophic wildfire will continue as authorized under the District's Wildfire Hazard Reduction and Resource Management Plan. This includes the hiring of a grant funded Fire Captain to manage the increased work load.

Staff will present to the Board plans for review and approval of a long-term infrastructure renovation and replacement strategy, developing a process to identify major infrastructure replacement needs, and beginning the allocation of resources for future needs. This will be similar to the current program for major equipment replacement.

Technological improvements anticipated for 2012 include installation of a mobile police dispatch and information systems program into all police vehicles, migration of our accounting software to an updated version, and implementation of advanced accounting applications and paperless time cards for the agency.

Strategic Goals and Strategies

The District's long-term, entity-wide, strategic goals are included in the District's Master Plan. The updating process of this plan is expected to be completed in 2012. Decisions made related to the development of the 2012 budget were based upon the 1997 Master Plan and the Master Plan Map of current and future park facilities, which was updated in 2007.

. . . The District's enabling legislation (California Public Resources Code Article 3, 5500 et al) 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..."

Long-term goals in the current environment include:

GENERAL MANAGER'S MESSAGE

- Acquiring property as a continuing emphasis, due to the many parcels available at reasonable prices, and other agencies eager to partner with the District on land acquisition.
- Continuing the uninterrupted operation of current public parks and trails is a priority, with the hope that economic resources will stretch to maintain 2009 operational levels until the District's primary revenue source, property tax, rebounds.
- Maintaining recreation and interpretive programs at 2009 levels is also a goal, which is a challenge due to current resource shortfalls.
- Continuing our work to expand engagement with the culturally diverse communities in our region through enhanced environmental education and youth engagement is another high priority.
- Developing new parks and facilities that increase operational obligations is not a current goal, as additional resources to operate new parks are currently not available.
- Employing public safety to promote a safe environment for park users and neighbors is a continual goal at the District.
- Training staff to manage transitions (turn-over of long-term staff through retirements and promotions) continues to be a priority for the District.

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

Short-term Organization Factors

The goal for the 2012 budget, as it was for the 2010 and the 2011 budgets is to maintain service at 2009 levels, the year during which the District's revenues were greatest before the real estate crash. The District's stated 2011 priority was the preservation of our financial stability through continued conservative fiscal management and future cost containment initiatives. In addition, the diversification of our resource base through partnerships with other agencies was also a stated priority last year. The District's 2012 goals continue these priorities from prior years.

Additionally, the stabilization of operating uses, through a variety of measures, was targeted during both the 2011 and 2012 budget processes. The methods used to stabilize our operating uses are discussed in detail elsewhere in this message and document, and include: increased use of fund balance designations, extraordinary contributions to retirement plans, increased employee contributions to rising benefit costs, permanent increases in FTEs only if funded from sources other than general operating sources, use of one-time resources for one-time appropriations, minimal expansion of new facilities which would require additional operating resources, renovation of existing facilities to reduce ongoing operating expenses, application of technological improvements to reduce energy use and utility costs, and use of revenue generated on specific properties to fund maintenance of those specific properties.

All of these items influenced the decisions made in the development of the 2012 budget.

Priorities and Issues

The principal issues faced by the District in the development of this budget were economic factors. This has been the principal issue in the development of the District's budgets since 2010. Actions to be taken to address this issue are included throughout this message. In general the District is supplementing resources with planned use of fund balance, and containing and stabilizing costs through a variety of measures.

GENERAL MANAGER'S MESSAGE

Trends (in millions)	2009 Actual	2010 Actual	2011 Budget	2012 Budget
District Resources*	\$259**	\$176	\$145	\$142
District Uses*	\$166	\$199	\$189	\$177
General Fund Appropriations	\$91	\$92	\$99	\$101
Capital Appropriations	\$30	\$47	\$28	\$15
FTEs (Permanent & Temporary)	744	706	706	721

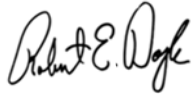
* excluding transfers in/out

** includes debt issuance proceeds

Conclusion

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

Respectfully submitted,



Robert E. Doyle
General Manager

SECTION B
BUDGET OVERVIEW

BUDGET OVERVIEW

The East Bay Regional Park District's 2012 proposed budget is balanced when taking into account planned use of fund balance.

The District's budgeted resources for all funds total \$173.7 million (including \$31.6 million transfers in), which is 7.7% less than 2011.

The District's appropriations for all funds total \$208.4 million (including \$31.6 million transfers out). \$6 million of the appropriations are intra-District charges, i.e. charges paid by General Fund to the internal service funds to cover the cost of services provided. Total appropriations are 10% less than 2011.

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

- The major portion of the use of fund balance, \$24.6 million, is in the project funds, where Measure WW Series 2009 bond proceeds are recorded in fund balance. The Measure WW bond proceeds will be used to fund Measure WW capital projects and the Measure WW local grant program in 2012.
- General Fund is slated to use \$5.4 million of fund balance, \$2.9 million from one time resources (2010 excess revenue over expenditures) for one time appropriations, and \$2.5 million from the fund balance designated for "smoothing".
- Debt service funds will use \$4.6 million of fund balance to pay 2012 debt service.

2012 General Fund budgeted revenue is equivalent to 2011 budgeted revenue, \$100.8 million compared to \$100 million, respectively. 2012 General Fund appropriations total \$106.3 million compared to \$103.5 million in 2011, a 3% increase.

- The majority of the change is the increase related to one time budget requests that are being funded with one time resources from 2010.
- The 2012 General Fund budget also includes resources of \$2.5 million from the fund balance designated for "smoothing", as anticipated when the "smoothing" funds were set aside by the Board of Directors in 2009. At that time the District anticipated the decline in revenue which would result from the deterioration of the real estate market and the economic recession, and set aside resources specifically to be used to stabilize resources.

Priorities and Issues

The District long-term priorities are being established through the Master Plan updating process, which will enter its third, and anticipated final, year in 2012. The Master Plan update will address issues and priorities raised by the Board of Directors, the public and the staff, including: continued property acquisition, increase in passive park facilities, natural areas and open space, park and trail maintenance, fire hazard reduction, expanded variety of trail opportunities (including for dog walkers and bike users) participation in the Healthy Parks Healthy People initiative, climate change program elements, partnerships, demographics, and historic and cultural resources.

The funding of Measure WW (\$500 million bond levy approved in 2008) projects is a District's priority. The District is actively acquiring East Bay property as the current real estate downturn has produced many motivated sellers. The District acquired 32,935 acres in 2011 and 8,600 total since Measure WW funds became available, an 8% increase in acreage in the last 2 years of the District's 76 year acquisition history. The District continues land acquisition partnerships with other agencies, leveraging Measure WW dollars. Additionally the local grant program

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financed through Measure WW has been very enthusiastically received by the local agencies, and is anticipated to distribute \$20 million in grant requests during 2011 and almost \$30 million (out of \$125 million total) since inception.

In relationship to operations, focus on the budget and controlling costs continue from 2011 as a current District priority in 2012. Property tax (the District major revenue source) is projected to remain flat for a number of years. The District is still committed to maintaining current service levels with fewer resources, including over 20 fewer FTEs than 2009.

Additionally, the District continues efforts to broaden revenue sources and partnership opportunities. Federal grants are a key funding sources for land acquisitions, as well as costs associated with the implementation of the Wildfire Hazard Reduction and Resource Management Plan. Moreover, recent capital acquisitions include properties with associated revenue (such as wind turbines and communication towers), which will be used to fund operational costs on those properties.

Next, in the effort to manage with fewer resources, since 2009 the District has adopted various operating cost stabilization mechanisms:

- The first mechanism was use of designated fund balance for potentially large, unpredictable expenditures, such as extraordinary legal and election costs. The designation of fund balance allows annual resources to be dedicated to routine operating expenditures.
- The second action was to request a CalPERS “fresh start”, for our pension contribution calculations, with the goal to stabilize pension contributions between 20% and 22% for the next 8 to 10 years.
- Third, employee contributions to ever swelling benefit costs were increased following 2011 union negotiations.
- Additionally, in 2011, following a comprehensive strategic planning study, the Board authorized an extraordinary contribution of \$3 million to the sole employer pension plan with the intent to stabilize annual contributions from operating resources.
- Finally, the District continues to fund major equipment replacement in an internal service fund and is beginning strategic planning to develop a sinking fund for major infrastructure maintenance and replacement.

Another priority and issue for the District is succession planning and top management transitions, with the retirement and replacement of four (out of nine) top position in 2011.

Financial Outlook for the District

Local Economy

In general, California has made little economic recovery progress over the past two years. The State unemployment rate (12%) still exceeds the national average. The State government remains in perennial budget crisis. State and local governments continue furloughs, cuts in services, and employee contract concessions. The forecast for the California economy is that normal growth levels are nowhere in sight, with only a insipid growth forecasted through the end of 2012.

Related to the East Bay in particular, one out of every ten jobs has been lost since 2007. The construction sector, which is highly concentrated in the East Bay, has lost 36% of construction jobs. But due to the East Bay’s diversified and highly educated labor force, the area is

BUDGET OVERVIEW

positioned to regain jobs as the economy recovers, especially in the professional, scientific and technical services sectors. Unfortunately economic recovery is forecasted to be minimal for a number of years, and the East Bay unemployment rate isn't projected to fall below 8% until 2014.

For the District specifically, the most significant factor is assessed valuation (AV) of East Bay property, as over 80% of our operating revenue is generated by property tax.

- 2008/2009 AV reached the peak of \$368 billion in Alameda and Contra Costa Counties.
- 2010/2011 AV was at its projected bottom at \$345 billion, a loss of 6.25%.
- 2015/2016 AV is forecasted to reach 2008/2009 levels again, a seven year trough in the District's major revenue source.

An additional impact of the poor economy upon the District's operating budget is the substantial decline in investment earnings as yields are at historic lows and will continue to be there at least until 2013, according to the Federal Reserve.

Short-term and Long-term Financial Outlook

The financial outlook for the District upon entering 2012 is flat when compared to 2011. During 2011, the District utilized approximately \$3.5 million of the funds designated for "smoothing". \$2.5 million are projected to be needed in 2012, which leaves a balance of \$3 million for 2013. When \$9 million was designated by the Board of Directors in 2009 for "smoothing" it was anticipated that revenues would return to 2008 levels by 2014. At this point, property tax revenues aren't projected to return to the previous levels until 2015/2016. Bridging the gap between revenue and expenditures in 2014 and 2015 may pose a challenge to the District.

The District is actively implementing Measure WW programs and purchases. Approximately \$50 million in Measure WW 2009 debt proceeds remain at the beginning of 2012. Long-range financial plans for capital expansion include the use of Measure WW funding for land acquisition and project funding. Consideration of operating and maintenance costs as new projects and facilities are completed is always a part of the project planning process.

Revenue Assumptions and Methodology

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

District interest revenue has decreased significantly due to the historic low yields. 2012 General Fund interest budget is 33% lower than 2011, and 68% lower than the high in 2009, even though cash and investments have remained at 2009 levels. The District is actively managing cash and investments to maximize returns within the constraints of our investment policy. For 2012, interest revenue has been projected conservatively, using minimum projected interest rates.

Rate 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

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providers in the Bay Area. Fees for out-of-District groups receiving programs, and most specialized program offerings with limited community benefit, have fees set at levels to fully recover costs.

Short-term Use of Reserves

In 2009 the Board of Directors designated \$9 million of General Fund balance (the amount 2009 General Fund revenue exceeded expenditures) as a resource for “smoothing” the anticipated future decline (resulting from the fall in property AV) in General Fund revenues. This designated fund balance was intended to supplement future annual operating revenue (primarily property tax) for three to five years, until the AV rebounded to pre- economic downturn levels. The maintenance of operating revenues was to protect current service levels.

The District’s 2012 General Fund budget includes the use of \$2.5 million from the fund balance designated for “smoothing”. This leaves a balance of \$3 million in the designated fund balance for future use until revenues recover.

Long-term Strategies

Capital Improvement Program

The District’s five-year Capital Improvement Program (CIP) 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, 2012 Projects Budget - Five Year Expenditure Plan.

The District’s role in preserving lands and natural resources contributes significantly to the formation of an urban edge and a greenbelt enjoyed by residents throughout the two counties. For the past twenty years, Measure AA bonds, as well as State grant funds, have provided support for the District’s successful acquisition of parklands and the construction of new park facilities. Measure CC parcel tax revenues contribute approximately \$2.9 million of new revenue annually for the maintenance and improvement of existing District facilities, including infrastructure projects. With the passage of Measure WW in 2008, the District is enacting the plans that had been conveyed to voters, to expand parklands and improve access and infrastructure over the next 20 years.

Organization-wide Strategic Goals

The District’s Board, management and staff are guided by the District’s Vision and Mission Statement. These goals are articulated in more detail in the District’s Master Plan. The 1997 Master Plan is currently in process of being updated. The Master Plan will continue to convey the District’s long-term strategic goals.

The long-term strategies which enable the District to continue to fulfill the vision, mission and Master Plan commitments are grounded on the following budget framework:

- Sustain, maintain, improve, and expand parks and facilities, and protect the District’s cultural and natural resources, in accordance with the District Master Plan.
- Increase revenues and diversify revenue sources to secure the long-term financial health of the District, enabling it to respond effectively to public demands in a region of growth and change.
- Provide excellent customer service.

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- Improve opportunities and access for youth, families, and constituents with special needs, facilitating their enjoyment and educational opportunities related to the natural surroundings of the parks.

Additionally, the 2012 budget continues the use of performance measures, begun in 2011. In the 2012 budget document the District has focused on enhancing the value of the measures cited. The goal is to tie each department's activity to the District's Vision, Mission Statement and/or Master Plan, enabling: transparency of the link between the activity of each department as it relates to the District's stated goals; communication of achievements; statement of future targets; increased accountability; and eventually allocation of 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.

2011 Major Accomplishments and 2012 Major Initiatives

Accomplishments:

- Land acquisitions completed or in process at year end totaling over \$22 million and over 3,500 acres.
- Opening of Tidewater Aquatic Center at Martin Luther King Jr. Regional Shoreline, which is a building complex and floating dock system.
- Completion of negotiation and preparation related to San Francisco Public Utility Commission Calaveras Dam rebuilding project and its impact on Sunol Regional Park.
- Resolution of legal challenges to the Wildfire Hazard Reduction and Resource Management Plan, allowing implementation to proceed in 2012.
- Response to extensive fire at Tilden corporation yard and relocated shop activities until new corporation site could be located.
- Completion of 2011 negotiations with AFSCME and Police Association unions.

Initiatives:

- Complete Master Plan update.
- Migrate accounting software and implement advanced accounting applications.
- Transition to PEMCHA health insurance.
- Open Big Break Visitor's Center at the Delta.

Distinguished Budget Award

The District was awarded the Government Finance Officer's Association's Distinguished Budget Presentation for the 2011 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 will require careful planning and projection of long-term financial conditions in light of the economic and legislative uncertainties. Throughout 2012, management will monitor economic conditions and report to the Board of Directors and the public any significant changes that could require the District to revise its 2012 budget.

Although staff has worked diligently to estimate revenues and expenditures, external events may significantly affect actual results. As the year progresses, the District may be required to

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make difficult decisions about its use of resources to ensure that the highest priority goals are addressed.

The District's Partnership with the Regional Parks Foundation

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. Over the past 43 years, the Foundation has received donations, land, and in-kind services valued at more than \$40 million. Every year the Foundation contributes funds directly to the District, pays expenses on behalf of the District, funds other programs and activities that directly benefit the mission of the District, holds and invests funds for future use by the District and pays Foundation fundraising and administrative expenses.

In 2011 the Foundation raised approximately \$1 million on behalf of the District (contributions, membership and grants). A breakdown of the estimated 2011 funding support for the Park District parks and programs is as follows:

Regional Parks Foundation 2011 Support	Amount
DIRECT FUNDING TO DISTRICT:	
Unrestricted Grant to EBRPD General Fund	\$250,000
Membership fees passed to EBRPD	90,000
Youth scholarships for EBRPD Recreation/Aquatic Programs	110,000
Total revenue to District	<u>450,000</u>
INDIRECT FUNDING SUPPORT FOR DISTRICT:	
Park Supplies, Services & Equipment paid by Foundation	260,000
*Youth Scholarships Paid to Other Organizations	140,000
Foundation Fundraising & Administrative Expenses	170,000
Total Indirect Support to District	<u>570,000</u>
Total Foundation Support Directly To, or On Behalf of EBRPD	<u><u>\$ 1,020,000</u></u>

(Final audited figures will be available in May 2012)

*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.

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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 accounting basis of accounting in the Statement of Net Assets and the Statement of Revenues, Expense and Changes in Net Assets, and the Statement of Cash Flow in the financial statements, in contrast to the presentation in the budget document.

Additionally, not all of funds are subject to annual appropriation. For example the District's sole employer 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.

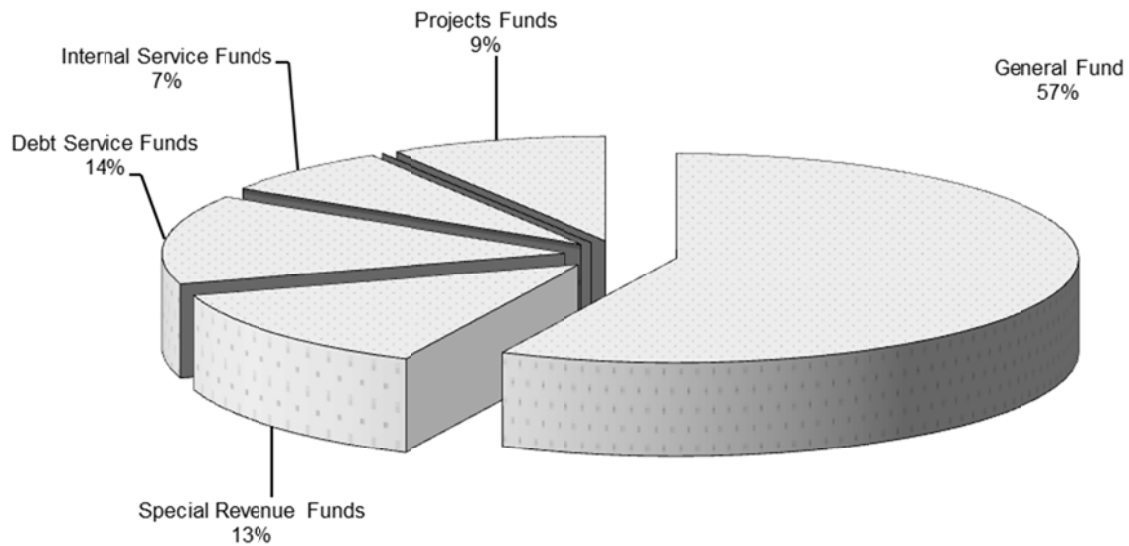
For presentation purposes, the District uses fund groupings to summarize budget data in various schedules in the budget. The General Fund and special revenues funds groups are considered "operating funds" by the District. The General Fund, the debt service funds and the project funds are all major funds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

BUDGET OVERVIEW

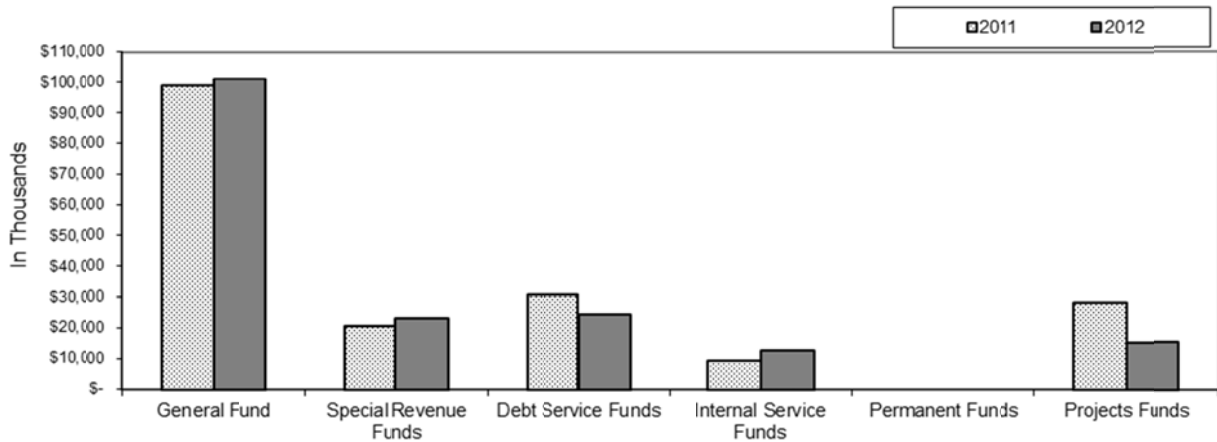
The groupings and content of each grouping are as follows:

<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 Canyon 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 253 – Gifts Fund 254 – Ardenwood/Coyote Hills Trail 255 – Martin Luther King, Jr. Intern Program 257 – Mitigation (Resource Enhancement Program) 258 – Eastshore State Park 259 – ECCC HCP Properties 270 – Measure WW Local Grants
Debt Service Funds	810 – 2002 Refunding Bonds 812—Measure AA Bonds 813—Measure WW Bond
Internal Service Funds	552 – Workers’ Compensation 554 – Major Equipment Replacement 555 – General Liability 556 – Employee Benefits
Permanent Funds	610 – Black Diamond Open Space 620 – Brushy Peak-Dryer 621 – Brushy Peak-Weaver 630 – ESSP-Berkeley Meadow Ph1 631 – ESSP-Berkeley Meadow Ph2 640 – Hayward Shoreline-Ora Loma 641 – Hayward Shoreline-Any 650 – Morgan Territory-Elworthy 651 – Morgan Territory-Day
Project Funds	333 – Capital Projects 335 – Measure AA Bond Proceeds 336 – Other than Asset Projects 337 – Measure WW Bond Proceeds

2012 Appropriations by Fund Group

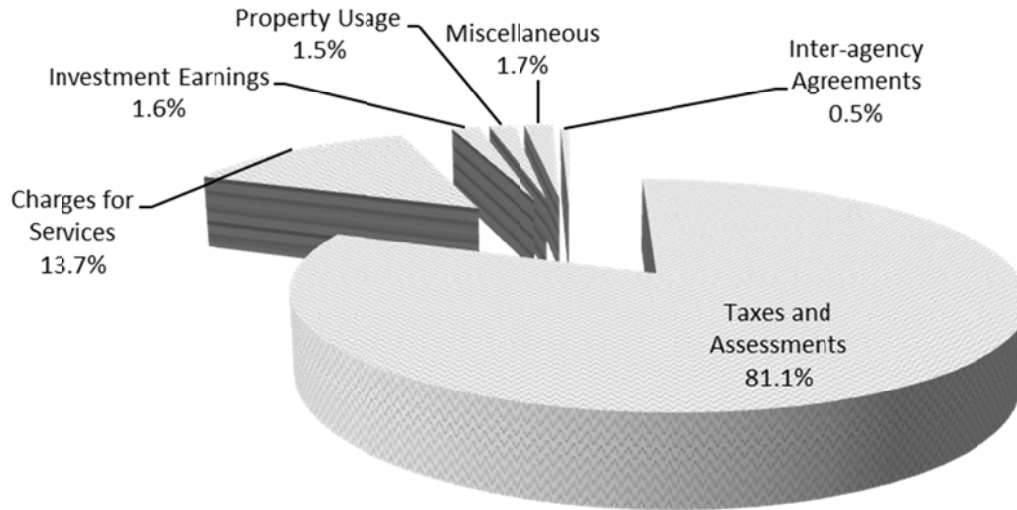


Prior Year Appropriations Comparison



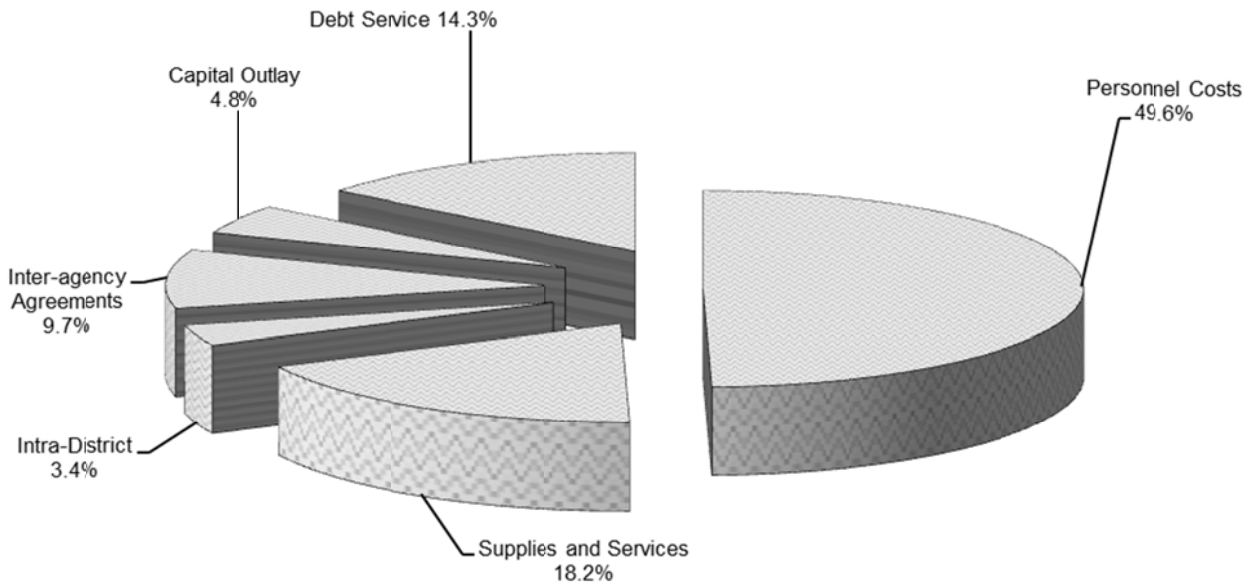
Appropriations	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Funds	Permanent Funds	Projects Funds	Total All Funds
2012	\$ 100,954,460	\$ 23,133,410	\$ 24,504,270	\$ 12,766,610	\$ -	\$ 15,484,090	176,842,840
2011	\$ 98,888,470	\$ 21,005,060	\$ 30,689,700	\$ 9,713,390	\$ -	\$ 28,283,700	\$ 188,580,320
\$ Change	<u>\$ 2,065,990</u>	<u>\$ 2,128,350</u>	<u>\$ (6,185,430)</u>	<u>\$ 3,053,220</u>	<u>\$ -</u>	<u>\$ (12,799,610)</u>	<u>\$ (11,737,480)</u>
% Change	2.09%	10.13%	-20.15%	31.43%	0.00%	-45.25%	-6.22%

2012 Revenue by Type



Revenue	Taxes and Assessments	Charges for Services	Investment Earnings	Property Usage	Miscellaneous	Inter-agency Agreements	Total All Revenues
2012	\$ 115,273,870	\$ 19,460,290	\$ 2,220,400	\$ 2,088,500	\$ 2,380,350	\$ 669,000	\$ 142,092,410

2012 Expenditures by Type



Appropriations	Personnel Costs	Supplies and Services	Intra-District	Inter-agency Agreements	Capital Outlay	Debt Service	Total Expenditures
2012	\$ 87,774,620	\$ 32,162,070	\$ 6,069,090	\$ 17,100,000	\$ 8,457,720	\$ 25,279,340	\$ 176,842,840

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BUDGET AT A GLANCE

RESOURCES	SPECIAL REVENUE		
	GENERAL FUND	FUNDS	DEBT SERVICE FUNDS
Revenues:			
Taxes & Assessments	\$ 88,990,000	\$ 7,636,870	\$ 18,647,000
Charges for Services	7,921,200	80,000	-
Property Usage	1,778,500	310,000	-
Investment Earnings	1,000,000	289,600	57,400
Inter-agency Agreements	448,000	-	-
Miscellaneous	550,050	22,000	-
Total Revenues	100,687,750	8,338,470	18,704,400
Other Resources:			
Transfers In	169,000	17,049,300	1,154,090
TOTAL RESOURCES	\$ 100,856,750	\$ 25,387,770	\$ 19,858,490
USES			
Expenditures:			
Personnel Costs	\$ 73,398,720	\$ 5,115,590	\$ -
Supplies	7,178,860	296,330	-
Services	12,896,470	706,490	19,000
Capital Outlay	532,250	-	-
Inter-agency Agreements	200,000	16,900,000	-
Debt Service	794,070	-	24,485,270
Intra-District Charges	5,954,090	115,000	-
Total Expenditures	100,954,460	23,133,410	24,504,270
Other Uses:			
Transfers Out	5,314,540	3,162,930	-
TOTAL USES	106,269,000	26,296,340	24,504,270
Change in Fund Balance /Net Assets	(5,412,250)	(908,570)	(4,645,780)
TOTAL	\$ 100,856,750	\$ 25,387,770	\$ 19,858,490

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BUDGET AT A GLANCE

INTERNAL SERVICE FUNDS		PERMANENT FUNDS	PROJECTS FUNDS	2012 TOTAL ALL FUNDS			
\$	-	\$	-	\$	115,273,870		
	11,459,090		-		19,460,290		
	-		-		2,088,500		
	344,000	29,400	500,000		2,220,400		
	-		221,000		669,000		
	1,808,300		-		2,380,350		
	13,611,390	29,400	721,000		142,092,410		
	25,000		13,169,380		31,566,770		
\$	13,636,390	\$	29,400	\$	13,890,380		
\$	13,636,390	\$	29,400	\$	173,659,180		
\$	3,884,510	\$	-	\$	5,375,800	\$	87,774,620
	177,000		-		235,420		7,887,610
	7,779,100		-		2,873,400		24,274,460
	926,000		-		6,999,470		8,457,720
	-		-		-		17,100,000
	-		-		-		25,279,340
	-		-		-		6,069,090
	12,766,610		-		15,484,090		176,842,840
	-		30,000		23,059,300		31,566,770
	12,766,610		30,000		38,543,390		208,409,610
	869,780		(600)		(24,653,010)		(34,750,430)
\$	13,636,390	\$	29,400	\$	13,890,380	\$	173,659,180

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TOTAL RESOURCES

RESOURCES	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change	Note
Taxes & Assessments:						
Property Taxes	\$ 95,015,570	\$ 90,806,742	\$ 87,700,000	\$ 88,990,000	1.5%	1
Debt Service Levy	30,084,468	28,038,818	26,202,300	18,647,000	-28.8%	2
Parcel Taxes	3,157,002	3,119,478	3,098,000	3,115,000	0.5%	3
Assessments	4,753,627	5,037,680	4,543,870	4,521,870	-0.5%	4
Subtotal	133,010,667	127,002,718	121,544,170	115,273,870	-5.2%	
Charges for District Services:						
Intra-District Charges	3,961,268	8,547,619	9,577,920	11,574,090	20.8%	5
Parking Fees	1,933,297	1,907,091	1,803,000	1,805,000	0.1%	6
Other Charges	1,759,187	1,824,793	471,000	473,200	0.5%	7
Concession Fees	1,074,435	1,106,301	1,133,200	1,090,000	-3.8%	8
Facility Rental Fees	1,037,172	1,069,558	1,046,000	1,030,000	-1.5%	9
Public Safety Services	1,391,621	748,854	990,000	950,000	-4.0%	10
Swimming Fees	604,268	560,541	644,000	538,000	-16.5%	11
Fishing Fees	491,074	464,541	432,000	431,000	-0.2%	12
Camping Fees	598,463	585,206	533,000	632,000	18.6%	13
Program Fees	435,955	422,447	442,000	449,000	1.6%	14
Other Fees	366,658	522,058	468,000	488,000	4.3%	15
Subtotal	13,653,398	17,759,010	17,540,120	19,460,290	10.9%	
Investment Earnings						
Pooled Investments	2,618,331	1,158,708	2,173,600	1,663,000	-23.5%	16
Trustee Investments	432,693	997,384	556,400	557,400	0.2%	17
Subtotal	3,051,024	2,156,092	2,730,000	2,220,400	-18.7%	
Property Usage						
Communication Site Agreements	583,174	531,302	545,000	514,500	-5.6%	18
Grazing Agreements	375,648	459,667	400,000	450,000	12.5%	19
Other Property Usage	526,102	676,850	780,000	864,000	10.8%	20
District Residences	289,948	321,727	297,000	260,000	-12.5%	21
Subtotal	1,774,871	1,989,547	2,022,000	2,088,500	3.3%	
Inter-agency Agreements	15,120,378	21,377,974	724,490	669,000	-7.7%	22
Miscellaneous:						
Foundation Support & Membershij	418,000	256,955	295,000	330,000	11.9%	23
Aid from Private Parties	431,471	3,525,479	22,000	22,000	0.0%	24
Other Revenue	3,378,792	1,600,604	314,700	2,028,350	544.5%	25
Subtotal	4,228,263	5,383,038	631,700	2,380,350	276.8%	
Total Revenues	170,838,600	175,668,379	145,192,480	142,092,410	-2.1%	
Other Resources:						
Debt Issuance	87,692,503	-	-	-		26
Transfers In	18,474,074	36,741,204	42,950,040	31,566,770	-26.5%	27
TOTAL RESOURCES	\$ 277,005,177	\$ 212,409,583	\$ 188,142,520	\$ 173,659,180	-7.7%	

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. The slight increase (1.5%) in revenue as compared to 2011 is forecasted by the District's economic advisors, and reflects the attitude that 2010/2011 was the bottom of the drop in assessed valuation (AV). Additionally the 2012 budget has been increased slightly for unsecured, supplemental and prior secured, which more accurately reflect actual collections.</p>
2	Debt Service Levy	<p>Debt service fund revenue--This category accounts for restricted property tax revenue levied on the majority of properties within AC and CCC, which is used to fund 2012 Measure AA debt service. For the first time in 2012 Measure WW debt service is also included in the levy.</p> <p>The budgeted revenue decrease reflects the drop in levy from 8.4% to 7.1%. Levy amount is based upon current year's debt service needs. Total debt service owed in 2012 is less than that paid in 2011 for two reason. Measure AA 2006E was paid in full in 2011. Additionally 2006 and 2008 refundings both have large decreases in 2012 debt service, which is partially offset with pay off of 2009 taxable refunding principal.</p>
3	Parcel Taxes	<p>Special revenue fund revenue—Restricted parcel tax revenue is collected in accordance with Measure CC from properties within the area from Richmond to Oakland. The purpose of this Measure is to provide funding for maintenance and operations in some of the District's oldest and most-used parks.</p> <p>The 2012 budgeted amount is slightly higher than 2011, and is based upon assessment engineer's report.</p>
4	Assessments	<p>Special revenue fund revenue--Restricted special assessment revenue specific to the District's two landscape and lighting districts and seven zones of benefit is collected to provide funding for trail maintenance, facility improvements and minor equipment purchases within the assessment districts.</p> <p>The 2012 budgeted amount is slightly lower than 2011, due to parcel review conducted by new assessment engineers.</p>
5	Intra-District Charges	<p>Internal service fund revenue—Charges assessed and collected by internal service funds support the services provided by these funds to the various division within the District.</p> <p>The 2012 budgeted amount increased 20% over 2011 due to two</p>

Notes to Total Resources Schedule, continued

Note	Category	Description
		<p>items. First unemployment and dental self-insurance programs activity is now included in an internal service fund (previously it was recorded in General Fund liability account). Additionally, the 2012 allotment to the Major Equipment Replacement Fund increased by one time budget appropriations in the General Fund.</p>
6	Parking Fees	<p>General Fund revenue--Parking fees are collected at District recreation areas and some regional parks.</p> <p>The 2012 budgeted amount is consistent with 2011.</p>
7	Other Charges	<p>In majority General Fund revenue-- This category includes: encroachment permits, planning/engineering fees, the bus program, merchandise sales, and special event charges.</p> <p>The 2012 budgeted amount is consistent with 2011.</p>
8	Concession Fees	<p>In majority General Fund revenue--This category accounts for revenues derived from agreements with concessionaires who operate or use District facilities. The two largest revenue providers are Tilden Golf Course and Willow Park Golf Course.</p> <p>The 2012 budgeted amount has been slightly reduced from the 2011 amount, consistent with forecasted 2011 actuals.</p>
9	Facility Rental Fees	<p>General Fund revenue--This category includes revenue from District buildings, picnic areas, swim facilities, and youth group overnight camping.</p> <p>The 2012 budgeted amount is slightly lower than 2011, consistent with forecasted 2011 actuals.</p>
10	Public Safety Services	<p>General Fund revenue--This category accounts for revenue from service contracts to provide policing and fire services for other public agencies.</p> <p>The 2012 budgeted amount is slightly lower than 2011, consistent with forecasted 2011 actuals.</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 2012 budgeted amount is lower than 2011, consistent with forecasted 2011 actuals.</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>2012 budgeted amount is consistent with 2011.</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 2012 budgeted amount is higher than 2011, consistent with forecasted 2011 actuals.</p>
14	Program Fees	<p>General Fund revenue--This category includes naturalist and recreation program revenue, Camp Arroyo and tour fees.</p> <p>2012 budgeted amount is slightly higher than 2011, consistent with forecasted 2011 actuals.</p>
15	Other Fees	<p>General Fund revenue--This category includes: dogs, boats launch and inspection, entry fees, and annual passes.</p> <p>2012 budgeted amount is higher than 2011, consistent with forecasted 2011 actuals.</p>
16	Pooled Investment Earnings	<p>General Fund and special revenue fund revenue--The budget for interest revenue has decreased significantly in accordance with prevailing short to intermediate term investment returns and forecasted 2011 actuals.</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. This amount is consistent with 2011.</p>
18	Communication Site Agreements	<p>General Fund revenue and special fund revenue--This category includes revenue from communication towers and equipment located on District property.</p> <p>The 2012 budgeted amount is lower than 2011, consistent with forecasted 2011 actuals.</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 2012 budgeted amount is higher than 2011, consistent with forecasted 2011 actuals.</p>
20	Other Property Usage	<p>General Fund and special revenue fund revenue--This category is used to account for other types of leases.</p> <p>The 2012 budgeted amount increased 11% due to the purchase of the properties with wind turbines and communication towers. Revenue from these properties will be accounted for in a special revenue fund, per agreement with property purchasing partner.</p>
21	District Residences	<p>General Fund revenue—2012 budget for lease revenue from rental of District-owned residential units located on parklands has decreased due to the current vacancy rate.</p>
22	Inter-agency Agreements	<p>General Fund and project revenue--This category includes: Contra Costa Water District for Contra Loma Lagoon, City of Dublin for Tassajara Creek Trail, City of Alameda for Crown Beach, Fremont Redevelopment Agency for Quarry Lake, 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 2012 budgeted amount is lower than 2011 due to changes in the anticipated amount of revenue related to the quagga mussel inspection program.</p>
23	Foundation Support and Membership	<p>General Fund--This category includes the direct aid from the Regional Parks Foundation used to support District FTE’s who work on Foundation activities.</p> <p>2012 support has been augmented as a result of the increased commitment to fund an additional District FTE.</p>
24	Aid from Private Parties	<p>Special revenue funds, permanent funds, project funds revenue--Annual support from the Alameda Community Foundation for the Dry Creek Garden is budgeted in 2012. Mitigation agreement revenue and developer property contributions would be major source of revenue in this category. None are budgeted for 2012.</p>

Notes to Total Resources Schedule, continued

Note	Category	Description
25	Other Revenue	<p>In majority General Fund revenue—Included in this category is revenue generated from: sale of assets, fines collected, POST training reimbursement, insurance recoveries, and other minor sources.</p> <p>2012 budget includes anticipated insurance proceeds from the Tilden Corp Yard fire, which will be received into the General Liability internal service fund, and accounts for the increase in this category.</p>
26	Debt Issuance	<p>The District has not issued debt since 2009 and does not have plans to issue debt in 2012.</p>
27	Transfers In	<p>Details of this category are located at the end of Section B of the budget, on page 102.</p>

BUDGET OVERVIEW

TOTAL USES

USES	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change	Note
Personnel Services:						
Salaries & Wages	\$ 46,973,799	\$ 46,922,243	\$ 48,785,210	\$ 49,666,410	1.8%	1
Other Personnel Costs	32,981,727	34,551,284	37,681,780	38,108,210	1.1%	2
Subtotal	79,955,526	81,473,526	86,466,990	87,774,620	1.5%	
Supplies & Services:						
Operating Supplies	1,530,171	1,596,163	1,742,980	1,782,180	2.2%	3
Fuel	792,777	938,430	1,090,040	1,091,140	0.1%	4
Small Equipment	2,936,611	1,277,806	1,135,410	1,320,650	16.3%	5
Other Supplies	685,382	652,755	1,046,450	1,056,090	0.9%	6
Repair & Maintenance Supplies	2,235,459	2,252,395	2,739,280	2,637,550	-3.7%	7
Professional Services	551,907	738,899	1,295,350	778,300	-39.9%	8
Operating Services	10,619,431	6,654,726	5,294,340	5,810,200	9.7%	9
Administrative Costs	1,069,923	1,006,348	1,257,390	1,268,810	0.9%	10
Utilities	2,635,994	2,730,897	2,826,370	2,852,560	0.9%	11
Insurance and Claims	4,445,387	6,041,124	5,359,890	6,076,890	13.4%	12
Other Services	1,870,520	3,717,477	4,234,910	7,487,700	76.8%	13
Election Costs	320,775	670	-	-	N/A	14
Subtotal	29,694,335	27,607,689	28,022,410	32,162,070	14.8%	
Intra-District Charges:	1,368,208	4,912,949	5,054,990	6,069,090	20.1%	15
Inter-agency Agreements						
Inter-agency agreements	300,000	200,000	300,000	300,000	0.0%	16
Meas AA & WW Local Grants	402,505	10,397,616	15,000,000	16,800,000	0.0%	17
Subtotal	702,505	10,597,616	15,300,000	17,100,000	11.8%	
Capital Outlay/Equipment						
Land	15,269,320	30,800,691	20,306,000	6,535,000	-67.8%	18
Improvements	3,982,234	7,042,666	1,209,280	464,470	-61.6%	19
Equipment	1,668,590	977,265	800,250	1,458,250	82.2%	20
Subtotal	20,920,144	38,820,622	22,315,530	8,457,720	-62.1%	
Debt Service:						
Principal	26,674,809	28,425,626	25,130,700	19,995,220	-20.4%	21
Interest	6,995,006	7,011,572	6,289,700	5,284,120	-16.0%	22
Subtotal	33,669,815	35,437,198	31,420,400	25,279,340	-19.5%	
Total Expenditures	166,310,534	198,849,600	188,580,320	176,842,840	-6.2%	
Other Uses:						
Transfers Out	18,474,074	36,741,204	42,950,040	31,566,770	-26.5%	23
TOTAL USES	184,784,608	235,590,804	231,530,360	208,409,610	-10.0%	
Change in Fund Balance /Net Assets						
	92,220,569	(23,181,221)	(43,387,840)	(34,750,430)	-19.9%	24
TOTAL	\$ 277,005,177	\$ 212,409,583	\$ 188,142,520	\$ 173,659,180	-7.7%	

Notes to Total Uses Schedule

Note	Category	Description
1	Salaries & Wages	<p>General Fund, special revenue fund, project fund and internal service fund appropriations--This category incorporates all District salaries and hourly wages, including overtime and other premium pay components.</p> <p>2012 includes a minimal increase in salaries, which results from filled vacancies, addition of 15 FTEs, the majority temporary in 2012, funded with one time budget requests, and 1% COLA due April, 2012 for non-Police Association employees.</p>
2	Other Personnel Costs	<p>General Fund, special revenue fund, project fund and internal service fund appropriations--This category includes the cost of employer-paid benefits, the largest of which are health insurance, retirement benefits, OPEB benefits. Also included are charges for the District's self-insured programs, including dental coverage, unemployment and workers' compensation.</p> <p>The increase in 2012 budget is attributable to increase in worker's compensation rate. Beginning in 2012 non-Police Association employees will contribute an additional 3% to retirement benefit costs.</p>
3	Operating Supplies	<p>Operating supplies appropriations are included in General Fund and special revenue funds. This category contains items such as: safety equipment, chemicals, fish, cleaning and janitorial supplies, sign supplies, among other things. Fish is the largest item in this category with an appropriation of \$525,000, same as in 2011.</p> <p>Minimal increase in 2012 budget in this category is comprised of changes in many line items.</p>
4	Fuel	<p>This General Fund appropriation includes cost of vehicle, aircraft, boat, and equipment fuels.</p> <p>Appropriations for this item are consistent with prior year.</p>
5	Small Equipment	<p>Appropriations for this category are included in General Fund, special revenue funds and project funds. Largest item in this category is rolling stock under \$25,000.</p> <p>2012 appropriations increased as a result of one time budget request.</p>

Notes to Total Uses Schedule, continued

Note	Category	Description
6	Other Supplies	<p>This General Fund category includes office supplies, products for resale, event supplies, and inventory adjustments.</p> <p>Appropriations for these items are consistent with prior year.</p>
7	Repairs and Maintenance Supplies	<p>Repairs and maintenance supplies appropriations are included in General Fund, special revenue funds, project funds, and internal service funds and are comprised of beach sand, top soil, mulch, equipment parts and other items needed to maintain District facilities, equipment and grounds.</p> <p>Appropriations for these items decreased from 2011 in General Fund, and OTA fund.</p>
8	Professional Services	<p>General Fund, special revenue fund, capital project fund and internal service fund appropriations--This category includes legal and audit services.</p> <p>Significant decrease in 2012 budget is related to decrease in annual legal appropriations. This is the result of change in strategy in funding potential extraordinary legal costs from annual operating appropriation to designated fund balance.</p>
9	Operating Services	<p>This General Fund category includes repairs and maintenance services, pest control, support contracts, janitor, vet, among other miscellaneous operating services.</p> <p>Appropriations for maintenance agreements have increased in 2012.</p>
10	Administrative Costs	<p>This General Fund category includes staff training and travel appropriations, bank fees and other miscellaneous administrative costs.</p> <p>Appropriations for these items are consistent with prior year.</p>
11	Utilities	<p>In majority General Fund appropriations--This category includes telephone, water, electricity, garbage collection, sewer, and natural gas.</p> <p>Appropriations for these items are consistent with prior year.</p>

Notes to Total Uses Schedule, continued

Note	Category	Description
12	Insurance and Claims	<p>An internal service fund appropriation--This category includes the appropriations for Workers' Compensation Fund and General Liability Fund and includes insurance premiums, claims and settlement agreements.</p> <p>The 2012 budget includes appropriations for self-insured dental and unemployment claims. These claims were not previously accounted for as expenditures, which has been corrected in the 2012 budget. An additional increase in 2012 budget is related to worker's compensation claims appropriation.</p>
13	Other Services	<p>This category includes all other services including consultant contracts, Civicorp work, bank fees, and other services not included in other professional services above.</p> <p>Appropriations for these items have increased significantly in the General Liability internal service fund related to the 2011 Tilden Corp Yard fire costs, which are still being paid in 2012. Additionally this category of appropriations has increased significantly in the OTA fund in relationship to non-capital projects.</p>
14	Election Costs	<p>General Fund appropriation--This account is used to pay the costs charged by Alameda and Contra Costa Counties for production of election ballots. 2012 election costs, if incurred, will be paid via fund balance designated for election costs.</p>
15	Intra-District Charges	<p>General Fund appropriation--Intra-District charges are an allocation of the costs associated with the services provided by the internal service funds that are not collected through the payroll process. The charges are allocated to District divisions based upon usage of services and include certain employee benefits and claims, general liability insurance and settlements, and major equipment replacement amortization charges.</p> <p>Appropriations for 2012 are greater in the Major Equipment Replacement Fund related to one time budget request.</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>These appropriations are the same as in the prior year.</p>

Notes to Total Uses Schedule, continued

Note	Category	Description
17	Measure WW Local Grant Program	Special revenue fund appropriation--This category includes the funding of approved local agency projects from Measure WW funds. 2012 disbursements related to this program are expected to be slightly higher than 2011.
18	Land	Project fund appropriations--This category accounts for land acquisitions, safety and security costs incurred for newly acquired property and studies. The level of the 2012 appropriation reflects the availability of the Measure WW Series 2009 bond proceeds and the unique opportunities of the current real estate market.
19	Improvements	Project fund appropriations--This category represents new appropriations for projects with a cost greater than the District's capitalization limit (\$100,000). Section B of the budget document includes the Summary of 2012 Capital Appropriations, and the second volume of the 2012 budget, 2012 Projects Budget Five Year Expenditure Plan, includes detailed information about each project.
20	Equipment	General Fund and internal service fund appropriations--Appropriations for the purchase of vehicles and other equipment, with a cost greater than the District's capitalization limit (\$25,000), are included in this category. General Fund appropriations in this category increased significantly in 2012 due to one-time budget request. Major Equipment Replacement Fund's appropriations are based upon multi-year schedule of required annual replacements.
21	Principal	General Fund and debt service fund appropriation--Appropriations for debt service principal is calculated from debt amortization schedules. General Fund's obligation relates to capital lease/purchase of the helicopter. Detailed debt service schedules are provided in Section B, Debt Service Fund section, of this budget.
22	Interest	General Fund and debt service fund appropriation--Appropriations for debt service interest is calculated from debt amortization schedules.
23	Transfers Out	Details of this category are located at the end of Section B of the budget on page 104.

Notes to Total Uses Schedule, continued

Note	Category	Description
24	Use of Fund Balance	<p>General Fund, special revenue funds, debt service funds, and project funds budgets all include use of fund balance in 2012.</p> <p>Project funds is the largest use, which relates to expenditures of bond proceeds received in prior years.</p> <p>General Fund use is related to one time appropriation from one time revenue source of 2010 revenue over expenditures. Additionally General Fund use continues expending designated fund balance for “smoothing”, which was initiated in 2010.</p> <p>Debt service funds use fund balance of amounts collected in prior year for current year debt service.</p> <p>Special revenue funds’ use of fund balance is mainly in Measure CC and East Contra Costa LLD, with the intent to reduce accumulated resources from prior years.</p>

BUDGET OVERVIEW

BUDGET BY DIVISION

APPROPRIATED FUNDS	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET
OPERATING APPROPRIATIONS				
Executive & Legislative	\$ 2,183,147	\$ 2,056,177	\$ 2,455,850	\$ 2,388,860
Finance & Management Services	7,554,397	18,092,430	23,362,380	25,531,420
Human Resources	1,882,570	4,403,699	6,602,790	6,915,390
Land	2,477,841	2,486,855	2,829,550	2,840,860
Legal	2,613,600	8,193,529	6,481,900	8,455,560
Operations	51,376,030	52,188,994	56,444,160	57,388,500
Plan/Stewardship/Development	4,678,212	5,034,583	5,395,560	5,454,420
Public Affairs	2,883,102	2,931,064	3,093,450	3,406,820
Public Safety	21,092,784	22,056,735	22,294,780	23,450,650
Nondepartmental	39,201,205	34,234,544	31,336,200	25,526,270
Total Operating	135,942,889	151,678,612	160,296,620	161,358,750
PROJECT APPROPRIATIONS				
Executive & Legislative	-	-	-	-
Finance & Management Services	1,144,707	1,420,085	678,790	228,200
Human Resources	1,525	-	-	-
Land	15,840,876	32,135,384	20,795,990	7,230,750
Legal	-	492,283	-	-
Operations	2,112,195	2,683,059	919,330	1,818,050
Plan/Stewardship/Development	10,207,834	9,895,419	5,304,930	4,954,920
Public Affairs	11,762	3,932	-	-
Public Safety	1,043,437	533,913	584,660	1,252,170
Nondepartmental	5,309	6,914	-	-
Total Capital	30,367,645	47,170,988	28,283,700	15,484,090
Subtotal Operating/capital	166,310,534	198,849,600	188,580,320	176,842,840
TOTALS BY DIVISION				
Executive & Legislative	2,183,147	2,056,177	2,455,850	2,388,860
Finance & Management Services	8,699,104	19,512,515	24,041,170	25,759,620
Human Resources	1,884,095	4,403,699	6,602,790	6,915,390
Land	18,318,717	34,622,240	23,625,540	10,071,610
Legal	2,613,600	8,685,813	6,481,900	8,455,560
Operations	53,488,225	54,872,053	57,363,490	59,206,550
Plan/Stewardship/Development	14,886,046	14,930,002	10,700,490	10,409,340
Public Affairs	2,894,865	2,934,996	3,093,450	3,406,820
Public Safety	22,136,221	22,590,647	22,879,440	24,702,820
Nondepartmental	39,206,514	34,241,458	31,336,200	25,526,270
Subtotal by Division	166,310,534	198,849,600	188,580,320	176,842,840
Other Uses:				
Transfers Out	18,474,074	36,741,204	42,950,040	31,566,770
TOTAL USES	184,784,608	235,590,804	231,530,360	208,409,610
Change in Fund Balance/Net Assets	92,220,569	(23,181,221)	(43,387,840)	(34,746,430)
TOTAL	\$ 277,005,177	\$ 212,409,583	\$ 188,142,520	\$ 173,663,180

Notes to Budget by Division

Finance and Management Services Division operating appropriations have increased 9% in 2012, once again due to local grant program, which is accounted for in a special revenue fund in this division.

Legal Division operating appropriations have increased 30% as a result of the Tilden Corp Yard fire, for cost budgeted in the General Liability Fund, an internal service fund within the Legal Division.

Public Affairs Division operating appropriations increase is attributed to the addition of one FTE and the reclassification of another FTE equivalent, both of which will be funded through the Regional Park Foundation contributions to the District.

BUDGET OVERVIEW

BUDGET BY FUND

APPROPRIATED FUNDS	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET
101 General Fund	\$ 90,866,943	\$ 91,990,582	\$ 98,888,470	\$100,954,460
Special Revenue Funds:				
220 Two County LLD	5,300,813	3,541,121	3,623,390	3,674,950
221 East Contra Costa Co LLD	712,413	610,038	832,170	903,030
222 Five Canyon ZB	37,453	36,839	37,900	39,020
223 Dublin Hills ZB	6,154	6,624	8,800	7,550
224 Walpert Ridge ZB	-	732	83,130	111,680
225 San Ramon Hills ZB	13,232	11,556	10,610	500
226 Measure CC	923,237	839,987	964,670	999,990
227 Stone Valley ZB	2,932	1,236	5,630	12,630
228 Sibley Volcanic ZB	-	10,216	21,010	46,000
253 Gifts Fund	36,203	35,594	64,230	81,990
254 Ardenwood/Coyote Hills Trail	-	-	-	-
255 MLK Jr. Intern Program	2,000	2,000	-	7,000
257 Mitigation	53,810	163,495	141,270	179,440
258 Eastshore State Park	35,381	35,659	44,960	45,330
259 ECCC HCP Properties	-	-	-	-
260 Asset Forfeiture	27,335	-	-	-
270 Measure WW Local Grants	373,521	10,400,963	15,167,290	17,024,300
Special Revenue Funds Total	7,524,483	15,696,059	21,005,060	23,133,410
Debt Service Funds:				
810 2002 Refunding Bonds	1,203,815	1,280,756	1,239,000	1,199,490
812 Measure AA Bonds	31,083,550	30,606,868	26,215,900	20,070,980
813 Measure WW Bonds	598,666	2,845,137	3,234,800	3,233,800
Debt Service Funds Total	32,886,031	34,732,760	30,689,700	24,504,270
Internal Service Funds:				
552 Workers' Compensation	3,486,800	3,310,965	3,088,160	3,638,940
554 Major Equipment	-	-	455,000	926,000
555 General Liability	1,156,409	3,510,439	1,761,130	3,478,270
556 Employee Benefits	22,228	2,437,727	4,409,100	4,723,400
Internal Service Funds Total	4,665,437	9,259,131	9,713,390	12,766,610
Permanent Funds:				
630 ESSP-Berkeley Meadow Phase I	-	80	-	-
	-	80	-	-
Projects Funds:				
333 Capital Projects	19,247,250	39,754,528	22,897,320	8,355,210
335 Measure AA Bond Proceeds	-	15,001	12,000	44,800
336 OTA Projects	11,119,150	7,382,893	5,351,380	7,058,680
337 Measure WW Bond Proceeds	1,240	18,565	23,000	25,400
Projects Funds Total	30,367,640	47,170,988	28,283,700	15,484,090
Total Expenditures	166,310,534	198,849,600	188,580,320	176,842,840
Other Sources/Uses:				
Transfers Out	18,474,074	36,741,204	42,950,040	31,566,770
TOTAL USES	184,784,608	235,590,804	231,530,360	208,409,610
Change in Fund Balance/Net Assets	92,220,569	(23,181,221)	(43,387,840)	(34,750,430)
TOTAL USES	\$277,005,177	\$212,409,583	\$ 188,142,520	\$173,659,180

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BUDGET OVERVIEW

BUDGET MATRIX BY FUND AND DIVISION

Fund:	Division				
	Executive & Legislative	Finance & Management Services	Human Resources	Land	Legal
101 General Fund	\$ 2,388,860	\$ 8,333,720	\$ 2,191,990	\$ 2,641,160	\$ 1,301,350
220 Two County LLD	-	31,700	-	-	-
221 ECCC LLD	-	6,250	-	-	-
222 Five Canyon Zone	-	350	-	-	-
223 Dublin Hills Zone	-	-	-	-	-
224 Walpert Ridge Zone	-	800	-	-	-
225 Thomas Ranch Zone	-	-	-	-	-
226 Measure CC	-	115,300	-	-	-
227 Stone Valley Zone	-	-	-	-	-
228 Gateway Valley Zone	-	-	-	-	-
253 Gifts/Dickson	-	-	-	38,480	-
254 Ardenwood/Coyote Hills	-	-	-	-	-
255 MLK Jr Program	-	-	-	-	-
257 Mitigation	-	-	-	142,440	37,000
258 Eastshore State Park	-	-	-	18,780	-
259 ECCC HCP Properties	-	-	-	-	-
270 Measure WW Local Grant	-	17,024,300	-	-	-
333 Capital	-	-	-	7,198,890	-
335 Meas AA Bond Proceeds	-	44,800	-	-	-
336 OTA Projects	-	158,000	-	31,860	-
337 Meas WW Bond Proceeds	-	25,400	-	-	-
552 Workers' Comp	-	-	-	-	3,638,940
554 Equip Replacement	-	-	-	-	-
555 General Liability	-	-	-	-	3,478,270
556 Employee Benefits	-	-	4,723,400	-	-
620 Brushy Peak-Dyer	-	-	-	-	-
621 Brushy Peak-Weaver	-	-	-	-	-
640 Hayward Shoreline-Ora Loma	-	-	-	-	-
650 Morgan Territory-Elsworthy	-	-	-	-	-
651 Morgan Territory-Day	-	-	-	-	-
810 '2002' Bond Debt Svc	-	5,500	-	-	-
812 Meas AA Debt Svc	-	10,000	-	-	-
813 Meas WW Debt Svc	-	3,500	-	-	-
Total	\$ 2,388,860	\$ 25,759,620	\$ 6,915,390	\$ 10,071,610	\$ 8,455,560

BUDGET OVERVIEW

BUDGET MATRIX BY FUND AND DIVISION

	Division					Total
	Operations	Planning/Stewardship and Development	Public Affairs	Public Safety	Nondepartmental	
\$ 52,145,600	\$ 5,401,080	\$ 3,406,820	\$ 23,143,880	\$5,314,540	\$ 106,269,000	
3,643,250	-	-	-	-	3,674,950	
781,780	-	-	-	215,000	1,003,030	
38,670	-	-	-	-	39,020	
7,550	-	-	-	-	7,550	
110,880	-	-	-	-	111,680	
500	-	-	-	-	500	
524,580	53,340	-	306,770	2,898,930	3,898,920	
12,630	-	-	-	-	12,630	
46,000	-	-	-	-	46,000	
43,510	-	-	-	-	81,990	
-	-	-	-	40,000	40,000	
7,000	-	-	-	-	7,000	
-	-	-	-	-	179,440	
26,550	-	-	-	-	45,330	
-	-	-	-	124,000	124,000	
-	-	-	-	-	17,024,300	
29,470	1,126,850	-	-	-	8,355,210	
-	-	-	-	-	44,800	
1,788,580	3,828,070	-	1,252,170	-	7,058,680	
-	-	-	-	23,059,300	23,084,700	
-	-	-	-	-	3,638,940	
-	-	-	-	926,000	926,000	
-	-	-	-	-	3,478,270	
-	-	-	-	-	4,723,400	
-	-	-	-	6,250	6,250	
-	-	-	-	6,250	6,250	
-	-	-	-	5,000	5,000	
-	-	-	-	6,250	6,250	
-	-	-	-	6,250	6,250	
-	-	-	-	1,193,990	1,199,490	
-	-	-	-	20,060,980	20,070,980	
-	-	-	-	3,230,300	3,233,800	
\$ 59,206,550	\$ 10,409,340	\$ 3,406,820	\$ 24,702,820	\$ 57,093,040	\$ 208,409,610	

Note: This schedule includes transfers out.

BUDGET OVERVIEW

2012 ONE-TIME APPROPRIATIONS

One-Time Budget Additions for 2012

Division	Department(s)	Location	FTE Addition	Description	Expenditure Budget	Revenue Budget	Net Cost
Finance & Management Services	Finance	District Wide	0.50	Add .5 FTE Temporary Account Clerk to assist in ININ IFAS implementation.	\$ 30,729	\$ -	\$ 30,729
Finance & Management Services	Office Services	District Wide		Paint exterior of Peralta Oaks administration building.	150,000		150,000
Land	Acquisition	District Wide		Increase engineering consultant budget for future zones of benefit.	25,000		25,000
Land	Acquisition	District Wide		Increase budget for survey consultants for property encroachment enforcement.	25,000		25,000
Legal	Risk	District Wide		Provide adequate funding for Board approved insurance program.	25,000		25,000
Legislative & Executive	General Manager	District Wide		Augment funding for District advocate and project permits.	150,000		150,000
Operations	Chief of Operations	District Wide	6.54	Reinstate Student Laborers (seasonal).	160,709		160,709
Operations	Interpretation	Big Break Visitor Center	3.00	Add mid-year: .5 Acting Supervising Naturalist; .5 Backfill Naturalist and two 1.0 Interpretive Student Aides (Seasonal).	105,000	(5,000)	100,000
Operations	Interpretation	Big Break Visitor Center		Start-up supplies & services for new visitor center.	20,000		20,000
Operations	Interpretation	Coyote Hills	0.085	Increase intern hours to assist with Native American programs for schools.	3,000		3,000
Operations	Lakes Unit	Quarry Lakes		Replace JD 1600 mower asset id# 632.	52,000		52,000
Operations	Recreation	District Wide	0.25	Reinstate seasonal Recreation Leaders.	8,225		8,225
Operations	Replacement Vehicle	District Wide		Restore partial funds for annual equipment/vehicles replacement.	200,000		200,000
Operations	Reservations	District Wide	0.40	Convert temporary .5 Office Specialist to permanent .5 Office Specialist; Add .4 temporary Office Specialist 2012 only	40,000	(40,000)	-

BUDGET OVERVIEW

2012 ONE-TIME APPROPRIATIONS

One-Time Budget Additions for 2012, continued

Division	Department(s)	Location	FTE Addition	Description	Expenditure Budget	Revenue Budget	Net Cost
Operations	Roads & Trails	District Wide	1.00	Add 1 temporary Administrative Analyst II for restored paving program.	118,049		118,049
Operations	Roads & Trails	District Wide		Restore pavement program funding.	800,000		800,000
Planning, Stewardship & Development	Design	District Wide		Replace large format copier.	35,000		35,000
Planning, Stewardship & Development	Stewardship	District Wide	0.185	Add intern to create cultural atlas or related project.	6,200		6,200
Public Safety	Communications	District Wide		Provide operating costs for mobile communication terminals in vehicles.	19,200		19,200
Public Safety	Communications	District Wide		Radio replacement due to narrow banding.	35,000		35,000
Public Safety	Helicopter Unit	District Wide		Restore funding for Support-By-the-Hour contract for helicopter.	130,000		130,000
Public Safety	Lifeguard Services	Shadow Cliffs		Replace boat and outboard motor for Shadow Cliffs for Lifeguard use.	22,000		22,000
All Divisions	Multiple	District Wide		Increase Major Equipment Replacement Fund by increased contributions by divisions in 2012	797,138		797,138
			<u>11.960</u>		<u>\$ 2,160,112</u>	<u>\$ (45,000)</u>	<u>\$ 2,912,250</u>

BUDGET OVERVIEW

AUTHORIZED POSITIONS

Authorized Positions

Positions are authorized and budgeted on a "full-time equivalent" basis or FTE. The number of FTEs is not the same as the number of staff. For example, an FTE of 1.0 may include two half time positions at 0.50 each.

DIVISIONS AND DEPARTMENTS	2009 BUDGET	2010 BUDGET	2011 BUDGET	2012 BUDGET	2011-12 Change
Executive & Legislative Division					
General Manager	8.00	8.00	8.00	7.000	-1.00 *
Finance & Management Services Division					
Administration	2.00	2.00	2.00	2.000	
Grants Department	3.00	3.00	3.00	3.000	
Clerk of Board	2.00	2.00	2.00	2.000	
Finance Department	18.28	18.28	18.28	18.784	
Information Services Department	7.00	7.00	7.00	7.000	
Office Services Department	9.72	9.72	9.72	9.720	
Subtotal	42.00	42.00	42.00	42.504	0.50
Human Resources Division	13.80	13.80	13.80	13.800	0.00
Land Division					
Administration	2.50	2.50	2.50	3.500	
Environmental Review Department	4.00	4.00	4.00	4.000	
Interagency Planning Department	3.00	3.00	3.00	3.000	
Land Acquisition Department	6.00	6.00	6.00	5.000	
Trails Development Department	3.00	3.00	3.00	3.000	
Subtotal	18.50	18.50	18.50	18.500	0.00
Legal Division	9.45	9.45	9.45	9.450	0.00
Operations Division					
Administration	8.00	7.00	7.00	7.000	
Park Operations Department	261.59	259.09	245.66	253.435	
Interpretive & Recreation Services Dept.	86.91	88.41	84.91	88.648	
Maintenance & Skilled Trades Dept.	71.23	71.37	68.90	69.900	
Subtotal	427.73	425.87	406.47	418.983	12.52
Planning/Stewardship & Development Division					
Administration	2.53	2.53	2.53	2.533	
Design & Construction Departments	29.00	29.00	27.00	26.830	
Planning & Stewardship Departments	24.62	24.12	24.12	24.305	
Subtotal	56.15	55.65	53.65	53.668	0.01
Public Affairs Division	16.20	16.20	15.20	17.200	2.00 *
Public Safety Division					
Administration & Support Services	28.75	29.75	28.00	28.000	
Fire Department	55.18	54.68	51.18	52.180	
Police Department	67.91	67.08	60.01	60.010	
Subtotal	151.84	151.51	139.19	140.190	1.00
Total	743.68	740.99	706.27	721.295	
Identified Unfunded Positions		-14.21			
To Be Identified Unfunded Positions		-20.79			
Total Funded Positions		705.99	706.27	721.295	15.03

*The reduction of one FTE in the Executive/Legislative Division and increase of one FTE in Public Affairs Division are due to an accounting change between the two divisions.

BUDGET OVERVIEW

NEW POSITIONS AND CHANGES

New Positions And Changes

Division	Location	Position	2011	2012	Change	Comment	2012 Only
Executive & Legislative	District Wide	Asst Gen Manager - Public Affairs	0.500	0.000	(0.500)	Full position to report 100% in Public Affairs	
	District Wide	Community Relations Manager	0.500	0.000	(0.500)	Full position to report 100% in Public Affairs	
Public Affairs	District Wide	Asst Gen Manager Public Affairs	0.500	1.000	0.500	Full position to report 100% in Public Affairs	
	District Wide	Community Relations Manager	0.500	1.000	0.500	Full position to report 100% in Public Affairs	
	District Wide	Administrative Analyst II	1.000	2.000	1.000	Cost of position paid by Foundation	
Finance & Management Services	District Wide	*Account Clerk	0.000	0.500	0.500	Twelve month, limited term FTE	X
	District Wide	*Student Laborer	4.000	10.540	6.540	Limited term FTE increase	X
Operations	Tilden	*Gate Attendant	0.830	0.730	(0.100)	Moved to Anthony Chabot	
	Anthony Chabot	*Gate Attendant	0.500	0.600	0.100	Moved from Tilden	
	Diablo Foothills	*Park Ranger I	0.000	0.150	0.150	Funded by line item budget swap	
	Diablo Foothills	*Park Ranger II	1.830	2.830	1.000	Moved from Volunteer Resources	
	District Wide	Park Ranger II	1.000	0.000	(1.000)	Moved to Diablo Foothills	
	Lake Chabot	*Gate Attendant	0.750	1.090	0.340	Funded by line item budget swap	
	Black Diamond	Park Ranger II-Nine month	0.750	0.000	(0.750)	Position upgraded to twelve-month	
	Black Diamond	Park Ranger II	3.000	4.000	1.000	Upgraded position funded from PG& E Communications Site revenue.	
	Garin	Park Ranger II-Nine month	0.750	0.000	(0.750)	Position upgraded to twelve-month	
	Garin	Park Ranger II	2.000	3.000	1.000	Upgraded position funded from the Walpert Ridge Zone of Benefit Fund	
	Trails Unit	Senior Office Assistant-Nine Month	0.750	0.000	(0.750)	Position upgraded to twelve-month	
	Trails Unit	Senior Office Assistant	0.000	1.000	1.000	Funded by Two-County Lighting & Landscape District Fund	
	District Wide	*Recreation Leader II	1.260	1.510	0.250	Budget request, approved for limited term.	X
	District Wide	*Office Specialist	0.500	0.000	(0.500)	Position upgraded to permanent	
	District Wide	*Office Specialist	0.000	0.400	0.400	Budget request, to be offset by increased revenue; approved for limited term	X
District Wide	Office Specialist/Reservations	0.000	0.500	0.500	Add half time employee with regular benefits		
Big Break	*Supervising Naturalist	0.000	0.500	0.500	Big Break start up 2nd part of 2012; position to be reevaluated for 2013	X	
Big Break	*Naturalist	0.000	0.500	0.500	Big Break start up 2nd part of 2012; position to be reevaluated for 2013	X	
Big Break	*Interpretive Student Aide	0.000	2.000	2.000	Big Break start up 2nd part of 2012; position to be reevaluated for 2013	X	
Coyote Hills	*Dept Tech	0.100	0.185	0.085	BDRS: 2011-11-252 Board Contingency transfer; approved for limited term.	X	

New Positions And Changes, continued

Division	Location	Position	2011	2012	Change	Comment	2012 Only
Operations	Mobile Education Outreach	Supervising Naturalist I	0.000	1.000	1.000	New location name: Mobile Education Outreach	
	Mobile Education Outreach	Resource Analyst	0.000	1.000	1.000	New location name: Mobile Education Outreach	
	Mobile Fish Exhibit	Supervising Naturalist I	1.000	0.000	(1.000)	Old location name: Mobile Fish Exhibit	
	Mobile Fish Exhibit	Resource Analyst	1.000	0.000	(1.000)	Old location name: Mobile Fish Exhibit	
	District Wide	Maintenance Superintendent	0.000	1.000	1.000	New department: Public Works Administration	
	District Wide	Senior Office Specialist	0.000	1.000	1.000	New department: Public Works Administration	
	District Wide	*Administrative Analyst II	0.000	1.000	1.000	FTE approved for limited term; may be extended beyond 2012 if funding available	X
	District Wide	Maintenance Superintendent	1.000	0.000	(1.000)	Moved from Roads & Trails Department	
	District Wide	Water Utilities Maintenance Supervisor	1.000	0.000	(1.000)	Moved from Roads & Trails Department	
	District Wide	Water Utilities Maintenance Technician	1.000	0.000	(1.000)	Moved from Roads & Trails Department	
	District Wide	Senior Office Specialist	1.000	0.000	(1.000)	Moved from Roads & Trails Department	
	District Wide	Park Ranger II	0.500	0.000	(0.500)	Reorganization-Sanitation Department	
	District Wide	Sanitation Truck Driver	3.750	3.250	(0.500)	Reorganization-Sanitation Department	
	District Wide	Recycling Coordinator	0.000	1.000	1.000	Reorganization-Sanitation Department	
Land	District Wide	Water Utilities Maintenance Supervisor	0.000	1.000	1.000	New Department Public Works Water Utilities	
	District Wide	Water Utilities Maintenance Technician	0.000	1.000	1.000	New Department Public Works Water Utilities	
Planning, Stewardship and Design	District Wide	Administrative Analyst II	0.000	1.000	1.000	Moved to Land Administration Department	
	District Wide	Administrative Analyst II	1.000	0.000	(1.000)	Moved from Land Acquisition Department	
Public Safety	District Wide	Senior Park Designer	2.000	1.000	(1.000)	Reorganization-Design Department	
	District Wide	Civil Engineer	1.000	2.000	1.000	Reorganization-Design Department	
	District Wide	Construction Inspector	4.000	3.830	(0.170)	Reorganization-Construction Department	
	District Wide	*Intern	0.000	0.185	0.185	BDRS: 2011-11-252 Board Contingency; FTE increase approved for limited term	X
	District Wide	Public Safety Systems Administrator	0.000	1.000	1.000	Positon moved from Dispatch Department	
	District Wide	Fire Captain (FEMA Grant)	0.000	1.000	1.000	FEMA grant should fund position for several years; considered permanent employee.	
	District Wide	Public Safety Systems Administrator	1.000	0.000	(1.000)	Position moved to Police Administration Department	
*Indicates temporary or seasonal FTE					15.030	Total FTE Additions (Reductions)	11.96

BUDGET OVERVIEW

TAXES & ASSESSMENTS

Taxes and Assessments by County

TAXES & ASSESSMENTS	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
<u>ALAMEDA COUNTY:</u>					
Property Taxes (1% Countywide Tax)	\$ 54,726,194	\$ 51,051,000	\$ 51,150,000	\$ 51,720,000	1.3%
Measure AA Property Tax (Bonds)	15,800,000	16,973,104	14,075,966	8,725,258	-48.6%
Measure WW Property Tax (Bonds)	-	-	-	1,291,974	N/A
Measure CC Parcel Tax	2,396,501	2,283,166	2,426,500	2,439,815	6.9%
Total Property Taxes	72,922,695	70,307,270	67,652,466	64,177,048	-8.7%
Two County Trail L&LD	2,377,144	2,322,517	2,369,279	2,369,279	
Five Canyon Zone of Benefit	41,902	37,800	39,300	39,300	
Dublin Hills Zone of Benefit	16,096	15,400	14,200	14,200	
Walpert Ridge Zone of Benefit	83,388	58,500	58,500	36,500	
Total Assessments	2,518,530	2,434,217	2,481,279	2,459,279	1.0%
TOTAL ALAMEDA COUNTY	\$ 75,441,225	\$ 72,741,487	\$ 70,133,745	\$ 66,636,327	-8.4%
Percent of Grand Total	56.5%	57.2%	57.7%	57.8%	
<u>CONTRA COSTA COUNTY:</u>					
Property Taxes (1% Countywide Tax)	\$ 41,010,084	\$ 37,164,036	\$ 36,550,000	\$ 37,270,000	0.3%
Measure AA Property Tax (Bonds)	14,100,600	14,622,196	12,126,334	7,516,742	-48.6%
Measure WW Property Tax (Bonds)	-	-	-	1,113,026	N/A
Measure CC Parcel Tax	711,617	631,834	671,500	675,185	6.9%
Total Property Taxes	55,822,301	52,418,066	49,347,834	46,574,953	-11.1%
Two County Trail L&LD	1,559,851	1,402,483	1,430,721	1,430,721	
East Contra Costa County Trails	635,944	624,000	622,000	622,000	
San Ramon Hills Zone of Benefit	4,578	4,200	4,580	4,580	
Stone Valley Zone of Benefit	5,625	4,500	4,950	4,950	
Sibley Volcanic Zone of Benefit	20,255	18,300	340	340	
Total Assessments	2,226,253	2,053,483	2,062,591	2,062,591	0.4%
TOTAL CONTRA COSTA COUNTY	\$ 58,048,554	\$ 54,471,549	\$ 51,410,425	\$ 48,637,544	-10.7%
Percent of Grand Total	43.5%	42.8%	42.3%	42.2%	
<u>BOTH COUNTIES COMBINED:</u>					
Property Taxes (1% Countywide Tax)	\$ 95,736,278	\$ 88,215,036	\$ 87,700,000	\$ 88,990,000	
Measure AA Property Tax (Bonds)	29,900,600	31,595,300	26,202,300	16,242,000	
Measure WW Property Tax (Bonds)	-	-	-	2,405,000	
Measure CC Parcel Tax	3,108,118	2,915,000	3,098,000	3,115,000	
Total Property Taxes	128,744,996	122,725,336	117,000,300	110,752,000	-9.8%
Two County Trail L&LD	3,936,995	3,725,000	3,800,000	3,800,000	
East Contra Costa County Trails	635,944	624,000	622,000	622,000	
Five Canyon Zone of Benefit	41,902	37,800	39,300	39,300	
Dublin Hills Zone of Benefit	16,096	15,400	14,200	14,200	
Walpert Ridge Zone of Benefit	83,388	58,500	58,500	36,500	
San Ramon Hills Zone of Benefit	4,578	4,200	4,580	4,580	
Stone Valley Zone of Benefit	5,625	4,500	4,950	4,950	
Sibley Volcanic Zone of Benefit	20,255	18,300	340	340	
Total Assessments	4,744,783	4,487,700	4,543,870	4,521,870	0.8%
GRAND TOTAL BOTH COUNTIES	\$ 133,489,779	\$ 127,213,036	\$ 121,544,170	\$ 115,273,870	-9.4%

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

Alameda County:	Fremont	Oakland	Livermore
Tax Rate Area	<u>12013</u>	<u>17001</u>	<u>16078</u>
Property Tax	\$ 146.85	\$ 109.03	\$ 150.66
District Bond Measures	31.95	31.95	31.95
Measure CC Tax	-	12.00	-
Two County LLD	<u>5.44</u>	<u>5.44</u>	<u>-</u>
Total	<u>\$ 184.24</u>	<u>\$ 158.42</u>	<u>\$ 182.61</u>

Contra Costa County:	Brentwood	Richmond	Walnut Creek
Tax Rate Area	<u>10001</u>	<u>08003</u>	<u>09000</u>
Property Tax	\$ 0.01	\$ 117.33	\$ 138.03
District Bond Measures	31.95	31.95	31.95
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>\$ 51.66</u>	<u>\$ 166.72</u>	<u>\$ 175.42</u>

These are approximate amounts for the 2011-12 tax year

Top Ten Property Tax Payers Ranked by Assessed Value*

(In thousands; for secured property, fiscal year ended June 30, 2011)

Alameda County		Contra Costa County	
Taxpayer	Assessed Value	Taxpayer	Assessed Value
Pacific Gas & Electric	\$ 1,469,411	Chevron USA	\$ 2,606,791
New United Motor Manufacturing, Inc	1,014,085	Equilon/Shell Oil Co.	1,597,132
AT&T	377,180	Pacific Gas & Electric	1,317,359
Kaiser Foundation Hospitals	374,940	Tosco Corporation	1,092,519
Kaiser Found. Health Plan, Inc	354,243	Tesoro Refining & Marketing	1,018,440
Catellus Development Corporation	329,014	Sunset Land Company	725,259
Bayer Healthcare, LLC	277,564	Seeno Construction Co.	646,178
SCI Limited Partnership	264,228	Mirant Delta/Delta Energy Ctr	527,275
No. California Industrial Portfolio, Inc	263,336	AT&T/Pacific Bell	497,573
SA Challenger Inc.	253,310	Shappell Industries, Inc	466,898

* Source: Alameda County and Contra Costa County websites.

District Tax & Assessment Rates

Description	Rate	Basis	Comment
Property Tax	\$0.0003	Per \$100 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 AA Bonds	\$6.30	Per \$100 of net assessed valuation of secured and unsecured property.	Rate is applied to all properties within District boundaries except for the "Murray Township" area.
Measure CC Tax (single family unit)	\$12.00	Per equivalent dwelling each.	Defined zone stretching from Richmond to Oakland.
Measure CC Tax (multifamily unit)	\$8.28	Per equivalent dwelling unit.	Defined zone stretching from Richmond to Oakland.
Two County Regional Trail LLD	\$5.44	Per equivalent dwelling unit	Defined zone includes Alameda and Contra Costa Counties except for the "Liberty Union High School District" of east Contra Costa County.
East Contra Costa County LLD	\$19.70	Per equivalent dwelling unit.	Defined zone encompassing the "Liberty Union High School District" area of east Contra Costa County.
Five Canyon Zone of Benefit	\$38.65	Per equivalent dwelling unit.	Defined zone of 1,091 parcels near the Don Castro Recreation Area in Alameda County.
Dublin Hills Zone of Benefit	\$27.97	Per equivalent dwelling unit.	Defined zone of 327 assessable parcels in the City of Dublin.
Walpert Ridge Zone of Benefit	\$124.72	Per equivalent dwelling unit.	Defined zone of 603 assessable parcels in the ridge land above the City of Hayward.
San Ramon Hills Zone of Benefit	\$34.97	Per equivalent dwelling unit.	Defined zone of 140 parcels in the western portion of the City of San Ramon.
Stone Valley Zone of Benefit	\$145.50	Per Equivalent dwelling unit.	Defined zone of benefit of 26 assessable parcels in Contra Costa County.
Sibley Volcanic Zone of Benefit	\$86.56	Per Equivalent dwelling unit.	Defined zone of benefit of 245 assessable parcels in Contra Costa County.

BUDGET OVERVIEW

TAXES & ASSESSMENTS

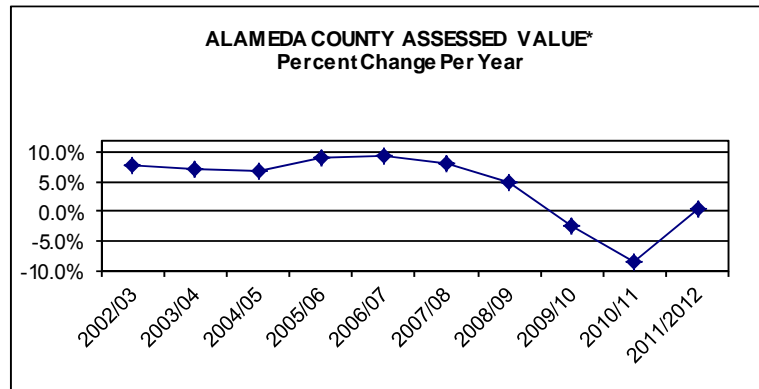
ASSESSED VALUE TRENDS

2008-09

2009-10

2010-11

2011-2012

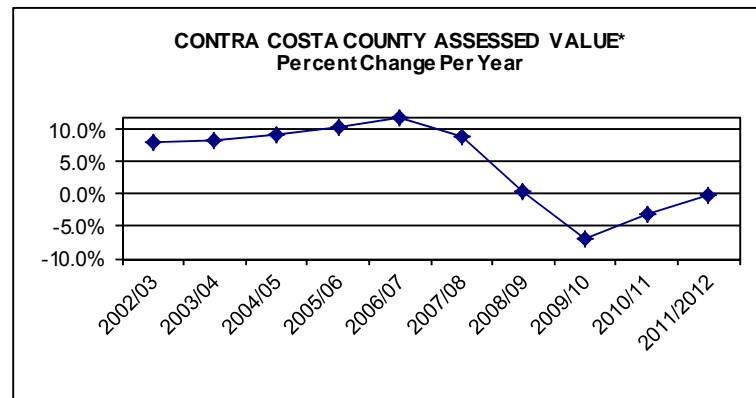


ALAMEDA COUNTY:

Assessed Valuation

% Change from Prior Year

2008-09	2009-10	2010-11	2011-12
\$ 206,666,243,713	\$ 201,785,244,668	\$ 184,930,052,661	\$ 185,635,628,701
4.8%	-2.4%	-8.4%	0.4%

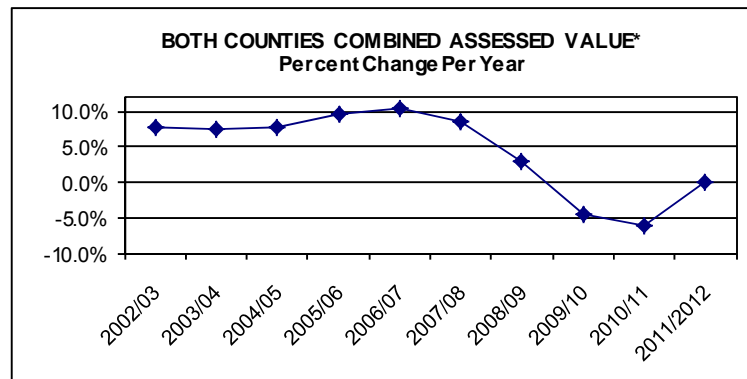


CONTRA COSTA COUNTY:

Assessed Valuation

% Change from Prior Year

2008-09	2009-10	2010-11	2011-12
\$ 161,251,188,060	\$ 150,306,011,300	145,762,060,270	145,301,962,799
0.5%	-6.8%	-3.0%	-0.3%



BOTH COUNTIES COMBINED:

Assessed Valuation

% Change from Prior Year

2008-09	2009-10	2010-11	2011-12
\$ 367,917,431,773	\$ 352,091,255,968	\$ 330,692,112,931	\$ 330,937,591,500
2.9%	-4.3%	-6.1%	0.1%

*Total Gross Assessed Valuation

GENERAL FUND

Fund 101 – General Operating Fund

BUDGET OVERVIEW**GENERAL FUND**

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

Year-by-Year Comparison

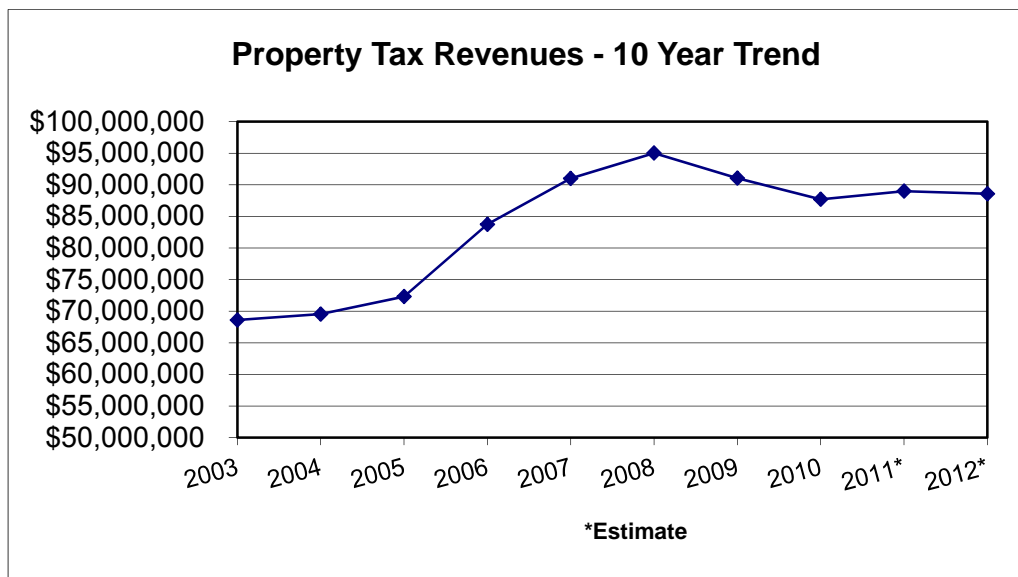
	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
RESOURCES					
Revenues:					
Taxes & Assessments	\$ 95,015,570	\$ 91,042,456	\$ 87,700,000	\$ 88,990,000	
Charges for Services	10,508,635	9,248,975	7,997,200	7,921,200	
Property Usage	1,677,081	1,883,006	1,712,000	1,778,500	
Investment Earnings	1,857,565	421,365	1,500,000	1,000,000	
Inter-agency Agreements	340,057	347,527	433,400	448,000	
Miscellaneous	1,030,790	627,692	499,700	550,050	
Total Revenues	110,429,697	103,571,022	99,842,300	100,687,750	0.8%
Other Resources:					
Contrib from Other Fund	358,481	-	-	-	
Transfers In	148,519	466,172	141,000	169,000	
TOTAL RESOURCES	\$ 110,936,697	\$ 104,037,194	\$ 99,983,300	\$ 100,856,750	0.9%
USES					
Expenditures:					
Personnel Costs	\$ 70,307,703	\$ 68,276,774	\$ 72,642,940	\$ 73,398,720	
Supplies	6,178,126	6,253,464	7,048,730	7,178,860	
Services	11,042,687	10,885,904	12,917,360	12,896,470	
Capital Outlay/Equipment	1,443,706	789,341	345,250	532,250	
Inter-agency Agreements	200,000	200,000	200,000	200,000	
Debt Service	794,066	794,064	794,200	794,070	
Intra-District Charges	900,656	4,791,035	4,939,990	5,954,090	
Total Expenditures	90,866,944	91,990,582	98,888,470	100,954,460	2.1%
Other Uses:					
Transfers Out	11,033,473	5,436,011	4,597,920	5,314,540	
TOTAL USES	101,900,416	97,426,593	103,486,390	106,269,000	2.7%
Change in Fund Balance	9,036,282	6,610,600	(3,503,090)	(5,412,250)	
TOTAL	\$ 110,936,698	\$ 104,037,193	\$ 99,983,300	\$ 100,856,750	

General Fund Budgeted Revenue Highlights

2012 General Fund operating revenues from all sources total \$101 million, including property taxes, charges for services, interest, property usage, inter-agency agreements, miscellaneous revenues and transfers in. The total revenue budget increased approximately \$875,000 (1%) from the 2011 budgeted amount. Additional information for each major revenue budget category follows.

Taxes & Assessments

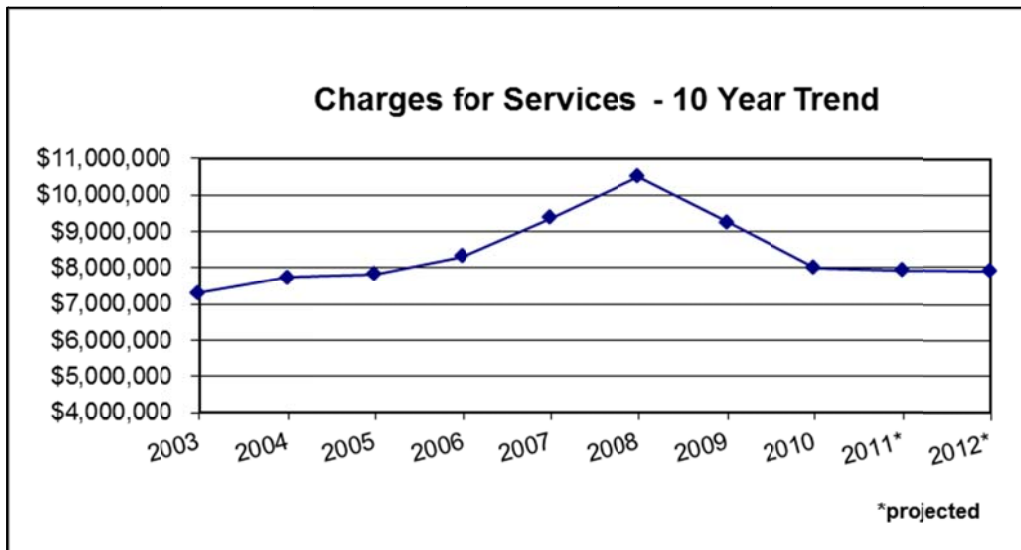
Property tax is the District's largest General Fund resource, representing 88% of all operating revenue. The 2012 property tax revenue budget of \$89 million includes secured, unsecured, supplemental, redevelopment agency pass-throughs, penalties and other taxes, less county collection fees. The amount is based on the assessed value (AV) of real and tangible property located within the Alameda County (AC) and Contra Costa County (CCC). 2008/2009 was the peak year in AV. 2010/2011 was the bottom with a 6.5% decline. 2011/2012 AV has a slight increase (.1%) over 2010/2011. It is projected that full recovery of AV will not occur until 2015/2016.



Charges for Services

This category is the second largest revenue source for the General Fund, representing 8% of total revenues. The 2012 budgeted revenue is equivalent to 2011, totals \$8 million, and is comprised of the following major revenue sources:

- parking fees (\$1.8 million),
- concession fees (\$1.1 million),
- facility rentals (\$1 million),
- public safety fees (\$1 million),
- other minor revenue sources (\$3.1 million).



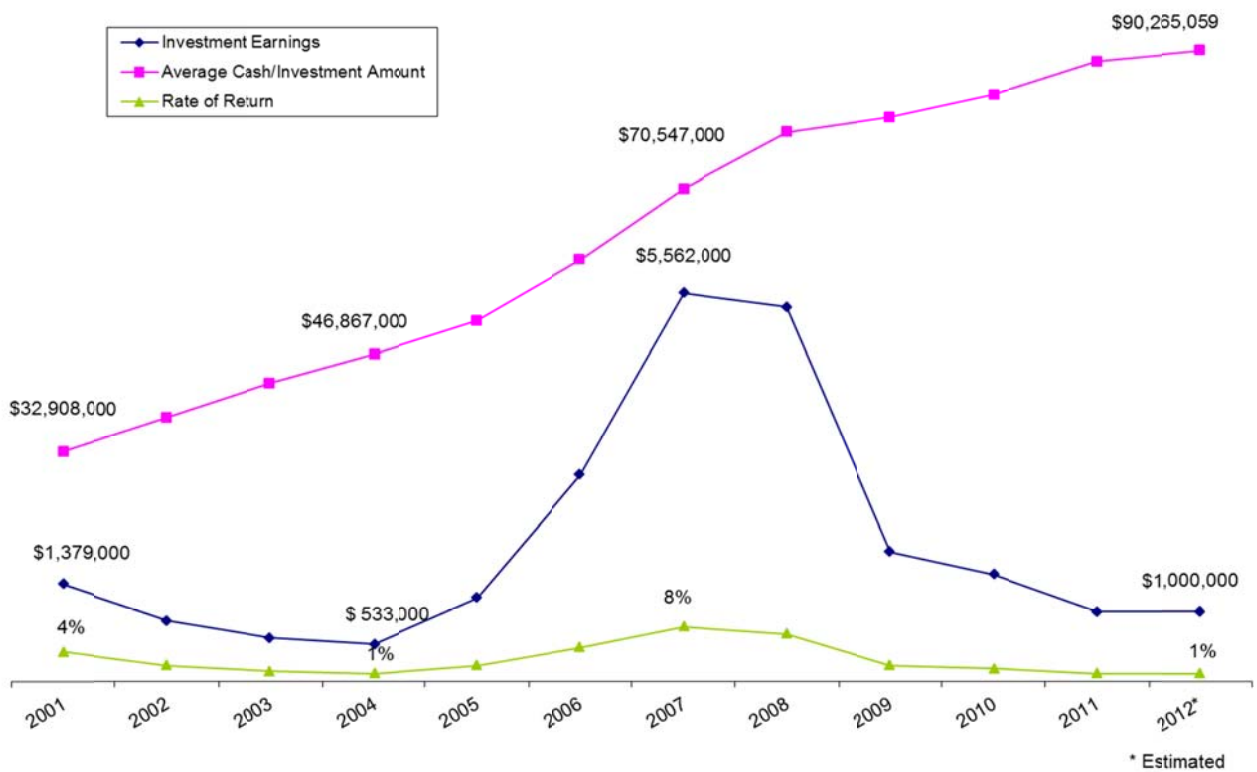
The District reviews and updates its park usage and administrative fees annually. Administrative fees are generally set to recover costs. Park user fees are set at levels consistent with rates charged by other public agency providers in the Bay Area. Out-of-District groups receiving programs, and most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

Investment Earnings

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

2011 investment earnings are anticipated to be approximately 33% under budget due to the continuing historic low interest rates. Accordingly, 2012 investment earnings budget has been reduced, with the anticipation of continued record low yields.

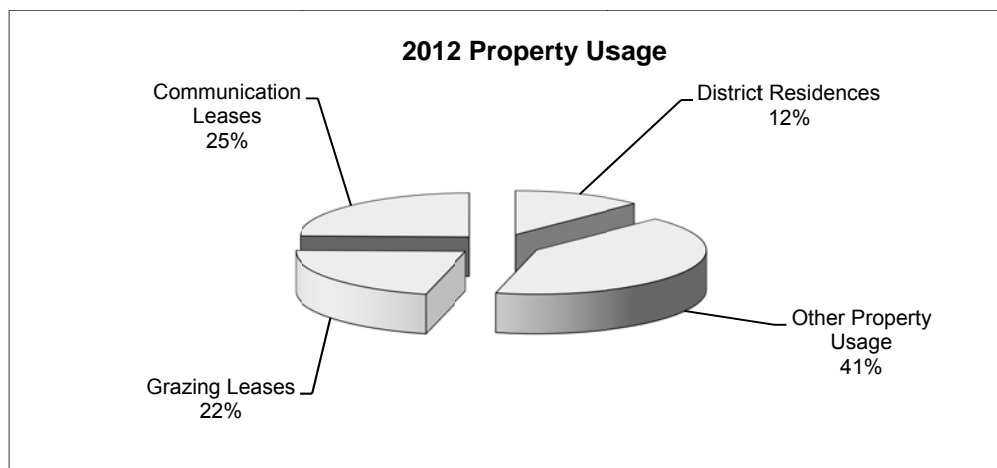
Cash/Investments/Investment Earnings/Rate of Return - 11 Year Comparison



For the General Fund in particular, cash has increased from approximately \$30 million 10 years ago to \$90 million in 2011 due to annual revenue exceeding annual expenditures. But investment revenue has dropped significantly as yields for U.S. treasuries and U.S. agencies are almost non-existent.

Property Usage

Revenue budgeted in 2012 to be collected from property usage (communication site agreements, grazing agreements, District residences and other usages of District property) is stable.

**Inter-agency Agreements**

Budgeted revenue from inter-agency agreements is consistent with 2011 with the two major components being funding from Fremont RDA, per their marketing agreement with the District, and Contra Costa Water District, per their Contra Loma lagoon agreement with the District.

Miscellaneous

Miscellaneous revenue is budgeted at 10% higher than 2011, but this is an insignificant impact of \$50,000.

Transfers

Budgeted transfers into the General Fund total \$169,000, consistent with 2011. Detailed transfer schedule is provided at end of Section B of this budget document.

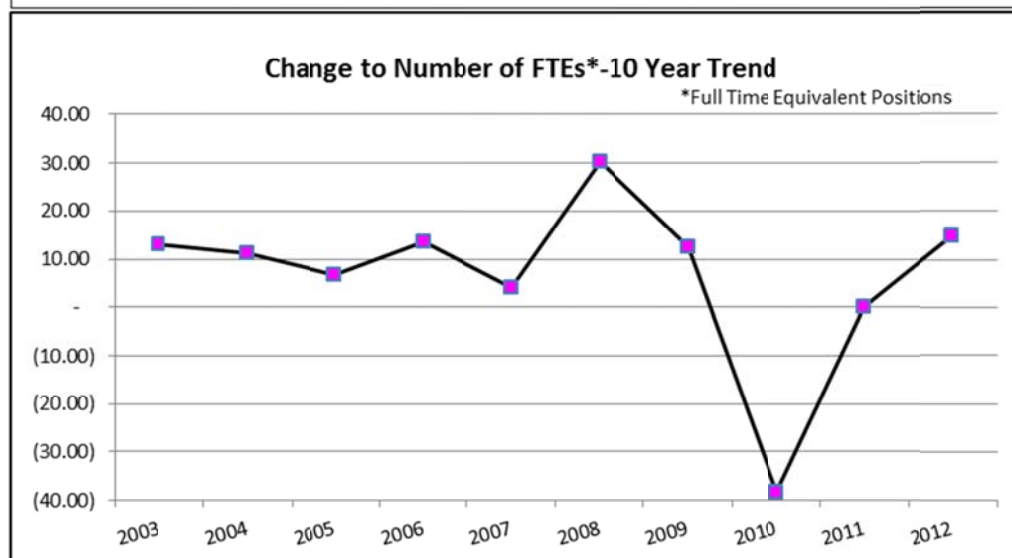
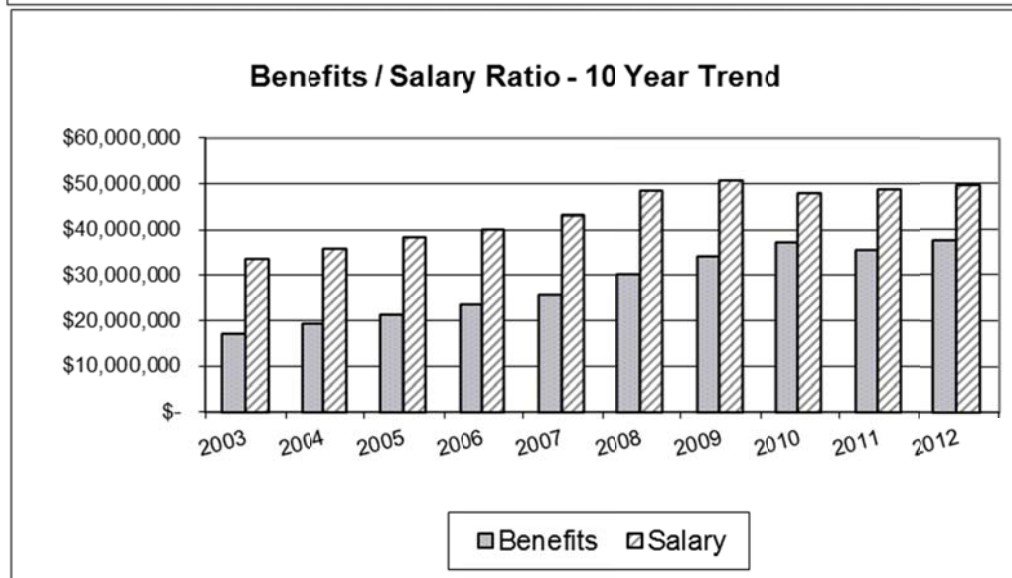
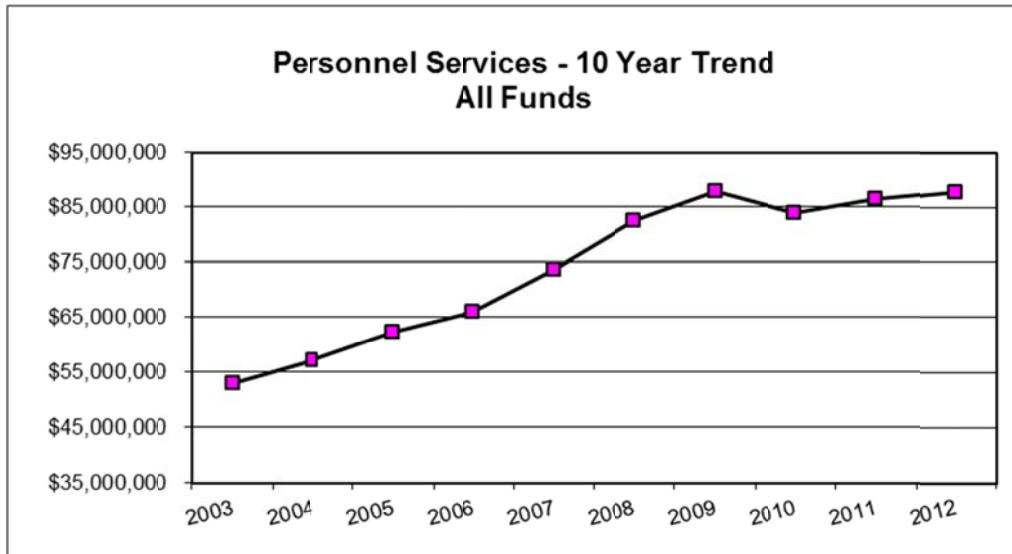
General Fund Appropriation Highlights

General Fund operating expenditures total \$106 million for all uses, including personnel services, supplies, services, intra-District charges, inter-agency payments, equipment, debt service and transfers out. Total operating appropriations increased \$2.7 million, from 2011 as a result of one time budget requests being funded out of one time (2010) excess revenues.

Personnel Services

Personnel services is the District's largest General Fund expenditure category, representing 69% of all General Fund appropriations (72% of operating appropriations). This category includes funding for all wages and wage-related benefits. Over all, this category increased 1% from 2011 levels.

Net change in 2012 General Fund FTE's is an increase of 13.51 positions. A small part of the increase is attributed to one time budget requests reinstating 6.54 FTE's for student laborers and 1 FTE for the temporary paving administrative analyst. Additionally FTE increases of 1.25 will be funded through increased revenue sources. Details of all changes in FTEs are included in the Authorized Positions page of Section B of the budget and in Section D, Personnel by Department /Unit/Location.



Supplies and Services

Supplies and services appropriations are consistent with 2011.

Capital Outlay/Equipment

Significant increase in 2012 budget is the result of one time budget request to boost appropriations for equipment and vehicle replacement. The scheduled replacements have not occurred over the past two years due to budget constraints.

Intra-District Charges

Internal service funds charges are allocated to the divisions in the General Fund, via intra-District charges. Allocations are based upon the cost of benefits received by each division, as a percent of the total cost of the service provided. 2012 appropriations have increased \$1 million mainly due to one-time budget request to increase funding to the Major Equipment Replacement Fund.

Debt Service

In 2007 the District entered into a capital lease agreement to purchase the replacement helicopter for Public Safety Division. Debt service payments are an obligation of the General Fund. Last payment is due October, 2012.

Transfers

Budgeted transfers out of General Fund total \$5.3 million, approximately \$700,000 greater than in 2011. This is mainly the result of one time budget request to fund the paving program. Detailed transfer schedule is provided at end of Section B of this budget document.

Fund Balance - Change

The 2012 General Fund appropriations exceed 2012 budgeted revenues. This results from two factors. The first is one time budget requests, which will be funded by one time resources of \$2.9 million (excess revenue over expenditures in 2010). The second is the anticipated continued diminution in General Fund revenue (property tax), which was anticipated to be covered by fund balance designated by the Board of Directors for "smoothing". The designated fund balance of \$9 million was to be used to maintain service levels during the economic downturn. The 2012 budget includes use of \$2.5 million of this designated fund balance.

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SPECIAL REVENUE FUNDS

Fund 220 Two County Landscape & Lighting District

Fund 221 East Contra Costa County Landscape & Lighting

Fund 222 Five Canyon 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 Eastshore State Park

Fund 259 ECCC HCP Properties

Fund 270 Measure WW Local Grant

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

Special Revenue Funds Year-by-Year Comparison

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
RESOURCES					
Revenues:					
Taxes & Assessments	\$ 7,910,629	\$ 7,921,444	\$ 7,641,870	\$ 7,636,870	
Charges for Services	72,398	63,524	80,000	80,000	
Property Usage	92,779	104,191	310,000	310,000	
Investment Earnings	531,686	271,968	281,600	289,600	
Miscellaneous	56,885	57,533	22,000	22,000	
Total Revenues	8,664,377	8,418,659	8,335,470	8,338,470	0.0%
Other Resources:					
Transfers In	2,362,244	9,787,223	15,190,290	17,049,300	
TOTAL RESOURCES	\$ 11,026,621	\$ 18,205,882	\$ 23,525,760	\$ 25,387,770	7.9%
USES					
Expenditures:					
Personnel Services	\$ 5,615,281	\$ 4,710,146	\$ 4,996,550	\$ 5,115,590	
Supplies	398,748	133,216	268,500	296,330	
Services	591,537	350,572	447,730	706,490	
Capital Outlay/Equipment	14,169	29,510	77,280	-	
Inter-agency Agreements	442,505	10,357,616	15,100,000	16,900,000	
Intra-District Charges	462,243	115,000	115,000	115,000	
Total Expenditures	7,524,482	15,696,059	21,005,060	23,133,410	10.1%
Other Uses:					
Transfers Out	3,883,660	1,316,507	2,320,050	3,162,930	
TOTAL USES	11,408,142	17,012,566	23,325,110	26,296,340	12.7%
Change in Fund Balance	(381,522)	1,193,315	200,650	(908,570)	-552.8%
TOTAL	\$ 11,026,621	\$ 18,205,882	\$ 23,525,760	\$ 25,387,770	

The above schedule compares prior years' actual and budgets to 2012 budget, summarizing all special revenue funds into one column. The following pages provide detailed 2012 budget information by fund.

Special Revenue Funds Detail

	Fund 220	Fund 221	Fund 222	Fund 223
	Two County	East Contra	Five Canyons	Dublin Hills
	LLD	Costa LLD	Zone of	Zone of
			Benefit	Benefit
RESOURCES				
Revenues:				
Taxes & Assessments	\$ 3,800,000	\$ 622,000	\$ 39,300	\$ 14,200
Investment Earnings	-	10,000	800	400
Total Revenues	3,800,000	632,000	40,100	14,600
TOTAL RESOURCES	\$ 3,800,000	\$ 632,000	\$ 40,100	\$ 14,600
USES				
Expenditures:				
Personnel Services	\$ 3,434,050	\$ 507,620	\$ 25,840	\$ 5,450
Supplies	83,890	72,800	12,830	2,100
Services	157,010	207,610	350	-
Intra-District Charges	-	115,000	-	-
Total Expenditures	3,674,950	903,030	39,020	7,550
Other Uses:				
Transfers Out	-	100,000	-	-
TOTAL USES	3,674,950	1,003,030	39,020	7,550
Change in Fund Balance	125,050	(371,030)	1,080	7,050
TOTAL	\$ 3,800,000	\$ 632,000	\$ 40,100	\$ 14,600

Fund 220 – Two County Regional Trails Landscape & Lighting District

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

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

Fund 221 – East Contra Costa County Landscape & Lighting District

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

This LLD was formed prior to the passage of Proposition 218, and thus is considered a “grandfathered assessment”. But as required by Proposition 218, 67.8% of voters in the assessment district area in Contra Costa County reaffirmed the continuation of the ECCC LLD in 1996. The assessment amount is \$19.70 per equivalent dwelling unit per year.

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

The Alameda County Five Canyon Zone of Benefit was established in 1994. There are 1,091 parcels within this zone subject to assessment. The assessment is \$38.65 per year per equivalent dwelling unit.

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

The Alameda County Dublin Hills Zone of Benefit was established in 1996. There are currently 327 assessable parcels in this zone. The assessment is \$27.97 per year per equivalent dwelling unit.

Special Revenue Funds Detail, Continued

	Fund 224	Fund 225	Fund 226	Fund 227
	Walpert Ridge	San Ramon Hills	Measure CC	Stone Valley
	Zone of Benefit	Zone of Benefit		Zone of Benefit
RESOURCES				
Revenues:				
Taxes & Assessments	\$ 36,500	\$ 4,580	\$ 3,115,000	\$ 4,950
Investment Earnings	2,500	100	20,000	200
Total Revenues	39,000	4,680	3,135,000	5,150
TOTAL RESOURCES	\$ 39,000	\$ 4,680	\$ 3,135,000	\$ 5,150
USES				
Expenditures:				
Personnel Services	\$ 26,360	\$ -	\$ 834,930	\$ -
Supplies	4,520	500	29,710	12,630
Services	80,800	-	35,350	-
Inter-agency Agreements	-	-	100,000	-
Total Expenditures	111,680	500	999,990	12,630
Other Uses:				
Transfers Out	-	-	2,898,930	-
TOTAL USES	111,680	500	3,898,920	12,630
Change in Fund Balance	(72,680)	4,180	(763,920)	(7,480)
TOTAL	\$ 39,000	\$ 4,680	\$ 3,135,000	\$ 5,150

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

The Alameda County Walpert Ridge Zone of Benefit was established in 1998. There are 603 assessable parcels in this zone. The assessment is \$124.72 per year per equivalent dwelling unit.

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

The Contra Costa County San Ramon Hills (formerly Thomas Ranch) Zone of Benefit was established in 1999. There are 140 parcels subject to assessment in this zone. The assessment is \$34.97 per year per equivalent dwelling unit.

Fund 226 – Measure CC Fund

The Measure CC Fund is used to account for the special excise tax revenue and appropriations approved by voters in 2004. The purpose of the tax was to raise revenue to fund public access, wildfire protection, public safety and environmental maintenance in the Districts 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 a 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. Each listed project will require the separate review and approval by the Board of Directors. 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 2012 operating and project appropriations to be funded with Measure CC resources include:

- Maintenance and safety at Eastshore State Park,
- Support Oakland Zoo operations,
- Operate Crab Cove Visitor Center for additional 3 months,
- Richmond wetlands habitat enhancement and shoreline restoration,
- Manage vegetation for fuels reduction at Anthony Chabot, Claremont Canyon and Sibley Volcanic Regional Preserves,
- Undertake Martin Luther King Jr. Shoreline public access improvements phase II and III,
- Extend Bay Trail along Point Pinole Regional Shoreline,
- Replace chemical toilets at Anthony Chabot,
- Miller/Know Regional Shoreline lagoon silt and vegetation removal, and
- Tilden Nature Area dam restoration.

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

The Contra Costa County Stone Valley Zone of Benefit was established in 2006. There are 26 assessable parcels in this zone. The assessment is \$145.50 per year per equivalent dwelling unit.

Special Revenue Funds Detail, Continued

	Fund 228	Fund 253	Fund 254	Fund 255
	Sibley Volcanic Zone of Benefit	Gifts Fund	Ardenwood Coyote Hills Trail	MLK Jr. Intern Program
RESOURCES				
Revenues:				
Taxes & Assessments	\$ 340	\$ -	\$ -	\$ -
Investment Earnings	600	70,000	5,000	-
Miscellaneous	-	22,000	-	-
Total Revenues	940	92,000	5,000	-
TOTAL RESOURCES	\$ 940	\$ 92,000	\$ 5,000	\$ -
USES				
Expenditures:				
Personnel Services	\$ -	\$ 24,180	\$ -	\$ -
Supplies	6,000	56,310	-	2,500
Services	40,000	1,500	-	4,500
Total Expenditures	46,000	81,990	-	7,000
Other Uses:				
Transfers Out	-	-	40,000	-
TOTAL USES	46,000	81,990	40,000	7,000
Change in Fund Balance	(45,060)	10,010	(35,000)	(7,000)
TOTAL	\$ 940	\$ 92,000	\$ 5,000	\$ -

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

The Contra Costa County Sibley Volcanic Zone of Benefit was established in 2007. There are 245 units in this zone. The assessment is \$86.56 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:

- Walpert Ridge/Garin gift, with a balance of \$1.8 million, which is intended as funding source for purchase of real property in that area, and
- OG Property Owner LLC ,with balance of \$1 million, which is intended as 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 receive funds from the developers of the Ardenwood Business Park/Coyote designated for maintenance of a future mini-park strip. In conformity with prior years, the 2012 \$40,000 transfer out of this fund into General Fund is to support a .5 FTE Ranger position.

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

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

Special Revenue Funds Detail, Continued

	Fund 257 Mitigation	Fund 258 Eastshore State Park	Fund 259 ECCC HCP Properties	Fund 270 Measure WW Local Grants	Total Special Revenue Funds
RESOURCES					
Revenues:					
Taxes & Assessments	\$ -	\$ -	\$ -	\$ -	\$ 7,636,870
Charges for Services	-	80,000	-	-	80,000
Property Usage	60,000	-	250,000	-	310,000
Investment Earnings	130,000	50,000	-	-	289,600
Miscellaneous	-	-	-	-	22,000
Total Revenues	190,000	130,000	250,000	-	8,338,470
Other Resources:					
Transfers In	25,000	-	-	17,024,300	17,049,300
TOTAL RESOURCES	\$ 215,000	\$ 130,000	\$ 250,000	\$ 17,024,300	25,387,770
USES					
Expenditures:					
Personnel Services	\$ 34,340	\$ 23,520	\$ -	\$ 199,300	5,115,590
Supplies	6,050	1,490	-	5,000	296,330
Services	139,050	20,320	-	20,000	706,490
Inter-agency Agreements	-	-	-	16,800,000	16,900,000
Intra-District Charges	-	-	-	-	115,000
Total Expenditures	179,440	45,330	-	17,024,300	23,133,410
Other Uses:					
Transfers Out	-	-	124,000	-	3,162,930
TOTAL USES	179,440	45,330	124,000	17,024,300	26,296,340
Change in Fund Balance	35,560	84,670	126,000	-	(908,570)
TOTAL	\$ 215,000	\$ 130,000	\$ 250,000	\$ 17,024,300	\$ 25,387,770

Fund 257 – Mitigation Fund

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

Fund 258 – Eastshore State Park Fund

In 1998 the District (11% property owner) and the State of California (89% property owner) formed a JPA related to Eastshore State Park, which stretches 8.5 miles along the San Francisco Bay shorelines of the cities of Oakland, Emeryville, Berkeley, Albany, and Richmond. The JPA was converted to an operating agreement in 2006, wherein the State authorizes the

District to operate, control and maintain Eastshore State Park in conformity with the Eastshore State Park General Plan adopted by the State in 2002.

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

In 2010 the District purchased Souza III property. In 2011 the District purchased the Thomas property. The District's grantor/purchasing partner for both purchases was ECCC HCP. Both properties contain revenue producing lease activities, wind farms and communication tower leases. The District is responsible for long term maintenance and operational costs of these properties. 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 Vasco/Byron Hills and at Black Diamond Mines Regional Preserve. 2012 transfer out of 259 to General Fund is to pay for the Vasco/Bryon Hills Supervisor.

Fund 270 – Measure WW Local Grant Fund

25% (\$125 million) of Measure WW proceeds are allocated for use by cities, special park and recreation districts, county service areas and the Oakland Zoo for local park and recreation projects. Fund 270 accounts for the allocation of the \$125 million, and the reimbursement to local agencies of approved grant expenditures. \$30 million is expected to be disbursed to local agencies by the end of 2011, with an additional \$17 million budgeted in 2012.

DEBT SERVICE FUNDS

Fund 810 – 2002 Limited Obligation Refunding Bonds

**Fund 812 – Measure AA Bonds: 2006 Refunding, 2008 Refunding, 2009
Refunding, 2009 Refunding-Taxable**

Fund 813 – Measure WW Bonds: Series 2009

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

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
RESOURCES					
Revenues:					
Taxes & Assessments	\$ 30,084,468	\$ 28,038,818	\$ 26,202,300	\$ 18,647,000	
Investment Earnings	131,820	113,661	61,400	57,400	
Total Revenues	30,216,288	28,152,479	26,263,700	18,704,400	-28.8%
Other Resources:					
Debt Issuance (net)	7,692,503	-	-	-	
Transfers In	1,198,750	1,167,200	1,218,000	1,154,090	
TOTAL RESOURCES	\$ 39,107,541	\$ 29,319,679	\$ 27,481,700	\$ 19,858,490	-27.7%
USES					
Expenditures:					
Services	\$ 10,282	\$ 89,626	\$ 63,500	\$ 19,000	
Debt Service	26,727,549	27,715,000	30,626,200	19,230,000	
Debt Service Interest	6,148,200	6,928,134	6,206,200	5,255,270	
Total Expenditures	32,886,031	34,732,760	36,895,900	24,504,270	-33.6%
TOTAL USES	32,886,031	34,732,760	36,895,900	24,504,270	-33.6%
Change in Fund Balance	6,221,510	(5,413,081)	(3,208,000)	(4,645,780)	
TOTAL	\$ 39,107,541	\$ 29,319,679	\$ 27,481,700	\$ 19,858,490	-27.7%

The above schedule combines several individual funds included in the debt service funds grouping. The following pages provide more detail budget data on each fund. Total debt service schedule for all bonds is also provided.

Debt Service Funds Detail

	Fund 810			
	2002 Limited	Fund 812	Fund 813	Total Debt
	Obligation	Measure AA	Measure WW	Service Funds
	Bonds	Bonds	Bonds	
RESOURCES				
Revenues:				
Taxes & Assessments	\$ -	\$ 16,242,000	\$ 2,405,000	\$ 18,647,000
Investment Earnings	56,400	-	1,000	57,400
Total Revenues	56,400	16,242,000	2,406,000	18,704,400
Other Resources:				
Transfers In	1,143,090	7,500	3,500	1,154,090
TOTAL RESOURCES	\$ 1,199,490	\$ 16,249,500	\$ 2,409,500	\$ 19,858,490
USES				
Expenditures:				
Services	\$ 5,500	\$ 10,000	\$ 3,500	\$ 19,000
Debt Service Principal	1,120,000	18,110,000	-	19,230,000
Debt Service Interest	73,990	1,950,980	3,230,300	5,255,270
Total Expenditures	1,199,490	20,070,980	3,233,800	24,504,270
TOTAL USES	1,199,490	20,070,980	3,233,800	24,504,270
Change in Fund Balance	-	(3,821,480)	(824,300)	(4,645,780)
TOTAL	\$ 1,199,490	\$ 16,249,500	\$ 2,409,500	\$ 19,858,490

Fund 810 – 2002 Limited Obligation Refunding Bonds Fund

2002 limited obligation refunding bonds were issued in the amount of \$10.605 million to defease outstanding 1993 Limited Obligation Refunding bonds, which refunded the 1988 Promissory Notes. The bonds are limited obligations of the District payable solely from limited ad valorem property taxes levied upon taxable property within the District. Current outstanding principal is \$2,335,000. These bonds mature in 2013.

Fund 812 – Measure AA Bonds Fund

Outstanding Measure AA bonds include the following. In all cases the District is empowered, and is externally obligated, to levy ad valorem taxes upon property subject to taxation within the District to fund the payment of interest and principal:

- 2006 Series E general obligation bonds were paid in full in 2011.
- 2006 Refunding general obligation bonds were issued in the amount of \$23.6 million to defease 1998 Series D bonds. A portion of these bonds were refunded in 2009. The balance remaining is \$5,985,000, with \$1,745,000 principal and \$281,375 interest due in 2012. The bonds mature in 2015.
- 2008 Refunding general obligation bonds were issued in the amount of \$75.6 million to defease 1998 Refunding bonds, which, in turn, defeased 1995, 1992 and 1985 issues. A portion of these bonds were refunded in 2009. The balance remaining is \$22,325,000, with \$3,010,000 principal and \$1,061,200 interest due in 2012. The bonds mature in 2018.

- 2009 Refunding general obligation bonds were issued in the amount of \$7.625 million to defease a portion of the 2006 series E, 2006 Refunding, and 2008 Refunding bonds. The balance remaining is \$7,625,000, with no principal and \$284,625 interest due in 2012. The bonds mature in 2013.
- 2009 Refunding-Taxable general obligation bonds were issued in the amount of \$12.375 million to defease a portion of the 2006 Series E, 2006 Refunding, and 2008 Refunding bonds. The balance remaining is \$12,375,000, with the entire principal amount and \$279,675 interest due in 2012. The bonds mature in 2012.

Fund 813 – Measure WW Bonds Fund

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

The first Measure WW series was issued in 2009 in the amount of \$80 million. This debt has no principal, and \$3,230,275 of interest due in 2012. A portion of the interest will be paid out of the remaining balance of the capitalized interest account related to the debt issuance premium. The balance will be paid from debt levy. 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.

BUDGET OVERVIEW

DEBT SERVICE FUNDS

Principal and interest on outstanding District bonds is as follows:

2002 Limited Obligation Refunding Bonds			
Year	Principal	Interest	Total
2012	\$ 1,120,000	\$ 73,990	\$ 1,193,990
2013	1,215,000	25,515	1,240,515
Total	\$ 2,335,000	\$ 99,505	\$ 2,434,505

Measure AA 2006 Refunding Bonds			
Year	Principal	Interest	Total
2012	\$ 1,745,000	\$ 281,375	\$ 2,026,375
2013	1,830,000	202,850	2,032,850
2014	1,175,000	120,500	1,295,500
2015	1,235,000	61,750	1,296,750
Total	\$ 5,985,000	\$ 666,475	\$ 6,651,475

Measure AA 2008 Refunding Bonds			
Year	Principal	Interest	Total
2012	\$ 3,010,000	\$ 1,061,200	\$ 4,071,200
2013	3,135,000	935,750	4,070,750
2014	3,280,000	794,000	4,074,000
2015-2018	12,900,000	1,516,500	14,416,500
Total	\$ 22,325,000	\$ 4,307,450	\$ 26,632,450

Measure AA 2009 Refunding Bonds			
Year	Principal	Interest	Total
2012	\$ -	\$ 284,625	\$ 284,625
2013	7,625,000	284,625	7,909,625
Total	\$ 7,625,000	\$ 569,250	\$ 8,194,250

Measure AA 2009 Refunding Taxable Bonds			
Year	Principal	Interest	Total
2012	\$ 12,375,000	\$ 279,675	\$ 12,654,675
Total	\$ 12,375,000	\$ 279,675	\$ 12,654,675

Measure WW Series 2009A			
Year	Principal	Interest	Total
2012	\$ -	\$ 3,230,275	\$ 3,230,275
2013	-	3,230,275	3,230,275
2014	3,840,000	3,230,275	7,070,275
2015-2019	20,890,000	14,462,950	35,352,950
2020-2024	24,645,000	10,713,250	35,358,250
2025-2029	30,625,000	4,730,800	35,355,800
Total	\$ 80,000,000	\$ 39,597,825	\$ 119,597,825

Grand Total Debt Service			
Year	Principal	Interest	Total
2012	\$ 18,250,000	\$ 5,211,140	\$ 23,461,140
2013	13,805,000	4,679,015	18,484,015
2014	8,295,000	4,144,775	12,439,775
2015-2019	35,025,000	16,041,200	51,066,200
2020-2024	24,645,000	10,713,250	35,358,250
2025-2029	30,625,000	4,730,800	35,355,800
Grand Total	\$ 130,645,000	\$ 45,520,180	\$ 176,165,180

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INTERNAL SERVICE FUNDS

Fund 552 – Workers' Compensation

Fund 554 – Major Equipment Replacement

Fund 555 – General Liability

Fund 556 – Employee Benefits

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

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
RESOURCES					
Revenues:					
Charges for Services	\$ 3,493,716	\$ 8,425,705	\$ 9,462,920	\$ 11,459,090	
Investment Earnings	229,081	407,664	335,000	344,000	
Miscellaneous	465,135	1,321,640	110,000	1,808,300	
Total Revenues	4,187,931	10,155,010	9,907,920	13,611,390	37.4%
Other Resources:					
Transfers In	1,274,433	-	-	25,000	
TOTAL RESOURCES	\$ 5,462,365	\$ 10,155,010	\$ 9,907,920	\$ 13,636,390	37.6%
USES					
Expenditures:					
Personnel Services	\$ 268,477	\$ 3,281,376	\$ 3,718,790	\$ 3,884,510	
Supplies	-	662	2,000	177,000	
Services	4,396,960	5,977,094	5,537,600	7,779,100	
Capital Outlay/Equipment	-	-	455,000	926,000	
Total Expenditures	4,665,437	9,259,131	9,713,390	12,766,610	31.4%
Other Uses:					
Transfers Out	358,481	291,083	485,780	-	
TOTAL USES	5,023,918	9,550,214	10,199,170	12,766,610	25.2%
Change in Net Assets	438,447	604,796	(291,250)	869,780	N/A
TOTAL	\$ 5,462,365	\$ 10,155,010	\$ 9,907,920	\$ 13,636,390	37.6%

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 Workers' Compensation	Fund 554 Major Equipment Replacement	Fund 555 General Liability	Fund 556 Employee Benefits	Total Internal Service Funds
RESOURCES					
Revenues:					
Charges for Services	\$ 3,430,000	\$ 1,655,690	\$1,655,000	\$4,718,400	\$ 11,459,090
Investment Earnings	209,000	100,000	30,000	5,000	344,000
Miscellaneous	-	-	1,808,300	-	1,808,300
Total Revenues	3,639,000	1,755,690	3,493,300	4,723,400	13,611,390
Other Resources:					
Transfers In	-	-	25,000	-	25,000
TOTAL RESOURCES	\$ 3,639,000	\$ 1,755,690	\$3,518,300	\$4,723,400	\$ 13,636,390
USES					
Expenditures:					
Personnel Services	\$ 616,940	\$ -	\$ 286,370	\$2,981,200	\$ 3,884,510
Supplies	-	-	177,000	-	177,000
Services	3,022,000	-	3,014,900	1,742,200	7,779,100
Capital Outlay/Equipment	-	926,000	-	-	926,000
Total Expenditures	3,638,940	926,000	3,478,270	4,723,400	12,766,610
Other Uses:					
Transfers Out	-	-	-	-	-
TOTAL USES	3,638,940	926,000	3,478,270	4,723,400	12,766,610
Change in Net Assets	60	829,690	40,030	-	869,780
TOTAL	\$ 3,639,000	\$ 1,755,690	\$3,518,300	\$4,723,400	\$ 13,636,390

Fund 552 - Workers' Compensation Fund

This fund accounts for workers' compensation claims, administrative costs, insurance premiums, staffing as needed to temporarily replace injured workers, and personnel costs of related to the administration of this fund. Estimated payroll charges of \$3 million will be collected during 2012 to fund this activity. The worker's compensation rate charged via payroll was increased for 2012 to 7%. Actual revenue may vary from the budgeted amount depending on actual wages paid.

Fund 554 – Major Equipment Replacement Fund

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

The approximately \$2 million budgeted revenue is received from departments (mostly in the Operations and Public Safety Divisions) with eligible equipment on the list. The 2012 charges

were increased via one time budget request. The corresponding appropriation in the General Fund is a component of intra-District charges. Details of 2012 planned equipment purchases follow:

2012 Major Equipment Replacements

Description	Asset ID	Division	Appropriation
Wide Mower	631	Operations	\$ 50,000
Dump Truck	2724*	Operations	48,000
Dump Truck	2728	Operations	48,000
Loader/Backhoe	544	Operations	100,000
2 SCADA Lift Stations	19379	Operations	30,000
Survey Equipment	19076	Plan/Stew/Dev	50,000
Type 4 Fire Engine	2770	Public Safety	200,000
Type 4 Fire Engine	2771	Public Safety	200,000
Type 4 Fire Engine	2772	Public Safety	200,000
Total Major Equipment Replacement Appropriations			\$ 926,000

*garbage truck to be replaced by dump truck

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 based upon the Risk Manager’s experience, with 60% charged to Operations, 30% charged to Public Safety and 10% charged to Legal.

Fund 556 – Employee Benefit Fund

This fund was instituted for the 2010 budget. This fund is included in the Human Resources Division. It has been allocated the benefit costs previously appropriated in General Fund non-departmental, such as EBRPD Retirement Plan costs, and vacation payouts. Additionally costs associated with self-insured dental and unemployment benefits are included in this fund in 2012. Charges to divisions are generated through payroll based charges totaling \$2 million, and intra-District charges, totaling approximately \$3 million.

Allocation of Intra-District Charges by Division

tra-District Charges	Fund 552 Workers' Compensation	Fund 554 Major Equipment Replacement	Fund 555 General Liability	Fund 556 Employee Benefits	Total Internal Service Funds
Payroll Generated	\$ 3,430,000	\$ -	\$ -	\$ 2,075,000	\$ 5,505,000
Legislative/Executive	-	-	-	32,000	32,000
Finance/Management Services	-	60,000	-	209,000	269,000
Human Resources	-	-	-	96,000	96,000
Land	-	-	-	38,000	38,000
Legal	-	-	165,500	8,000	173,500
Operations	-	364,700	993,000	1,641,400	2,999,100
Plan/Steward/Develop	-	58,980	-	254,000	312,980
Public Affairs	-	-	-	51,000	51,000
Public Safety	-	1,172,010	496,500	314,000	1,982,510
Total Intra-District Charges	\$ 3,430,000	\$ 1,655,690	\$ 1,655,000	\$ 4,718,400	\$ 11,459,090

PERMANENT FUNDS

Fund 610 -- Black Diamond Open Space

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

Fund 640 -- Hayward Shoreline - Any

Fund 650 -- Morgan Territory - Elworthy

Fund 651 -- Morgan Territory - Any

BUDGET OVERVIEW**PERMANENT FUNDS**

The District is the recipient of permanent endowments from third parties related to their Federal and State mitigation obligations corresponding to land use/development activities. Additionally, non-wasting endowments may be received in connection with the acceptance of a real property donation. When the initial funds received are non-expendable, meaning that they are legally restricted to the extent that only earnings, and not principal, can be used to permanently manage mitigation properties and restoration projects, the funds are recorded in a permanent fund in compliance with GASB 34.

Interest earnings are budgeted at the beginning of the year. Uses of accumulated investment earnings are budgeted as transfer out to the Mitigation Fund 257, REP.

Permanent Funds Year-by-Year Comparison

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
RESOURCES					
Revenues:					
Investment Earnings	\$ 88,170	\$ 57,711	\$ 52,000	\$ 29,400	-43.5%
Miscellaneous	-	1,000,000	-	-	N/A
Total Revenues	88,170	1,057,711	52,000	29,400	
Other Resources:					
Transfers In	-	-	-	-	
TOTAL RESOURCES	\$ 88,170	\$ 1,057,711	\$ 52,000	\$ 29,400	-43.5%
USES					
Expenditures:					
Supplies	\$ -	\$ 80	\$ -	\$ -	N/A
Total Expenditures	-	80	-	-	
Other Uses:					
Transfers Out	118,000	15,000	23,000	30,000	30.4%
TOTAL USES	118,000	15,080	23,000	30,000	
Change in Fund Balance	(29,830)	1,042,632	29,000	(600)	-102.1%
TOTAL	\$ 88,170	\$ 1,057,711	\$ 52,000	\$ 29,400	-43.5%

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

RESOURCES	Fund 610 Black Diamond Open Space	Fund 620 Brushy Peak- Dyer	Fund 621 Brushy Peak- Weaver
Revenues:			
Investment Earnings	\$ 2,000	\$ 5,000	\$ 4,000
Total Revenues	2,000	5,000	4,000
TOTAL RESOURCES	\$ 2,000	\$ 5,000	\$ 4,000
USES			
Other Uses:			
Transfers Out	\$ -	\$ 6,250	\$ 6,250
TOTAL USES	-	6,250	6,250
Change in Fund Balance	2,000	(1,250)	(2,250)
TOTAL	\$ 2,000	\$ 5,000	\$ 4,000

Fund 610 – Black Diamond Open Space

In 2004 the District received \$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 \$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 \$426,650 endowment funds from Republic Services Vasco Road Landfill, in addition to funds to purchase 290 acre conservation easement on the former Bosley/Weaver property in the 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.

Permanent Funds Detail, continued

	Fund 630 ESSP-Berkeley Meadow Ph1	Fund 631 ESSP-Berkeley Meadow Ph2	Fund 640 Hayward Shoreline Ora Loma	Fund 641 Hayward Shoreline Any
RESOURCES				
Revenues:				
Investment Earnings	\$ 800	\$ 4,000	\$ 7,000	\$ 600
Total Revenues	800	4,000	7,000	600
TOTAL RESOURCES	\$ 800	\$ 4,000	\$ 7,000	\$ 600
USES				
Other Uses:				
Transfers Out	\$ -	\$ -	\$ 5,000	\$ -
TOTAL USES	-	-	5,000	-
Change in Fund Balance	800	4,000	2,000	600
TOTAL	\$ 800	\$ 4,000	\$ 7,000	\$ 600

Fund 630 – 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 Hegenberger Gateway project.

Fund 631 – 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

In 2006 the District accepted \$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-Any Location

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

Permanent Funds Detail, continued

	Fund 650 Morgan Territory- Elworthy	Fund 651 Morgan Territory- Day	Total Permanent Funds
RESOURCES			
Revenues:			
Investment Earnings	\$ 4,000	\$ 2,000	\$ 29,400
Total Revenues	4,000	2,000	29,400
Other Resources:			
Transfers In	-	-	-
TOTAL RESOURCES	\$ 4,000	\$ 2,000	\$ 29,400
USES			
Other Uses:			
Transfers Out	\$ 6,250	\$ 6,250	\$ 30,000
TOTAL USES	6,250	6,250	30,000
Change in Fund Balance	(2,250)	(4,250)	(600)
TOTAL	\$ 4,000	\$ 2,000	\$ 29,400

Fund 650 – Morgan Territory- Elworthy

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

Fund 651 – Morgan Territory- Any location

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

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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

Capital projects are major improvements undertaken by the District that are generally not recurring. 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, Measure AA and Measure WW bond proceeds, Measure CC parcel taxes, and the District's General Fund. New appropriations for the projects funds total \$15 million in 2012. Detailed schedules of projects are provided in the 2012 budget supplementary edition, 2012 Projects Budget Five Year Expenditure Plan.

Projects Funds Year-by-Year Comparison

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
RESOURCES					
Revenues:					
Charges for Services	\$ 46,201	\$ 20,806	\$ -	\$ -	
Property Usage	5,011	2,350	-	-	
Investment Earnings	300,872	883,722	500,000	500,000	
Inter-agency Agreements	14,780,320	21,011,034	291,090	221,000	
Miscellaneous	2,207,903	2,395,586	-	-	
Total Revenues	17,340,308	24,313,498	791,090	721,000	-8.9%
Other Resources:					
Debt Issuance	80,000,000	-	-	-	
Transfers In	13,490,127	25,320,609	26,400,750	13,169,380	
TOTAL RESOURCES	\$110,830,435	\$ 49,634,107	\$27,191,840	\$13,890,380	-48.9%
USES					
Expenditures:					
Personnel Services	\$ 5,055,180	\$ 5,205,231	\$ 5,108,710	\$ 5,375,800	
Supplies	1,630,862	330,127	434,930	235,420	
Services	5,450,447	3,586,945	1,302,060	2,873,400	
Capital Outlay/Equipment	18,171,153	38,001,771	21,438,000	6,999,470	
Inter-agency Agreements	60,000	40,000	-	-	
Intra-District Charges	-	6,914	-	-	
Total Expenditures	30,367,641	47,170,988	28,283,700	15,484,090	-45.3%
Other Uses:					
Transfers Out	3,556,941	29,682,603	35,523,290	23,059,300	
TOTAL USES	33,924,582	76,853,591	63,806,990	38,543,390	-39.6%
Change in Fund Balance	76,905,852	(27,219,484)	(36,615,150)	(24,653,010)	
TOTAL	\$110,830,435	\$ 49,634,107	\$27,191,840	\$13,890,380	

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 Capital Projects	Fund 335 Measure AA	Fund 336 Other Than Asset Projects	Fund 337 Measure WW	Total Projects Funds
RESOURCES					
Revenues:					
Investment Earnings	\$ -	\$ 200,000	\$ -	\$ 300,000	\$ 500,000
Inter-agency Agreements	-	-	221,000	-	221,000
Total Revenues	-	200,000	221,000	300,000	721,000
Other Resources:					
Transfers In	6,499,470	-	6,669,910	-	13,169,380
TOTAL RESOURCES	\$ 6,499,470	\$ 200,000	\$ 6,890,910	\$ 300,000	\$ 13,890,380
USES					
Expenditures:					
Personnel Services	\$ 1,455,740	\$ -	\$ 3,920,060	\$ -	\$ 5,375,800
Supplies	-	-	235,420	-	235,420
Services	-	44,800	2,803,200	25,400	2,873,400
Capital Outlay/Equipment	6,899,470	-	100,000	-	6,999,470
Total Expenditures	8,355,210	44,800	7,058,680	25,400	15,484,090
Other Sources/Uses:					
Transfers Out	-	-	-	23,059,300	23,059,300
TOTAL USES	8,355,210	44,800	7,058,680	23,084,700	38,543,390
Change in Fund Balance	(1,855,740)	155,200	(167,770)	(22,784,700)	(24,653,010)
TOTAL	\$ 6,499,470	\$ 200,000	\$ 6,890,910	\$ 300,000	\$ 13,890,380

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 projects in 2012 is \$8.4 million, which decreased from 2011, as appropriations to projects fluctuates from year to year depending upon planned activity in each project.

Fund 335 – Measure AA Bond Proceeds

When Measure AA bonds were issued, the bond proceeds were posted to Fund 335. As they are required for capital and OTA projects, the proceeds are transferred out of Fund 335 into Fund 333 or Fund 336.

Fund 336 – Other Than Asset (OTA) Projects Fund

The OTA fund accounts for multi-year programs and projects, including projects which improve existing District facilities, projects related to large-scale maintenance, project feasibility or land studies, and other multi-year projects and programs which do not meet the District’s asset capitalization limit. In 2012 new appropriations for the OTA fund total \$7.1 million and include fire fuel management, ADA improvements, quagga mussel inspection, and District wide preliminary design costs.

Fund 337 – Measure WW Bond Proceeds

The first series of Measure WW bonds were issued in 2009. The bond proceeds were recorded in Fund 337. As they are required for the local grant program, capital and OTA projects, the proceeds will be transferred out of Fund 337 into Funds 270, 333 or 336.

Summary of 2012 Project Budget Appropriations

Project Description	Grants and Measure AA /		Measure CC	General Fund	Total
	Other***	VWV Bonds			
Anthony Chabot - Replace Ten Toilets*	\$ -	\$ -	\$ 150,000	\$ -	\$ 150,000
Big Break Science Center-Install Exhibits	100,000				100,000
Breuner Marsh Restoration			325,000		325,000
Brooks Island Tern Nesting Area			20,810		20,810
Chabot Fuel Break Management			177,050		177,050
Chabot Fuel Break Management			431,900		431,900
Claremont Cyn Whipsnake Monitoring			45,000		45,000
Crown Beach Mobile Visitor Center Storage				8,000	8,000
District Wide Cultural Resource Training				3,000	3,000
District Wide Computer Network Infrastructure				146,000	146,000
District Wide Future Preliminary Acquisition	500,000				500,000
District Wide Future Preliminary Acquisition		35,000			35,000
District Wide Future Preliminary Acquisitions		6,000,000			6,000,000
District Wide Paved Roads & Trails				800,000	800,000
District Wide Preliminary Design Project				2,551,450	2,551,450
District Wide Quagga Mussel Response				80,000	80,000
District Wide Quagga Mussel Response	221,000				221,000
District Wide Telephone Replacement				12,000	12,000
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
Hayward Shoreline Spartina Control			5,340		5,340
Miller/Knox Silt & Vegetation Removal			317,960		317,960
Point Pinole - Extend Bay Trail*			600,000		600,000
Point Pinole Black Rail Bird Habitat			15,050		15,050
Pt Pinole Eucalyptus Control			40,020		40,020
Pt Pinole Restore Grassland & Plants			6,860		6,860
Redwood - Fix At-Surface Waterline*			26,640		26,640
Redwood Fuel Break Management			52,620		52,620
Redwood Fuel Tank Remediation				35,000	35,000
Robert Crown - Replace 94 Picnic Tables			25,000		25,000
Roberts - Replace/Expand Paving			29,470		29,470
Sibley/Claremont Fuel Management			110,210		110,210
Sibley/Claremont Remove Pine Seedling			241,330		241,330
Tilden Nature Area Remove Silt & Debris			102,090		102,090
Wildcat Canyon - Extend Waterline*			7,710		7,710
Wildcat/Alvarado Fuel Management			59,890		59,890
Wildcat/Alvarado Fuel Management			71,170		71,170
Wildcat/Alvarado Toilet & Sewer Improvements			10,000		10,000
Wildcat/Alvarado Watershed Study			27,810		27,810
Totals	\$ 821,000	\$ 6,035,000	\$ 2,898,930	\$ 4,135,450	\$ 13,890,380 **

* Indicates project that is new in 2012.

**Total 2012 Project Fund appropriations (page 98) exceed 2012 project budget appropriations because staff will be using some unspent project budgets carried over from prior years.

*** "Grants and Other" category may include transfers from Mitigation or Permanent Funds, grant contracts, assistance from the Regional Parks Foundation, or private parties.

Appropriated Transfers In

From Fund	To Fund	Amount	Purpose
Ardenwood/Coyote Hills Trail	General Fund	\$ 40,000	Coyote Hills Operating Budget
Brushy Peak-Dyer	Mitigation	6,250	Resource Enhancement Program
Brushy Peak-Weaver	Mitigation	6,250	Resource Enhancement Program
ECCC LLD	Capital Projects	100,000	Big Break Visitor Center at the Delta
General Fund	Meas WW Debt Service	3,500	Administrative Fees
	Meas AA Debt Service	7,500	Administrative Fees
	2002 Limited Oblig Debt Svc Other Than Assets	1,143,090	Debt Service
		8,000	Crown Beach Mobile Visitor Center Storage
		3,000	District Wide Cultural Resource Training
		146,000	Computer Network Infrastructure
		800,000	District Wide Paving
		2,551,450	District Wide Preliminary Design Proj
		12,000	District Wide Telephone Replacement
		100,000	District Wide Whole Park Access
		300,000	District Wide Whole Park Access A1
		100,000	District Wide Whole Park Access A3/A4
		80,000	Quagga Mussel Inspection
	35,000	Redwood Fuel Tank Remediation	
	General Liability Fund	25,000	Liability insurance premiums
		<u>5,314,540</u>	
Hayward Shoreline-Oro Loma	General Fund	5,000	Invasive wildlife control by Stewardship
Measure WW Bond Proceeds	Capital Projects	35,000	Future Preliminary Acquisition Studies
		6,000,000	Future Preliminary Acquisitions
	Meas WW Local Grant	17,024,300	WW Local Grants
		<u>23,059,300</u>	

Appropriated Transfers In, continued

From Fund	To Fund	Amount	Purpose	
Measure CC	Capital Projects	325,000	Breuner Marsh Restoration	
		29,470	Roberts - Replace/Expand Paving	
			10,000	Wildcat/Alvarado Toilet & Sewer Improv.
		OTA Fund	150,000	Anthony Chabot - Replace Ten Toilets
			20,810	Brooks Island Tern Nesting Area
			177,050	Chabot Fuel Break Management
			431,900	Chabot Fuel Break Management
			45,000	Claremont Cyn Whipsnake Monitoring
			5,340	Hayward Shoreline Spartina Control
			317,960	Miller/Knox Silt & Vegetation Removal
			600,000	Point Pinole - Extend Bay Trail
			15,050	Point Pinole Black Rail Bird Habitat
			40,020	Pt Pinole Eucalyptus Control
			6,860	Pt Pinole Restore Grassland & Plants
			26,640	Redwood - Fix At-Surface Waterline
			52,620	Redwood Fuel Break Management
			25,000	Robert Crown - Replace 94 Picnic Tables
			110,210	Sibley/Claremont Fuel Management
			241,330	Sibley/Claremont Remove Pine Seedling
			102,090	Tilden Nature Area Remove Silt & Debris
		7,710	Wildcat Canyon - Extend Waterline	
		59,890	Wildcat/Alvarado Fuel Management	
		71,170	Wildcat/Alvarado Fuel Management	
		27,810	Wildcat/Alvarado Watershed Study	
		<u>2,898,930</u>		
Morgan Territory-Day	Mitigation	6,250	Resource Enhancement Program	
Morgan Territory-Elworthy	Mitigation	6,250	Resource Enhancement Program	
ECCC HCP Properties	General Fund	124,000	Employee costs-Vasco Corridor	
		<u>\$ 31,566,770</u>	Total Transfers In	

BUDGET OVERVIEW

BUDGET TRANSFERS

Appropriated Transfers Out

<u>To Fund</u>	<u>From Fund</u>	<u>Amount</u>	<u>Purpose</u>
2002 Limited Oblig Debt Service	General Fund	\$ 1,143,090	Debt Service
Capital Projects	ECCC LLD	100,000	Big Break Science Center
	Measure CC	325,000	Breuner Marsh Restoration
		29,470	Roberts - Replace/Expand Paving
		10,000	Wildcat/Alvarado Toilet & Sewer Improv
	Measure WW Bond	35,000	Future Preliminary Acquisition Studies
		<u>6,000,000</u>	Future Preliminary Acquisitions
		<u>6,499,470</u>	
General Fund	Ardenwood/Coyote Hills	40,000	Coyote Hills Operating Budget
	Hayward Shoreline-Ora	5,000	Resource Enhancement Program
	ECCC HCP Properties	<u>124,000</u>	Employee costs
		<u>169,000</u>	
Meas AA Debt Service	General Fund	7,500	Administrative Fees
Meas WW Debt Svc	General Fund	3,500	Administrative Fees
Meas WW Local Grant	Measure WW Bond	17,024,300	WW Local Grants
Mitigation	Brushy Peak-Dyer	6,250	Resource Enhancement Program
	Brushy Peak-Weaver	6,250	Resource Enhancement Program
	Morgan Territory-Day	6,250	Resource Enhancement Program
	Morgan Territory-Elworthy	<u>6,250</u>	Resource Enhancement Program
		<u>25,000</u>	

Appropriated Transfers Out, continued

To Fund	From Fund	Amount	Purpose	
Other Than Assets	General Fund	146,000	Computer Network Infrastructure	
		8,000	Crown Beach Mobile Visitor Center Storage	
		3,000	District Wide Cultural Resource Training	
		2,551,450	District Wide Preliminary Design Proj	
		800,000	District Wide Paving	
		12,000	District Wide Telephone Replacement	
		100,000	District Wide Whole Park Access	
		300,000	District Wide Whole Park Access A1	
		100,000	District Wide Whole Park Access A3/A4	
		80,000	Quagga Mussel Response	
		35,000	Redwood Fuel Tank Remediation	
		Measure CC	150,000	Anthony Chabot - Replace Ten Toilets
			20,810	Brooks Island Tern Nesting Area
			177,050	Chabot Fuel Break Management
			431,900	Chabot Fuel Break Management
			45,000	Claremont Cyn Whipsnake Monitoring
			5,340	Hayward Shoreline Spartina Control
	317,960		Miller/Knox Silt & Vegetation Removal	
	600,000		Point Pinole - Extend Bay Trail	
	15,050		Point Pinole Black Rail Bird Habitat	
	40,020		Pt Pinole Eucalyptus Control	
	6,860		Pt Pinole Restore Grassland & Plants	
	26,640		Redwood - Fix At-Surface Waterline	
	52,620		Redwood Fuel Break Management	
	25,000		Robert Crown - Replace 94 Picnic Tables	
	110,210		Sibley/Claremont Fuel Management	
	241,330		Sibley/Claremont Remove Pine Seedling	
	102,090	Tilden Nature Area Remove Silt & Debris		
	7,710	Wildcat Canyon - Extend Waterline		
	59,890	Wildcat/Alvarado Fuel Management		
	71,170	Wildcat/Alvarado Fuel Management		
	27,810	Wildcat/Alvarado Watershed Study		
		<u>6,669,910</u>		
General Liability	General Fund	25,000	Liability Insurance Premiums	
		<u>\$ 31,566,770</u>	Total Transfers Out	

BUDGET OVERVIEW

FUND BALANCES

Projected Beginning/Ending Fund Balances

FUND GROUPS	ESTIMATED	2012		PROJECTED	FUND
	BEGIN FUND BALANCE/NET ASSETS	SOURCES	2012 USES	END FUND BALANCE/NET ASSETS	BALANCE/NET ASSET CHANGE
General Fund:					
Reserved for Encumbrances	\$ 700,000	\$ -	\$ -	\$ 700,000	\$ -
Reserved for Consumable Supplies	400,000	-	-	400,000	-
Reserved for Prepays and Deposits	7,700,000	-	-	7,700,000	-
Designated for Economic Uncertain	9,574,000	-	-	9,574,000	-
Designated for Disaster Recovery	-	-	-	-	-
Designated for EBMUD Vehicles	150,000	-	-	150,000	-
Designated for Election Costs	2,200,000	-	-	2,200,000	-
Designated for Unrealized Gain GAS	500,000	-	-	500,000	-
Designated for Smoothing	5,500,000	-	(2,500,000)	3,000,000	(2,500,000)
Designated for Legal Contingencies	1,000,000	-	-	1,000,000	-
Designated for First Quarter Expendi	25,000,000	-	-	25,000,000	-
Unreserved/Undesignated	27,772,000	100,856,750	(103,769,000)	24,859,750	(2,912,250)
General Fund Total	\$ 80,496,000	\$ 100,856,750	\$ (106,269,000)	\$ 75,083,750	\$ (5,412,250)
Special Revenue Funds:					
220 Two County LLD	\$ 1,907,000	\$ 3,800,000	\$ (3,674,950)	\$ 2,032,050	\$ 125,050
221 East Contra Costa County LLD	395,000	632,000	(1,003,030)	23,970	(371,030)
222 Five Canyon ZB	61,000	40,100	(39,020)	62,080	1,080
223 Dublin Hills ZB	4,000	14,600	(7,550)	11,050	7,050
224 Walpert Ridge ZB	281,000	39,000	(111,680)	208,320	(72,680)
225 San Ramon ZB	(2,000)	4,680	(500)	2,180	4,180
226 Measure CC	2,970,000	3,135,000	(3,898,920)	2,206,080	(763,920)
227 Stone Valley ZB	14,000	5,150	(12,630)	6,520	(7,480)
228 Sibley Volcanic ZB	18,000	940	(46,000)	(27,060)	(45,060)
253 Gifts	4,371,061	92,000	(81,990)	4,381,071	10,010
254 Ardenwood/Coyote Hills Trail	250,000	5,000	(40,000)	215,000	(35,000)
255 MLK Jr. Intern Program	61,000	-	(7,000)	54,000	(7,000)
257 Mitigation	4,096,000	215,000	(179,440)	4,131,560	35,560
258 Eastshore State Park	3,351,000	130,000	(45,330)	3,435,670	84,670
259 ECCC HCP Properties	160,000	250,000	(124,000)	286,000	126,000
260 Asset Seizure & Forfeiture	18,000	-	-	18,000	-
270 Measure WW Local Grant	-	17,024,300	(17,024,300)	-	-
Special Revenue Funds Total	\$ 17,955,061	\$ 25,387,770	\$ (26,296,340)	\$ 17,046,491	\$ (908,570)
Debt Service Funds:					
810 2002 Refunding Bonds	\$ 1,048,000	\$ 1,199,490	\$ (1,199,490)	\$ 1,048,000	\$ -
812 Measure AA Bonds	15,794,000	16,249,500	(20,070,980)	11,972,520	(3,821,480)
813 Measure WW Bonds	871,000	2,409,500	(3,233,800)	46,700	(824,300)
Debt Service Funds Total	\$ 17,713,000	\$ 19,858,490	\$ (24,504,270)	\$ 13,067,220	\$ (4,645,780)

BUDGET OVERVIEW

FUND BALANCES

Projected Beginning/Ending Fund Balances, continued

FUND GROUPS	ESTIMATED BEGIN FUND BALANCE/NET ASSETS	2012 SOURCES	2012 USES	PROJECTED END FUND BALANCE/NET ASSETS	PROJECTED FUND BALANCE/NET ASSET
Internal Service Funds:					
552 Workers' Compensation Fund	\$ 461,000	\$ 3,639,000	\$ (3,638,940)	\$ 461,060	\$ 60
554 Major Equipment Replacement	9,870,000	1,755,690	(926,000)	10,699,690	829,690
555 General Liability Fund	1,416,000	3,518,300	(3,478,270)	1,456,030	40,030
556 Employee Benefits	1,026,000	4,723,400	(4,723,400)	1,026,000	-
Internal Service Funds Total	12,773,000	13,636,390	(12,766,610)	13,642,780	869,780
Permanent Funds:					
610 Black Diamond Open Space	\$ 231,000	\$ 2,000	\$ -	\$ 233,000	\$ 2,000
620 Brushy Peak-Dyer	530,000	5,000	(6,250)	528,750	(1,250)
621 Brushy Peak-Weaver	462,000	4,000	(6,250)	459,750	(2,250)
630 ESSP-Berkeley Meadows Phase	80,000	800	-	80,800	800
631 ESSP Berkeley Meadows Phase	406,000	4,000	-	410,000	4,000
640 Hayward Shore-Ora Loma	715,000	7,000	(5,000)	717,000	2,000
641 Hayward-Corp Yard	68,000	600	-	68,600	600
650 Morgan Territory-Elworthy I	426,000	4,000	(6,250)	423,750	(2,250)
651 Morgan Territory-Elworthy II	205,000	2,000	(6,250)	200,750	(4,250)
Permanent Funds Total	\$ 3,123,000	\$ 29,400	\$ (30,000)	\$ 3,122,400	\$ (600)
Projects Funds:					
333 Capital Improvement Projects Fi	\$ 5,883,000	\$ 6,499,470	\$ (8,355,210)	\$ 4,027,260	\$ (1,855,740)
Designated for Land Acquisition:	5,887,000	-	-	5,887,000	-
Designated for Fire Claims Recc	380,000	-	-	380,000	-
335 Measure AA Bond Proceeds	11,597,000	200,000	(44,800)	11,752,200	155,200
336 OTA Projects Fund	12,053,000	6,890,910	(7,058,680)	11,885,230	(167,770)
337 Measure WW Bond Proceeds	31,375,000	300,000	(23,084,700)	8,590,300	(22,784,700)
Projects Funds Total	67,175,000	13,890,380	(38,543,390)	42,521,990	(24,653,010)
GRAND TOTAL	\$199,235,061	\$173,659,180	\$ (208,409,610)	\$ 164,484,631	\$ (34,750,430)

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SECTION C
DIVISION SUMMARIES

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EXECUTIVE & LEGISLATIVE DIVISION

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 1,391,314	\$ 1,484,926	\$ 1,572,250	\$ 1,354,890	-13.8%
Supplies	14,052	11,304	21,950	21,520	-2.0%
Contingency	-	-	327,290	327,290	0.0%
Services	777,765	507,748	508,160	653,160	28.5%
Election Costs	-	-	-	25,000	0.0%
Intra-District Charges	-	52,200	26,200	7,000	-73.3%
Total	\$ 2,183,131	\$ 2,056,177	\$ 2,455,850	\$ 2,388,860	-2.7%
PROJECT BUDGET:					
Personnel Services	\$ -	\$ -	\$ -	\$ -	0.0%
Total	\$ -	\$ -	\$ -	\$ -	0.0%
Subtotal Operating/Capital	\$ 2,183,131	\$ 2,056,177	\$ 2,455,850	\$ 2,388,860	-2.7%
DEPARTMENTS:					
Board of Directors	\$ 593,190	\$ 297,847	\$ 438,190	\$ 460,780	5.2%
General Manager	1,589,941	3,516,661	2,017,660	1,928,080	-4.4%
Total	\$ 2,183,131	\$ 3,814,508	\$ 2,455,850	\$ 2,388,860	-2.7%
FUNDING SOURCES:					
101 General Fund	\$ 2,183,131	\$ 2,056,177	\$ 2,455,850	\$ 2,388,860	-2.7%
Total	\$ 2,183,131	\$ 2,056,177	\$ 2,455,850	\$ 2,388,860	-2.7%
STAFFING:					
Regular/Permanent	8.00	8.00	8.00	7.00	(1.00)
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	8.00	8.00	8.00	7.00	(1.00)

Note:

The 2012 contingency budget of \$327,290 is a funding source used during the year by the Board of Directors and General Manager to fund expenditures not anticipated when the budget was drafted. When funds are required, the applicable amount is transferred to the budget location for expenditure. Actual expenditures are recorded in the budget location that receives the funding.

EXECUTIVE AND LEGISLATIVE DIVISION ROLE

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

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 mission and vision as articulated in the District's Master Plan.

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 153,069	\$ 174,140	\$ 228,330	\$ 231,350	1.3%
Supplies	6,858	3,258	10,220	9,790	-4.2%
Contingency	-	-	87,180	87,180	0.0%
Services	433,263	120,449	112,460	107,460	-4.4%
Election Costs	-	-	-	25,000	0.0%
Total	\$ 593,190	\$ 297,847	\$ 438,190	\$ 460,780	5.2%
PROJECT BUDGET:					
Personnel Services	\$ -	\$ -	\$ -	\$ -	0.0%
Total	\$ -	\$ -	\$ -	\$ -	0.0%
Subtotal Operating/Capital	\$ 593,190	\$ 297,847	\$ 438,190	\$ 460,780	5.2%
DEPARTMENTS:					
Board of Directors	\$ 593,190	\$ 297,847	\$ 438,190	\$ 460,780	5.2%
Total	\$ 593,190	\$ 297,847	\$ 438,190	\$ 460,780	5.2%
FUNDING SOURCES:					
101 General Fund	\$ 593,190	\$ 297,847	\$ 438,190	\$ 460,780	5.2%
Total	\$ 593,190	\$ 297,847	\$ 438,190	\$ 460,780	5.2%
STAFFING:					
Regular/Permanent	0.00	0.00	0.00	0.00	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	0.00	0.00	0.00	0.00	-

SERVICE DESCRIPTION

The Board of Directors provides policy direction for the District and adopts the annual budget. With recommendations from the General Manager and staff, the Board provides strategic direction for the District.

BOARD OF DIRECTORS KEY OBJECTIVES**1. Support District's Master Plan.**

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Support policies and activities which fulfill Master Plan requirements related to the acquisition and preservation of open space and wildlife habitat.	Protected 2,050 acres of parkland in 2011 (as of 9-22-2011). Provided ongoing direction at 24 Board meetings, monthly Committee meetings, five Workshops, and through the direction to the General Manager on the implementation of Master Plan acquisition and preservation priorities.	Actively monitor, attend meetings and provide strategic direction on Master Plan priorities for the acquisition and preservation activities of the District.
Support policies and activities which provide public access to the regional park system.	The District dedicated the Tidewater Boat Center, Berkeley Meadow and Epperson Ridge, Previewed the Delta Discovery and Anza Expedition Trail Maps.	Monitor and provide direction through the annual budget process land use plan approvals, regular committee and Board meetings on the project and operating priorities that best serve the public.
Support policies and activities which provide for the enjoyment, education and healthful recreation of park users.	Attended special events such as the Acalanes Ridge Dedication, Sunol Wildflower Festival, Concerts at the Cove, HPHP Festival, and dedications of various projects funded by the WW Local Grant Program.	Participate directly and provide budgetary and staff support for District events in 2012.
Participate in public workshops related to the development of the new Master Plan.	Held public discussions on preliminary Master Plan focus topics area as identified in the community, staff and on-line surveys.	Host and participate in public workshops to review proposed policy language for inclusion in the Master Plan.
Adoption of updated Master Plan.	Met with staff, public and PAC to discuss process, establish calendar, and determine goals for updated Plan.	Master Plan adoption is anticipated for mid-2012.

2. Provide policy direction for administrative and financial organizational needs.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Develop strategies and priorities for District activities and capital financing of projects.	Participated in 5 Board Workshops and established District strategy for 2011/2012. Reviewed and adopted 2012 District Operating and Project Budgets	Participate in 5 Board Workshops to plan for the 2012/2013 period. Review and act on grant opportunities for capital project funding.
Monitor and take action on proposed federal, state and local legislation affecting District lands, parks, facilities, operations, and budget.	Scheduled and participated in all District Legislative Committee Meetings, acted as a Board to support or oppose legislation, and attended Legislative outreach programs and conferences. Provided direction to staff and consultants on legislative activities potentially affecting the District locally, in Sacramento and Washington DC.	Monitor, comment on, and take formal positions regarding legislation of interest to the District. Review and develop strategies for responses to state and local initiatives submitted for the 2012 election. Have Board Member representation at appropriate meetings, events, and conferences to stay informed and take direct action regarding legislative activities.
Pursue all appropriate activities to ensure the fiscal health of the District.	Monitored District financial activities through the Finance Committee and Board review and acceptance of quarterly and annual financial statements. Adopted the annual budget, authorized contracts, and took other action necessary to ensure the District's fiscal health.	Review and approve the 2011 Financial Statements, the 2013 Budget and monitor and adjust as necessary the 2012 Budget to retain the District's solvency. Meet as the Finance Committee to review and recommend appropriate Budget and other financial policies to the full Board for adoption.
Acquire and preserve parklands and natural and cultural resources, and enact capital funding plans to coordinate this effort.	Completed land acquisitions that protected more than 2,000 acres of parkland during 2011. Reviewed capital funding plans for Measures AA, CC, and WW, and acted on grant applications which successfully provided funding for capital acquisitions.	Review capital funding plans for Measures CC, and WW, and act on grant applications to provide funding for capital acquisitions. Continue acquisition of key park, open space and wildlife habitat properties. Partner with other agencies and organizations to obtain grant funding for cooperative acquisitions. Direct staff to pursue important acquisitions and set priorities for annual work plans.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Oversee the implementation of updates to the Board Operating Guidelines	The Board Operating Guidelines were reviewed, determined to be current and were not revised in 2011	Update Board Operating Guidelines as necessary.
Conduct annual Developmental Reviews of Board-appointed employees: General Manager, Clerk of the Board and the Chief Financial Officer/Controller	Conducted annual Developmental Reviews for all three Board-appointed employees. Continued orientation of new General Manager.	Conduct annual Developmental Reviews for all three Board-appointed employees.
Maintain effective Board operations by the annual election of Board Officers and the assignment of Board Members to Board Committees by the President of the Board.	Board Nominating Committee elected all 2012 Board Officers and the Board President assigned membership to Board Committees.	Board President to 1) appoint Nominating Committee to elect 2013 Board Officers and 2) assign Board Member participants to all Board Committees
Give direction to the labor negotiation team during contract negotiations.	2-year Labor Contracts with AFSCME Local 2428 and the Police Association were negotiated at the direction of the Board and approved in July and November, 2011, respectively.	Labor agreements are in force until 2013. No labor agreements will be negotiated in 2012.

3. Provide policy direction for acquisition and development of parkland.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Gain information, discuss options, develop strategies and prioritize acquisition and development projects.	Participated in 5 Board workshops. Met in confidential session at each Board meeting to provide direction on acquisition projects. Participated in Executive Committee meetings to recommend Land Use Plan and other policy documents to the full Board. Participated in Board meetings to review and act on policy and project recommendations regarding acquisition and development.	Participate in 5 Board workshops, bi-monthly Board meetings, monthly Executive Committee, and other meetings to acquire necessary information, discuss, set priorities, and act on strategies for completion of acquisition and development projects.

4. Provide policy direction for planning and operations of park facilities.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Focus on natural and cultural resources in all aspects of park planning and operations	Attend Stewardship and Planning Department seminars, Committee and other meetings on natural and cultural resources and community meetings on land use plan amendments. Considered and forwarded committee recommendations and acted as a Board to authorize one new Land Use Plan at Wildcat/Alvarado.	Receive, release for public comment and consider for adoption, Land Use Plans (LUP) and LUP amendments. Meet as the Natural and Cultural Resources Board Committee, and provide Board-level review and oversight of the annual work plan for the Wildfire Hazard Reduction and Resource Management.
Support policies and activities which provide efficient and effective operations of the District's parklands.	Participated in monthly Operations Committee meetings. Attended three four field trips to District locations. Settled a lawsuit to the approved Wildfire Hazard Reduction (WHR) and Resource Management Plan (RMP). Approved the lease of the replacement Vehicle Services Facility in Martinez to ensure the continued operation of fleet and other services following the Tilden Corp Yard Fire.	Attend monthly Operations Committee meetings, review and adopt the annual park fee schedule, act on equipment purchases, maintenance and construction contracts, and other formal processes required to provide support to the operating activities of the District.
Support policies and activities which provide for efficient and effective public safety services for visitors.	Reviewed and updated Ordinance 38 to provide accurate and enforceable regulations for safe use of Park District facilities. Replace aging or unserviceable fire and police vehicles, support radio and other communication infrastructure renewal and replacement.	Review and update Ordinance 38, approve funding and replacement contracts for replacement vehicles, equipment and communications technology.

5. Provide public outreach leadership to enhance communications regarding the District's values as reflected in the Master Plan, with members of the public and organizations representing public and private business interests.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Identify the public's interest and priorities for Regional Parks through scientific survey projects.	Conducted random sample internet, community and staff interest surveys in support of the Master Plan update.	Survey public interest related to impacts on Regional parks of proposed 2012 state and local ballot initiatives.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Support and participate in programs and events provided by the Public Affairs Division and those provided by other District public outreach efforts.	Participated in the Tidewater Boating Center, Berkeley Meadow, Epperson Ridge and Lampert Knoll Picnic area dedications, the Healthy Parks, Healthy People Festival, Mt. Diablo Coal Fields Descendants Picnic, Delta Map Preview event, among others.	Support and participate in programs and events provided by the Public Affairs Division and those provided by other District public outreach efforts.
Participate in various outreach efforts such as the Mayors Conferences, liaison meetings with other agencies, and the Park Advisory Committee.	Attended Alameda and Contra Costa Mayors Conferences, Liaison, JPA and Park Advisory Committee meetings and various State of the City addresses.	Participate in various outreach efforts such as the Mayors Conferences, liaison meetings with other agencies, and the Park Advisory Committee.

OFFICE OF THE GENERAL MANAGER ROLE

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

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 1,238,245	\$ 1,310,785	\$ 1,343,920	\$ 1,123,540	-16.4%
Supplies	7,194	8,046	11,730	11,730	0.0%
Contingency	-	-	240,110	240,110	0.0%
Services	344,502	387,299	395,700	545,700	37.9%
Intra-District Charges	-	52,200	26,200	7,000	-73.3%
Total	\$ 1,589,941	\$ 1,758,330	\$ 2,017,660	\$ 1,928,080	-4.4%
PROJECT BUDGET:					
Personnel Services	\$ -	\$ -	\$ -	\$ -	0.0%
Total	\$ -	\$ 1,758,330	\$ -	\$ -	0.0%
Subtotal Operating/Capital	\$ 1,589,941	\$ 3,516,661	\$ 2,017,660	\$ 1,928,080	-4.4%
DEPARTMENTS:					
General Manager	\$ 1,589,941	\$ 3,516,661	\$ 2,017,660	\$ 1,928,080	-4.4%
Total	\$ 1,589,941	\$ 3,516,661	\$ 2,017,660	\$ 1,928,080	-4.4%
FUNDING SOURCES:					
101 General Fund	\$ 1,589,941	\$ 1,758,330	\$ 2,017,660	\$ 1,928,080	-4.4%
Total	\$ 1,589,941	\$ 1,758,330	\$ 2,017,660	\$ 1,928,080	-4.4%
STAFFING:					
Regular/Permanent	8.00	8.00	8.00	7.00 *	(1.00)
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	8.00	8.00	8.00	7.00	(1.00)

* The reduction of one FTE is due to an accounting change between the Executive/Legislative and Public Affairs Divisions.

SERVICE DESCRIPTION

The General Manager provides executive services and is responsible for the organizational structure and management of the agency. Such executive services include direction to the agency in support of all aspects of the Districts vision and mission statements. In addition the General Manager's office establishes and maintains productive relations with federal, state and local representatives and with community and special interest groups. The General Manager's Office oversees legislative, financial, legal and labor relations and provides administrative support for the PAC and facilitates direct and open communications District wide.

OFFICE OF THE GENERAL MANAGER KEY OBJECTIVES

- 1. Develop and make recommendations to the Board and implement District policy by insuring that all policy recommendations are reviewed by the AGM Group and are recommended by a committee of the Board of Directors.**

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Conduct weekly meetings with the AGM Group to review agendas of Board Committees and of the Board of Director meetings.	Conducted 50 weekly meetings with the AGM Group which reviewed, adjusted and issued agendas of Board Committees and of the Board of Director meetings.	Conduct weekly meetings with the AGM Group to review agendas of Board Committees and of the Board of Director meetings.
Meet regularly with individual AGM's to discuss various status updates within their respective Divisions, emerging policy items, and provide direction on advancing District interests in their Divisions and areas of responsibility.	Met with each AGM regularly. Provided direction on current activities and received status updates on matters from within their respective Divisions.	Meet monthly with individual AGM's to receive information and provide direction on current issues and activities.
Meet regularly with the Board President and at least once a year with each Board member to discuss their interests. Insure that five Board Workshops are scheduled to discuss strategic issues for future policy and budget development.	Met regularly with Board President 33 times and each Board member. Conducted five Board Workshops which set the course for the District's 2011/12 financial strategy and policy direction.	Communicate bi-weekly with the Board President to coordinate District activities. Meet with each Board Member at least once during the year. Sponsor five Board Workshops on policy and financial strategy.

- 2. Provide executive direction in the development of the Master Plan update process.**

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Consult with Board members at Committee meetings, Board meetings and workshops, meet with and direct staff to develop and oversee the Master Plan Update process.	Conducted regular meetings with staff assigned to the Master Plan Update. Presented draft Master Plan topics to Executive Committee and Board for discussion and input.	Bring draft Master Plan language to Executive Committee prior to public workshops.
Direct staff in the organization of PAC and Public Meeting review of draft Master Plan language.	The Master Plan Focus Topics and review process were discussed by the PAC in 2012.	Review of draft Master Plan language is scheduled for PAC information in 2012. Community meetings in each Metropolitan area are planned.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Provide public outreach meetings, web site and RIN updates and a community survey for purposes of Master Plan public input.	A random sample and on-line community survey of Master Plan interests was accomplished and presented to the Board. RIN updates were provided.	Use RIN and other media to communicate with public before, during and after the Community Metro-area meetings.

3. Provide leadership and direction to ensure effective organizational development, staff workforce planning and labor agreements

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Conduct regular meetings of the General Manager's Labor Staff Committee.	Conducted regular monthly meetings (weekly during active negotiations) with the General Manager's Senior Staff Labor Committee.	Conduct monthly meetings of the General Manager's Senior Staff Labor Committee.
Provide strategy and position recommendations on labor contract development to the Board of Directors.	Achieved labor agreements approved by the District's two labor organizations that met the District's financial and organizational goals. Met with, updated and received direction from the Board of Directors at 20 closed session meetings.	Monitor and implement the new labor agreements. Begin preparing staff and Board for 2013 labor negotiations in anticipation of continued negative economic pressure. Update and discuss strategy with the Board of Directors at Closed Session Meetings.
Review major and minor organizational restructurings with HR Manager and the AGM Group to provide for organizational evolution and succession planning.	Met with HR and AGM's and reviewed three minor re-organizations that have been put in place. Reviewed organizational opportunities and constraints with all-manager's group at two meetings.	Review the organizational structure and proposed re-organizations with AGM's and HR Manager as necessary to re-orient the District's structure toward critical priorities and lean financial times. Bring recommended re-organizations to Board for implementation.

4. Maintain and improve internal and external strategic relationships to protect District interests and foster the advancement of District priorities and objectives.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Meet with or directly contact members and/or staff of each of the East Bay legislative delegation at least once during the year.	Met with members of the State Legislature and of Congress and/or their staff on several occasions.	Make direct contact with all Legislative and Congressional representatives and/or their staffs at least once during the year.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Direct District Legislative Staff and advocates on specific goals and activities of importance to the District. Conduct the Sacramento Legislative and State Agency staff luncheon.	Met and talked regularly with staff and advocates on the coordination of legislative affairs. Conducted the Sacramento Legislative and State Agency staff luncheon.	Engage with staff and legislative advocates to coordinate meetings and strategies for governmental affairs. Coordinate the Sacramento Legislative and State Agency staff luncheon.
Attend appropriate meetings and conferences with national organizations, agency representatives, and legislators to advance the District's interests.	Participated in the National Recreation and Park Association Legislative Conference in Washington D.C.. Met with numerous DC and State elected officials, agency heads and national representatives to coordinate District activities and interests. 2011 work included successful advocacy regarding military base closures and conversions, transportation funding and collaboration with National Parks.	Participate in National Recreation and Park Association meetings, California Special District events, meet with representatives from National and State Parks, Defense Department, Resources Agencies, Transportation agencies, etc. as necessary to address District interests.
Meet with local government elected officials and representatives to coordinate joint strategies, resolve issues, and plan future projects. Attend Mayors Conferences two each in Alameda and Contra Costa counties.	Met with several mayors, council members and staff from the 22 cities and two counties represented within the District. Attended four Mayors Conferences two each in Alameda and Contra Costa counties.	Pursue joint strategies and coordinated efforts on District park and trail development activity, grant applications, fuel management projects and others. Attend four Mayors Conferences two each in Alameda and Contra Costa counties.

5. Provide leadership and direction in managing the District's financial health and securing and managing capital and grant project funds.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Monitor and direct the District's activities to ensure the financial health of the organization. Ensure that District long-term expenditures are sustainable and can be funded from anticipated revenues.	Submitted and managed the 2011 District budget to ensure continued operation of public facilities. Limited growth of District operational expenses and utilized one-time "smoothing" funding of \$3.5 million to bridge revenue gap in 2011 budget.	Maintain the District's operations and services while balancing the 2012 base budget safely and conservatively using no more than the remaining \$2.5 million in "smoothing" reserve.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Oversee the management and expenditure of District Bond funds. Establish and review capital priorities at the Board Workshops and Land Acquisition Session and at one-on-one meetings with the AGM's responsible for capital budgets.	Under direction District staff completed \$4.6 million in capital projects and disbursed \$10 million in Local Grant Funds from the Measure AA and WW programs.	Work with staff to complete and close out the Measure AA Local Grant Program. Complete and disburse \$5 million in Measure WW Local Grant funds.
Seek grants and matching funds for District projects and activities from all sources, Federal, State and private.	ECCHCP, FEMA, DBW, Prop. 84, Fuels Management, Alternative Fuel, Fuels Management and Land Acquisition. Protected the TIGER grant.	Seek all opportunities to secure grant, mitigation or other funds for District
Develop near, mid and long-term strategies and funding for replacement of major District administrative and service facilities. Establish a new fund (553) to accrue funds for the replacement of critical park infrastructure.	Provided for reconstruction of the Tilden equipment shop following the fire, and leased a consolidated relocation site for the service facilities, Contra Costa Trails and Roads and Trails crews in Pacheco.	Establish a funding and decision strategy for major building replacement. Establish criteria and initial funding for fund 553, critical park infrastructure replacement.

6. Promote “green strategies” in District programs and operations.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Insure that resource conservation, preservation and energy efficiencies remain District priorities.	The District sought and received approval for grants related to recycling at District facilities. Began an energy audit of all District facilities to determine viability of non-carbon energy production to offset District needs.	Direct staff in the completion of a District energy audit and establish strategy for renewable energy production for District needs. Seek additional grants for waste-stream diversion of all types.
Continue to promote the “Green Transportation Initiative” by seeking granting and mitigation opportunities to advance the initiative.	Actively directed staff in pursuit of all steps necessary to comply with all federal planning and permitting requirements to secure obligation of the record \$10 million federal transportation grant (Tiger II) funds.	Move staff toward full obligation of all \$10 million in Federal funds by the 2012 deadline. Orient the District to accomplish construction of projects during the five-year project timeline.

FINANCE & MANAGEMENT SERVICES DIVISION

	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 BUDGET</u>	<u>Change</u>
OPERATING BUDGET:					
Personnel Services	\$ 5,006,204	\$ 5,263,900	\$ 5,493,420	\$ 5,505,690	0.2%
Supplies	429,442	424,451	459,680	463,130	0.8%
Services	1,638,088	1,861,279	1,960,600	2,141,850	9.2%
Inter-agency Agreements	-	10,255,616	15,164,100	17,100,000	12.8%
Equipment	77,807	24,018	51,750	51,750	0.0%
Debt Service/Leases	342,505	-	200,000	-	-100.0%
Intra-District Charges	60,367	263,167	32,830	269,000	719.4%
Total	\$ 7,554,413	\$ 18,092,430	\$ 23,362,380	\$ 25,531,420	9.3%
PROJECT BUDGET:					
Personnel Services	\$ -	\$ -	\$ -	\$ -	0.0%
Supplies	\$ 1,024,808	\$ 104,173	\$ 146,000	\$ 146,000	0.0%
Services	4,832,039	1,168,296	532,790	82,200	-84.6%
Inter-agency Agreements	-	40,000	-	-	0.0%
Land, Construction	(4,712,140)	107,616	-	-	0.0%
Total	\$ 1,144,707	\$ 1,420,085	\$ 678,790	\$ 228,200	-66.4%
Subtotal Operating/Capital	\$ 8,699,120	\$ 19,512,515	\$ 24,041,170	\$ 25,759,620	7.1%
DEPARTMENTS:					
Administration	\$ 2,283,072	\$ 1,925,562	\$ 835,160	\$ 987,960	18.3%
Clerk of the Board	127	272,379	281,210	292,760	4.1%
Grants Department	-	10,667,130	15,426,970	17,238,770	11.7%
Finance Department	2,522,603	2,617,321	3,109,290	2,795,680	-10.1%
Information Services	2,090,868	2,106,176	2,152,170	2,031,500	-5.6%
Office Services	1,802,450	1,923,946	2,236,370	2,412,950	7.9%
Total	\$ 8,699,120	\$ 19,512,515	\$ 24,041,170	\$ 25,759,620	7.1%
FUNDING SOURCES:					
101 General Fund	\$ 7,119,792	\$ 7,637,752	\$ 8,126,790	\$ 8,333,720	2.5%
220 Two County LLD	23,967	15,000	16,000	31,700	98.1%
221 ECCC LLD	23,967	15,000	16,000	6,250	-60.9%
222 Five Canyon Zone	-	-	-	350	0.0%
224 Walpert Ridge Zone	-	-	-	800	0.0%
226 Measure CC	11,165	10,500	12,800	115,300	800.8%
255 MLK Jr Program	2,000	-	-	-	0.0%
270 Measure WW Local Grant	373,521	10,400,963	15,167,290	17,024,300	12.2%
333 Capital	(4,840,058)	25,601	-	-	0.0%
335 Meas AA Bond Proceeds	-	15,001	12,000	44,800	273.3%
336 OTA Projects	5,983,524	1,360,918	643,790	158,000	-75.5%
337 Meas WW Bond Proceeds	1,241	18,565	23,000	25,400	10.4%
810 '2002' Bond Debt Svc	-	4,245	5,500	5,500	0.0%
812 Meas AA Debt Svc	-	8,270	13,500	10,000	-25.9%
813 Meas WW Debt Svc	-	700	4,500	3,500	-22.2%
Total	\$ 8,699,120	\$ 19,512,515	\$ 24,041,170	\$ 25,759,620	7.1%
STAFFING:					
Regular/Permanent	41.28	41.28	41.28	41.28	-
Seasonal/Temporary	0.72	0.72	0.72	1.22	0.50
Total	42.00	42.00	42.00	42.50	0.50

FINANCE AND MANAGEMENT SERVICES DIVISION ROLE

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

- Pursue all appropriate activities to ensure the fiscal health of the District.
- Ensure open and inclusive public process.

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

ADMINISTRATION ROLE

The role of Finance and Management Services Administration is 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. Staff includes administrative personnel and the division's Assistant General Manager (AGM).

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 1,056,833	\$ 407,797	\$ 422,810	\$ 429,910	1.7%
Supplies	592	9,681	3,930	3,930	0.0%
Services	48,803	229,928	44,320	45,120	1.8%
Inter-agency Agreements	342,505	-	200,000	300,000	50.0%
Intra-District Charges	-	198,800	164,100	209,000	27.4%
Total	\$ 1,448,734	\$ 846,206	\$ 835,160	\$ 987,960	18.3%
PROJECT BUDGET:					
Services	\$ 4,758,961	\$ 1,039,356	\$ -	\$ -	0.0%
Grants to Local Agencies	-	40,000	-	-	0.0%
Land, Construction	(3,924,623)	-	-	-	0.0%
Total	\$ 834,338	\$ 1,079,356	\$ -	\$ -	0.0%
Subtotal Operating/Capital	\$ 2,283,072	\$ 1,925,562	\$ 835,160	\$ 987,960	18.3%
DEPARTMENTS:					
Administration	\$ 2,283,072	\$ 1,925,562	\$ 835,160	\$ 987,960	18.3%
Total	\$ 2,283,072	\$ 1,925,562	\$ 835,160	\$ 987,960	18.3%
FUNDING SOURCES:					
101 General Fund	\$ 1,074,727	\$ 845,426	\$ 835,160	\$ 887,160	6.2%
224 Walpert Ridge Zone	-	-	-	800	0.0%
226 Measure CC	-	-	-	100,000	0.0%
255 MLK Jr Program	2,000	-	-	-	0.0%
270 Measure WW Local Grant	372,007	780	-	-	0.0%
333 Capital	(3,924,623)	-	-	-	0.0%
336 OTA Projects	4,758,961	1,079,356	-	-	0.0%
Total	\$ 2,283,072	\$ 1,925,562	\$ 835,160	\$ 987,960	18.3%
STAFFING:					
Regular/Permanent	7.00	2.00	2.00	2.00	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	7.00	2.00	2.00	2.00	-

Clerk of the Board and Grants staff moved to separate departments as of 2010

SERVICE DESCRIPTION

The Finance and Management Services Division 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.

FINANCE AND MANAGEMENT SERVICES ADMINISTRATION KEY OBJECTIVES

1. District strategy and forward planning.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Coordinate District strategic approaches to long-term growth, budgeting and ballot measures.	Coordinated five Board Workshops which established the “smoothing” financial strategy and achieved consensus on District-wide strategies, funding goals and constraints for 2010/11.	Coordinate Board Workshops on strategic issues to inform and address the Board’s interests and achieve consensus on District-wide strategies, funding goals and constraints.
Coordinate District financial strategy related to wage and benefit rates, labor contract negotiations, pensions and post employee benefits.	Coordinated the refinance of the CalPERS Safety pension side fund to reduce interest costs. Developed actuarial strategy and “extraordinary contribution” to level future District pension contributions.	Prepare strategy for the District in response to the potential 2012 election impacts relative to public employee benefit and pension plans. Monitor property tax, redevelopment, wage, benefit, inflation and other indices and incorporate into future financial strategy. Facilitate Board of Directors’ decision processes on these financial strategies.
Manage and coordinate election processes, including re-districting, and conduct surveys when appropriate.	Re-districting of Board Member Wards based on 2010 Census was accomplished smoothly. No Board of Directors or funding elections were conducted in 2011.	Coordinate and complete the update of the District’s Economic Study on financial impacts of Parks on our community. Associated surveys may be undertaken and would include baseline information on future Measure CC renewal election.

2. Budget.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Coordinate a balanced budget that meets District financial goals and delivers continuing public park services.	Used one-time “smoothing” reserve funds to bridge continued downturn in revenues. Contained expenditures to minimize budget growth.	Monitor and adjust District strategy for recovery of staffing, service, maintenance, and facility renovation activities within conservative fiscal practices and to preserve public access and programming.

3. Measure WW.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Manage the fourth year of the District’s Measure WW bond measure.	Monitored cash-flow and legal compliance; ensured timely expenditure on appropriate projects; oversaw Local Grant Program; tracked overall progress of the WW program; selected projects to maximize public benefit while minimizing operational costs.	Monitor Measure WW appropriations and cash-flow. Analyze bond issue opportunities and issue bonds if financially advantageous to the District.

4. Measure CC.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Manage annual budget for Measure CC Parcel Tax.	Constructed draft project budget and received Board approval for Measure CC 2012 budget appropriations.	Review project progress and seek Board approval for Measure CC 2013 budget appropriations. Develop first “report card” for Measure CC mid-program progress review.

5. Special Tax Reports.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Coordinate engineer’s special tax report preparation and approval for required funding sources.	Sought and received Board approval of Measure CC and Landscape & Lighting District special tax reports.	Receive Board approval of Measure CC and Landscape & Lighting District special tax reports.

6. Capital Projects.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Coordinate the progress of capital projects, determine future capital and maintenance priorities, review and improve project accounting and management policies, and identify related operating costs.	Scheduled and chaired 12 Capital Project Group meetings. Established recommendations for uses of funds, set capital priorities, identified operational impacts of new acquisitions and projects. Reviewed and updated the Major Equipment Replacement Fund.	Schedule and chair Capital Project Group meetings. Establish capital project priorities. Keep organizational focus on sustained maintenance of District facilities. Define and implement new fund for long-term infrastructure replacement.

7. Management of internal and Board services.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Provision of effective and efficient internal services as detailed in each subordinate department's key objectives and indicators.	All subordinate departments sustained ongoing support activities with no significant disruptions to schedules, services, payments, notices, electronic, telephone, utility and other activities.	Maintain current services workload through this period of reduced financial capacity. Improve efficient delivery of services by implementation of technological advances and review and improvement of District policies and practices.
Provide direct assistance to Board and General Manager on policy and strategic finance matters. Develop and implement recommendations.	Created Budget "smoothing" process to provide well defined, conservative, financial tactic to bridge current financial difficulties. Recommended and implemented "extraordinary" pension payment to stabilize plan.	Develop strategic policies to address a funding and action plan for renovation or replacement of District staff service and maintenance facilities. Navigate slow recovery of tax revenues with balanced and conservative approach to District base budget growth.

8. Liaison with outside agencies.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Serve as staff liaison to other agencies, maintain constructive relations, and positive, effective communications while attentive to the District's interests.	Served as staff liaison to the EBRPD/Livermore Area Recreation and Park District Board Committee and met three times as a committee.	Work with LARPD staff and Board on areas of joint interest.
Monitor and engage with redevelopment agencies as necessary to protect the District's interest.	Worked with various redevelopment agencies to represent the District's interests, including Fremont and Concord.	Coordinate with other District staff to monitor and intervene with Redevelopment Agencies, and successor Oversight Committees, to protect the District's interests during dissolution of these agencies.

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.”

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ -	\$ 269,685	\$ 281,210	\$ 287,330	2.2%
Supplies	16	920	-	430	0.0%
Services	111	1,774	-	5,000	0.0%
Total	\$ 127	\$ 272,379	\$ 281,210	\$ 292,760	4.1%
PROJECT BUDGET:					
Personnel Services	\$ -	\$ -	\$ -	\$ -	0.0%
Total	\$ -	\$ -	\$ -	\$ -	0.0%
Subtotal Operating/Capital	\$ 127	\$ 272,379	\$ 281,210	\$ 292,760	4.1%
DEPARTMENTS:					
Clerk of the Board	\$ 127	\$ 272,379	\$ 281,210	\$ 292,760	4.1%
Total	\$ 127	\$ 272,379	\$ 281,210	\$ 292,760	
FUNDING SOURCES:					
101 General Fund	\$ 127	\$ 272,379	\$ 281,210	\$ 292,760	4.1%
Total	\$ 127	\$ 272,379	\$ 281,210	\$ 292,760	4.1%
STAFFING:					
Regular/Permanent	0.00	2.00	2.00	2.00	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	0.00	2.00	2.00	2.00	-

Clerk of the Board budget was included in Management Services Administration until 2010

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.

CLERK OF THE BOARD KEY OBJECTIVES

1. Support the Board of Directors.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Assist Board members with annual compliance and various statutory requirements.	Worked with the Board on the timely submittal of FPPC forms 460, 470, 700 and compliance with AB1234.	Continue to work with the Board for the timely compliance with various statutory requirements.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Coordinate the annual scheduling of Board and committee meetings, workshops and field trips. Coordinate the yearly election of Board officers and committee assignments.	Coordinated 22 Board meetings, and 5 workshops. Facilitated the election of 2011 Board officers as well as assignments to various Committees.	Schedule and coordinate all necessary Board and Committee meetings, workshops and field trips, and the election of 2012 Board Officers and Committee assignments.
Coordinate the process for the election of Ward Directors.	Assisted the AGM for Finance and Management Services in the Ward Re-districting process.	Work with the Elections officers from Alameda and Contra Costa counties for Ward 1, 2 and 4 Director elections scheduled in 2012.

2. Public inclusion in process and information.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Coordinate the preparation, production, and timely distribution of Board meeting agendas and materials.	All Board and Board committee meeting agendas and packets were produced accurately and timely, and were posted according to statutory requirements.	Continue to prepare, produce and distribute all necessary material to comply with the requirements of the Brown Act.

3. Fulfill duties as official custodian of District records.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Retain, secure, and make available as necessary all required official records of the District.	All official Board Meeting and Committee agendas and minutes were secured, retained, and made available in electronic or paper format as required. Successfully worked with a third party to digitize historical records (1934+). Started the process to update Records Retention Policy.	Continue to maintain all official District records. Complete the review, update, and adoption of new Records Retention Policy. Move toward full electronic records management systems.

4. Remain up-to-date on agency clerk’s duties and statutory requirements.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Maintain an up-to-date skill set to ensure current standards and best practices are adopted at the District.	Attended CSDA-sponsored Special District Board Secretary Conference.	Participate in at least one professional seminar or conference in 2012.

FINANCE DEPARTMENT ROLE

The Finance Department works as a partner in ensuring the continued fiscal stability of the District. The Department actively participates in the stewardship of District resources through the oversight of internal controls and by increasing efficiency and decreasing costs, wherever possible. Finally, Finance provides internal support for all District divisions.

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 2,142,149	\$ 2,296,687	\$ 2,386,770	\$ 2,388,480	0.1%
Supplies	14,280	10,078	13,500	15,250	13.0%
Services	315,559	267,119	319,200	321,750	0.8%
Intra-District Charges	42,500	-	-	-	0.0%
Total	\$ 2,514,488	\$ 2,573,884	\$ 2,719,470	\$ 2,725,480	0.2%
PROJECT BUDGET:					
Services	\$ 8,115	\$ 43,438	\$ 389,820	\$ 70,200	-82.0%
Total	\$ 8,115	\$ 43,438	\$ 389,820	\$ 70,200	-82.0%
Subtotal Operating/Capital	\$ 2,522,603	\$ 2,617,321	\$ 3,109,290	\$ 2,795,680	-10.1%
DEPARTMENTS:					
Finance	\$ 2,522,603	\$ 2,617,321	\$ 3,109,290	\$ 2,795,680	-10.1%
Total	\$ 2,522,603	\$ 2,617,321	\$ 3,109,290	\$ 2,795,680	-10.1%
FUNDING SOURCES:					
101 General Fund	\$ 2,453,875	\$ 2,518,633	\$ 2,651,170	\$ 2,652,880	0.1%
220 Two County LLD	23,967	15,000	16,000	31,700	98.1%
221 ECCC LLD	23,967	15,000	16,000	6,250	-60.9%
222 Five Canyon Zone	-	-	-	350	0.0%
226 Measure CC	11,165	10,500	12,800	15,300	19.5%
270 Measure WW Local Grant	1,514	1,536	-	-	0.0%
335 Meas AA Bond Proceeds	-	15,001	12,000	44,800	273.3%
336 OTA Projects	6,874	9,871	354,820	-	-100.0%
337 Meas WW Bond Proceeds	1,241	18,565	23,000	25,400	10.4%
810 '2002' Bond Debt Svc	-	4,245	5,500	5,500	0.0%
812 Meas AA Debt Svc	-	8,270	13,500	10,000	-25.9%
813 Meas WW Debt Svc	-	700	4,500	3,500	-22.2%
Total	\$ 2,522,603	\$ 2,617,321	\$ 3,109,290	\$ 2,795,680	-10.1%

SERVICE DESCRIPTION

The Finance Department is responsible for the management and coordination of the processing, accounting and report of financial activities related to District business. Services include: budget preparation, financial statement preparation, internal audit function, payroll, accounts payable, general ledger, debt administration and treasury management.

FINANCE DEPARTMENT KEY OBJECTIVES

- 1. Ensure fiscal stability by providing financial reporting, financial projections, timely and accurate transaction processing, and by adhering to recommended and best practices.**

a. Financial reporting-CAFR.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Receive Unqualified audit opinion.	2010 CAFR- accomplished.	2011 CAFR.
Receive GFOA award for excellence.	2010 CAFR- accomplished.	2011 CAFR.

b. Financial projections and best practices-annual budget.

Receive GFOA distinguished award.	2011 budget-accomplished.	2012 budget
Enhance value of performance measures.	Refined prior year performance measures to focus on enhanced accountability, transparency, knowledge, and aiding in the determination of resource allocation.	Include prior year targets in matrix. Convert all objectives, except "park specific" to matrix format.
Increase budget readability.	Produced Budget Brief (condensed for public understanding) for 2011.	Improve readability of project budget book by putting each project in a box, including project names, and providing enhanced descriptions.

c. Best practices-policies/procedures.

Write/revise financial policies/procedures.	Completed update of various purchasing procedures, including purchase cards, expense reports, purchase orders.	Update Fraud Prevention Policy, and fraud reporting, budget, PCI procedures.
Issue RFP as required to ensure best quality for cost of Finance related services.	Issued RFP for special assessment engineering services, which resulted in in-depth review and corrections to tax rolls.	Issue RFP for third party trust administration services.
Long-term planning	Detailed review of Major Equipment Replacement Fund assets of replacement costs.	Develop major infra-structure replacement fund strategies.

d. Transaction processing.

Accounts Payable (AP)	Established invoice processing accountability systems and reduced acceptable number of outstanding invoices, per clerk, at the end of each week from 200 to 170..	Implement enhanced technology of ININ invoice processing model, which will decrease processing time, and increase accountability and transparency.
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<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Payroll (PR)	Implemented time card on line in 4 divisions which decreases need for revised timecards, provides electronic workflow for approvals.	Continue implementation of time card on line for other divisions. Develop report for project supervisors to review.

2. Establish and monitor the effectiveness of the District’s internal controls.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
RISK ASSESSMENT	Financial risk assessment model modified to include project and acquisition expenditures.	Complete peer review of internal audit function.
INTERNAL CONTROL		
Design, Implementation	Reviewed cash handling procedures at two sites. Review concessionaire agreement and compliance at Tilden Golf Course	Combine Operations front line training materials with Finance cash handling procedures to improve consistency.
Monitoring	Re-examined purchase card , monitoring implementation and effectiveness of 2004 audit previous recommendations.	Re-examine prior year audit of fleet credit cards, monitoring implementation and effectiveness of previous recommendations.
Communication	Participated in Operations front line training. Met with various departments related to procedure updates to gather input, and ensure understanding and compliance.	Institute new supervisor training to ensure controls are understood and followed.

3. Increase department efficiency.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Utilize technology to increase efficiency.	Continued scanning of vendor invoices and attachment to vendor record in IFAS. Began implementation of time card on line.	Implement automated budget transfer request with workflow approval.
Enhance user outreach.	Instituted IFAS User Group, cross-departmental team to aid Finance in IFAS change implementation.	Continue IFAS User Group to enable effective two way communication.
Increase training methods.	Development of IFAS Report Guide tool.	Distribution of IFAS Report Guide.

4. Decrease costs (improve returns) related to banking/investment.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Decrease banking fees.	Monitor use of banking services to insure use is appropriate and fees are minimized.	Consolidate investment custodial accounts managed by separate investment managers to reduce custody fees.
Maximize investment returns. Manage all investments against appropriate benchmarks.	Continued review of investment options to increase returns, including management of peg amount and sweep earnings in general banking account to maximize returns on liquid cash.	Continue review of investment options to maximize returns within framework of investment policy.
Improve trust fund returns net of fees (OPEB and EBRPD Retirement Plan).	Conducted long-term Asset Liability Study for EBRPD Retirement Plan to determine appropriate asset mix as plan reaches closure and 90% funding status. Rebalanced asset mix.	Formalize District OPEB investment policy and obtain Board approval. Issue RFPs for trust administrators for OPEB and EBRPD Retirement Plan

5. Provide internal support for other divisions.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Increase District-wide communication to explain how and why.	All managers participated in new divisional managers, meetings with the intent to improve division cohesiveness, enhance communication, and proactively address issues.	Continue participation in Money Meeting, Operations meeting, Supervisor Academy, divisional manager’s meeting, and research a Public Safety forum for communication.
Assess department performance.	Completed second annual customer survey – responding with list of changes made in response to first survey comments.	Address 2011 survey areas with 10% erosion in score or below 75% excellent/good ratings. Conduct third customer annual survey.
Provide access to Finance policies/ procedures/ instructions.	Developed or updated 17 finance procedures , which explain how to do many processes related to Finance and included them on shared drive.	Continue to provide “cheat sheets”, updated chart of accounts, who does what, procedures, etc. on shared drive for Finance Dept. customers.
Provide District-wide training.	Provided 2 full day general Finance-related District training for 30 attendees. 8 hours addition in-depth training in budgeting and purchasing was provided for 17 attendees. Held 12 budget workshops with 46 attendees. Timecard on line training 90 employees. Provided miscellaneous trainings and finance presentations for 94 attendees.	Provide Finance related District-wide training, both overview and in depth, for at least 100 District staff, including new one on one training for new supervisors.

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.

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ -	\$ 408,471	\$ 415,970	\$ 407,770	-2.0%
Supplies	-	-	1,000	6,000	500.0%
Services	-	3,044	10,000	25,000	150.0%
Total	\$ -	\$ 10,667,130	\$ 15,426,970	\$ 17,238,770	11.7%
PROJECT BUDGET:					
Supplies	\$ -	\$ -	\$ -	\$ -	0.0%
Total	\$ -	\$ -	\$ -	\$ -	0.0%
Subtotal Operating/Capital	\$ -	\$ 10,667,130	\$ 15,426,970	\$ 17,238,770	11.7%
DEPARTMENTS:					
Grants Dept	\$ -	\$ 10,667,130	\$ 15,426,970	\$ 17,238,770	11.7%
Total	\$ -	\$ 10,667,130	\$ 15,426,970	\$ 17,238,770	11.7%
FUNDING SOURCES:					
101 General Fund	\$ -	\$ 268,483	\$ 259,680	\$ 214,470	-17.4%
Total	\$ -	\$ 10,667,130	\$ 15,426,970	\$ 17,238,770	11.7%
STAFFING:					
Regular/Permanent	0.00	3.00	3.00	3.00	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	0.00	3.00	3.00	3.00	-

Grants budget was included in Management Services Administration until 2010

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.

GRANTS DEPARTMENT KEY OBJECTIVES

1. Grant research, project selection, and application.

KEY INDICATORS	2011 ACCOMPLISHMENTS	2012 TARGETS
Prepare project brochures and member requests for the Board’s trip to Washington DC.	Prepared color brochures for 10 projects; prepared 31 member requests.	Prepare color brochures for 10 projects; prepare 45 member requests.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Research new grant opportunities.	Researched eight new grant opportunities, including Army Corps, Community Transformation Grant, State Transportation Improvement Program (STIP), Prop 84 Conservation Corps, Sustainable Communities and Western States Wildland Urban Interface (WUI), FEMA Pre-Award, Nature Education Facilities, and Urban Greening.	Research eight new grants.
Submit grant applications.	Submitted 10 grant applications, including annual state grants, Prop 84, Department of Labor, Sustainable Communities, and STIP.	Submit 10 grant applications.
Discuss project selection with management.	Conducted project selection for five grant opportunities, including: member requests, Sustainable Communities, annual state grants, Prop 84 grants, fuels management and land acquisition.	Conduct project selection for five grants programs, including: member requests, annual state park grants, fuels management, and land acquisition.

2. Grant receipt and administration.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Receive new grant awards.	Received 20 new grants valued at \$16 million, including funding for alternative fuel vehicles, fuels management and land acquisition.	Receive 14 new grants valued at \$5 million.
Manage current grant contracts.	Managed 119 projects valued at \$56 million.	Manage 100 projects valued at \$60 million.
Prepare and submit invoices for active grants.	Submitted 70 invoices to granting agencies.	Submit 70 invoices to granting agencies.
Receive grant payments.	Received \$15 million in grant payments.	Receive \$10 million in grant payments.
Prepare and provide records for audit by granting agency.	Provided records and reporting for annual District audit and single audit.	Provide records and reporting for annual District audit, single audit, and audit by one granting agency.
Close out grant funded projects.	Closed 21 grant projects, including final Prop 40 grants, the recycling container grant, and the grants for Big Break and Tidewater projects.	Close 15 grant projects, including 4 2006 FEMA projects and 3 trail grants.

3. District grant giving activities and management.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Annual solicitation of WW Local Grant applications.	Received and reviewed 28 applications; 28 applications approved.	Receive and review 20 applications; approve 20 applications.
Review and approve local grant payment requests.	Reviewed and approved 55 WW payments to local agencies valued at \$10 million.	Review and approve 60 WW payments to local agencies valued at \$12 million.
Pass through grants or make payments to other agencies.	Made payments to 4 agencies valued at \$1.5 million including: Measure CC to Oakland Zoo, General Fund to LARPD, and Caltrans funds to Civicorps.	Make payments to 3 agencies valued at \$1.5 million including payments to Measure CC to Oakland Zoo, General Fund to LARPD, and Caltrans funds to Civicorps.

FINANCE & MANAGEMENT SERVICES DIVISION

INFORMATION SERVICES DEPT

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.

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 884,783	\$ 932,080	\$ 966,310	\$ 972,440	0.6%
Supplies	204,721	202,206	203,180	199,450	-1.8%
Services	638,370	651,594	679,400	687,300	1.2%
Equipment	67,807	24,018	26,310	26,310	0.0%
Total	\$ 1,795,681	\$ 1,809,898	\$ 1,875,200	\$ 1,885,500	0.5%
PROJECT BUDGET:					
Supplies	\$ 1,024,808	\$ 104,173	\$ 146,000	\$ 146,000	0.0%
Services	64,964	85,502	130,970	-	-100.0%
Land, Construction	(794,584)	106,603	-	-	0.0%
Total	\$ 295,188	\$ 296,278	\$ 276,970	\$ 146,000	-47.3%
Subtotal Operating/Capital	\$ 2,090,868	\$ 2,106,176	\$ 2,152,170	\$ 2,031,500	-5.6%
DEPARTMENTS:					
Information Services	\$ 2,090,868	\$ 2,106,176	\$ 2,152,170	\$ 2,031,500	-5.6%
Total	\$ 2,090,868	\$ 2,106,176	\$ 2,152,170	\$ 2,031,500	
FUNDING SOURCES:					
101 General Fund	\$ 1,795,681	\$ 1,809,898	\$ 1,875,200	\$ 1,885,500	0.5%
333 Capital	(922,502)	24,588	-	-	0.0%
336 OTA Projects	1,217,690	271,691	276,970	146,000	-47.3%
Total	\$ 2,090,868	\$ 2,106,176	\$ 2,152,170	\$ 2,031,500	-5.6%
STAFFING:					
Regular/Permanent	7.00	7.00	7.00	7.00	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	7.00	7.00	7.00	7.00	-

SERVICE DESCRIPTION

The Information Services Department manages, maintains, updates, and monitors the computer network infrastructure, telecommunications infrastructure, personal computers, printers, communications equipment, and a variety of application environments serving all District divisions. This department's staff remains current on new systems and technologies. Additionally, they provide internal service and assistance to District staff related to the equipment, software and networks they manage.

INFORMATION SERVICES DEPARTMENT KEY OBJECTIVES

1. Systems maintenance and support.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Manage the network Infrastructure Replacement Program.	Replaced 5 core servers. Installed a redundant router voice and data fail-over.	Update remaining servers to Windows Server 2010.
Exchange – e-mail Management.	The e-mail server was updated to Exchange 2007.	Update the e-mail server to Exchange 2010.
Review Data Storage Usage.	Replaced the central data storage system with new SAN technology.	Nothing planned for 2012.
Chair bimonthly Business Process Team Meeting.	Chaired 6 bimonthly Business Process Team Meetings.	Chair 6 bimonthly meetings bimonthly Business Process Team Meetings.
Telecommunications Infrastructure.	Rewired and installed voice and data communications at remaining park facilities.	Install Microwave communications where applicable to reduce monthly AT&T costs.
Establish a disaster recovery site for voice and data services.	Installed a disaster recovery site at the East Contra Costa County Trails office.	Develop a secondary recovery plan for voice communications.
Maintain computer hardware equipment to ensure it is current, standardized, and suitable for performing District functions.	Replaced 145 desktop and laptop computers according to the 3-year replacement cycle. Upgraded operating systems with Windows 7 and Office 2010.	Replace 160 desktop and laptop computers. Continue the rollout of Windows 7 and Office 2010.

2. Maintain knowledge of current trends and applications.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Identify and promote new information systems or enhancements to existing systems.	Completed the Beta version of Microsoft SharePoint Intranet as a model for departmental collaboration.	Install Microsoft SharePoint in a production environment and begin the rollout to all District staff.
Upgrade District software applications as needed to maintain adequate support levels with the supporting vendors.	Installed IFAS version 7.9 in the test account.	Upgrade to SunGard's new One Solution Financial software application.

FINANCE & MANAGEMENT SERVICES DIVISION

INFORMATION SERVICES DEPT

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Reduce the cost of hardware replacement and improve the deployment of software upgrades. (new for 2012)	N/A	Develop a plan to reduce hardware replacement costs. Investigate the virtual desktop environment to reduce computer replacement costs as well as better management the deployment of software upgrades.
Virtualize network servers to take advantage of hardware resources and provide quick recovery of hardware failures.	Implemented a test of virtual servers within our environment.	Expand the consolidation of servers in the virtual environment.

3. Provision of internal customer support.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Document imaging and paper reduction program.	Expanded SIRE document management application within the Human Resources department.	Expand the SIRE document imaging application to other departments to reduce paper storage, manage document retention policies and reduce the cost of offsite storage fees.
Develop custom reports of District software applications.	Improved several base reports to augment the document imaging application in Accounts Payable and Purchasing IFAS, Class and Spillman software applications using CDD and Crystal Reports as requested.	Continue to develop and improve base reports to IFAS, Class and Spillman software applications using CDD and Crystal Reports as requested.
Develop electronic invoice approvals.	Initial planning and testing of electronic invoice approvals was completed. The preliminary workflow model was completed and ready for testing.	Implement electronic invoice approvals District-wide.
Timecard Online Development.	Implemented the IFAS timecard application and developed a workflow model for timecard approvals. Management Services Division was the initial rollout.	Continue to develop the workflow model and add additional departments as time permits.

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.

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 922,439	\$ 949,181	\$ 1,020,350	\$ 1,019,760	-0.1%
Supplies	209,832	201,566	238,070	238,070	0.0%
Services	635,244	707,820	907,680	1,057,680	16.5%
Equipment	10,000	-	25,440	25,440	0.0%
Intra-District Charges	17,867	64,367	32,830	60,000	82.8%
Total	\$ 1,795,383	\$ 1,922,934	\$ 2,224,370	\$ 2,400,950	7.9%
PROJECT BUDGET:					
Services	\$ -	\$ -	\$ 12,000	\$ 12,000	0.0%
Land, Construction	7,067	1,013	-	-	0.0%
Total	\$ 7,067	\$ 1,013	\$ 12,000	\$ 12,000	0.0%
Subtotal Operating/Capital	\$ 1,802,450	\$ 1,923,946	\$ 2,236,370	\$ 2,412,950	7.9%
DEPARTMENTS:					
Office Services	\$ 1,802,450	\$ 1,923,946	\$ 2,236,370	\$ 2,412,950	7.9%
Total	\$ 1,802,450	\$ 1,923,946	\$ 2,236,370	\$ 2,412,950	7.9%
FUNDING SOURCES:					
101 General Fund	\$ 1,795,383	\$ 1,922,934	\$ 2,224,370	\$ 2,400,950	7.9%
333 Capital	7,067	1,013	-	-	0.0%
336 OTA Projects	-	-	12,000	12,000	0.0%
Total	\$ 1,802,450	\$ 1,923,946	\$ 2,236,370	\$ 2,412,950	7.9%
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.

OFFICE SERVICES DEPARTMENT KEY OBJECTIVES

1. Provide centralized warehouse services to all District divisions.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Central Stores maintenance of appropriate products and inventory levels.	Removed \$2,000 in slow moving inventory, filled 11,833 requests equaling a total value of \$734,048 and received 1,575 items, for a total value of \$725,651.	Reduce quote & bid time frame, organize stock items into bid “families” for the purpose of establishing long-term agreements.
Evaluate informal and formal bid process.	Developed an Excel-based electronic/e-mail quote form and reduced bid time frame from 14 days to 7 days to reduce the possibility of stock outs.	In conjunction with District Counsel, revise and update formal bid language to include District termination rights.
Central Stores will provide quality delivery service.	Developed a pilot reusable packing and delivery container program for the Administration Building and Visitor Centers.	Reduce route delivery/trip costs by utilizing a smaller cargo van for routine deliveries.
Central Stores disposes of District generated waste.	Over 400 lbs. of e-waste and 388 lbs. of universal waste was recycled by Central Stores.	Review the waste disposal procedures.
Central Stores implementation and monitoring of Environmentally Preferable Purchasing guidelines (EPP).	573 reams of copy paper met the 30% post-consumer waste EPA standard and 4,753 reams of copy paper exceeded the standard, with 100% post-consumer waste.	Evaluate and develop, in conjunction with the Central Stores Advisory Committee, jumbo-roll toilet tissue dispensers and green cleaning product solutions for District facilities.
Central Stores fulfillment and monitoring of the uniform agreement.	Developed eight uniform logo standards for uniforms.	Develop Lifeguard hat logo standards.

2. Provide high volume reprographics service and assistance with convenience devices at the Administration Building.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Provide high-volume reprographic services.	Produced 476,028 copies as of 08/23/2011 and produced the District’s Adopted Budget 2011 document, including all color inserts.	Develop an equipment replacement plan for the calendar year 2013.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Provide high-volume reprographic services.	Expanded Copy Room paper stock to include coated stock tabs and heavy weight coated stock.	Expand scanning services of incoming invoices for accounts payable.
Maintain paper, toner and other supply & service inventory for convenience copiers and assist staff with minor service issues.	Managed supplies for 12 copiers which produced 678,045 copies as of 08/23/2011.	Coordinate the replacement of the copiers leased in 2007 with the goal of reducing overall operating cost.

3. Provide interoffice mail and package delivery services.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Provide United States Postal Service (USPS) mail for all District divisions.	Mailed 78,802 pieces of USPS mail at a cost of \$47,691 as of 08/01/2011.	Examine mail and folding machine options to reduce staff hand-folding and insertion of mail pieces.
Provide assistance with package delivery options.	Expanded package delivery services for special events.	Expand supplies and services for other package carriers such as FedEx and UPS.

4. Switchboard and reception services.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Manage the day to day pool vehicle usage.	Coordinated and checked out 696 pool vehicle trips in 2011 as of 08/25/2011. Scheduled maintenance as needed.	Update Office Services Pool Vehicle Usage guidelines.
Greet and direct visitors to meeting locations.	Greeted 2,037 visitors as of 08/25/2011.	Evaluate and implement a new visitor name badge and tracking system.

5. Contract management.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Manage janitorial service provider.	Diverted 83% of the Administration Building's waste (70 tons) from landfills with the mixed recycling and compost programs.	Update green cleaning procedures at the Administration Building and the Richard C. Trudeau Training Center.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Manage landscape service provider.	Completed the second phase of the Administration Building landscape retrofit for the staff patio area and from the breezeway driveway to the area outside of the Board Room to the informal path area.	Develop plans for turf removal at the corner of Peralta Oaks Drive and Peralta Oaks Court.
Manage the heating, ventilation, and air-conditioner service provider (HVAC).	Developed a 15-year replacement plan for the HVAC system components for the Administration Building.	Evaluate options to remotely control the HVAC system at the Richard C. Trudeau Training Center.
Manage illegally dumped hazardous waste hauler service providers.	Coordinated the Department of Toxic Substance Control (DTSC) annual variation forms.	Expand the number Contract for Service agreements with waste haulers in Alameda County to reduce overall waste removal costs.
Manage Contract for Service agreements and service provides for ongoing service providers.	Reviewed and updated the terms of twelve Contract for Services agreements in 2011.	Review and update the terms of eight Contract for Services agreements due to expire at the end of 2011.
Manage Maintenance Agreements for specific repairs.	New for 2012	Develop a major equipment replacement tracking system.

6. Facility stewardship.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Manage the photovoltaic system maintenance and service.	Saved approximately \$21,000 in annual electrical expenses due to credits from the photovoltaic system.	Coordinate with other Departments regarding options for photovoltaic systems at various District locations.
Recycling efforts.	Diverted restroom paper towel waste from landfill to commercial compost systems.	Expand desk-side compost program for the Administration Building.
Water Management.	Reduced the landscape water usage by switching to drip irrigation in the area surrounding the staff patio area.	Improve the cooling tower water discharge and chemical treatment system.

HUMAN RESOURCES DIVISION

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 1,578,364	\$ 4,051,736	\$ 4,555,050	\$ 4,658,050	2.3%
Supplies	13,516	8,510	16,980	24,980	47.1%
Services*	292,215	284,553	1,951,160	2,136,360	9.5%
Intra-District Charges	-	58,900	79,600	96,000	20.6%
Total	\$ 1,884,095	\$ 4,403,699	\$ 6,602,790	\$ 6,915,390	4.7%
PROJECT BUDGET:					
Personnel Services	\$ -	\$ -	\$ -	\$ -	0.0%
Total	\$ -	\$ -	\$ -	\$ -	0.0%
Subtotal Operating/Capital	\$ 1,884,095	\$ 4,403,699	\$ 6,602,790	\$ 6,915,390	4.7%
DEPARTMENTS:					
Human Resources	\$ 1,884,095	\$ 4,403,699	\$ 6,602,790	\$ 6,915,390	4.7%
Total	\$ 1,884,095	\$ 4,403,699	\$ 6,602,790	\$ 6,915,390	4.7%
FUNDING SOURCES:					
101 General Fund	\$ 1,882,570	\$ 1,965,973	\$ 2,193,690	\$ 2,191,990	-0.1%
336 OTA Projects	1,525	-	-	-	0.0%
556 Employee Benefits	-	2,437,727	4,409,100	4,723,400	7.1%
Total	\$ 1,884,095	\$ 4,403,699	\$ 6,602,790	\$ 6,915,390	4.7%
STAFFING:					
Regular/Permanent	10.00	10.00	10.00	10.00	-
Seasonal/Temporary	3.80	3.80	3.80	3.80	-
Total	13.80	13.80	13.80	13.80	-

*Dental and unemployment claims were reclassified into Employee Benefit Fund beginning in 2011.

HUMAN RESOURCES DIVISION

HUMAN RESOURCES DIVISION ROLE

The role of the Human Resources Division is to support the strategic mission of the organization in its entirety. This is accomplished by linking personnel and Human Resource policy to the agency's goals/mission through the various services provided.

SERVICE DESCRIPTION

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

HUMAN RESOURCES KEY OBJECTIVES

1. Recruitment and selection

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Recruit and fill regular, temporary, and seasonal vacancies.	Successfully recruited and filled 53 regular full time positions and 519 seasonal positions.	Fill 30 regular full time positions and 300 seasonal positions.

2. Labor relations, negotiations and administration

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Conduct employee relations.	Held regular meet and confers with AFSCME, Local 2428 and Police Association.	Hold monthly meet and confers with both labor groups; hold semi-annual meetings with Confidential employees and Managers; address side letter agreements and letters of understanding as needed.
Process personnel documents to ensure accurate and timely record keeping.	Maintained personnel records; administered Employee Online.	Maintain personnel records; process Personnel Change Forms as required.
Conduct negotiations with respective labor groups.	Completed negotiations with AFSCME, Local 2428 and Police Association.	Implement changes to the Memorandum of Understanding(s) as approved by the Board of Directors.

HUMAN RESOURCES DIVISION

3. Job training and development

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Provide assistance with succession planning.	Developed workforce succession plan.	Provide succession planning assistance to two divisions.
Provide for employee development.	Reviewed and provided a variety of job required and beneficial training programs for all EBRPD employees such as manager and supervisor academies. Administered coaching program as needed.	Continue to review and provide job required training. Continue to provide manager and supervisor academies. Continue to review and administer coaching program. Implement and administer job shadowing program.

4. Workforce diversity

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Staff and support the Board's Workforce Diversity Committee.	Met with Union and Board representatives to review District's workforce diversity. Participated in five job fairs. Worked with two local universities in expanding the District's Academic Internship Program. Developed employment opportunities and provided advice to community groups.	Hold one workforce diversity meeting a year with Union and Board representatives. Continue participation in at least five job fairs. Continue work with the universities, promoting the Internship Program. Continue to work with local community organizations.

5. Employee performance evaluation

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Provide assistance to managers and supervisors in articulating performance requirements.	Provided two training sessions for newly hired/promoted supervisors and managers. Provided coaching to ten different units.	Continue providing training for newly hired/promoted supervisors and managers; coordinate coaching sessions as needed. Provide training to existing supervisors.

6. Classification and compensation

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Review and update job descriptions.	Updated 37 job descriptions.	Update 30 job descriptions.

HUMAN RESOURCES DIVISION

7. Benefits administration

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Administer benefit programs and evaluate District benefits with emphasis on maintaining quality benefits.	Administered annual open enrollment; administered monthly new hire orientations; reviewed costs.	Administer annual open enrollment. Move all AFSCME, Manager and Confidential employees into CalPERS medical effective 4/1/2012. Administer periodic new hire orientations; review benefit costs with the intent of achieving savings.

LAND DIVISION

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 2,357,079	\$ 2,210,275	\$ 2,484,120	\$ 2,415,710	-2.8%
Supplies	19,164	\$ 17,815	32,980	\$ 32,980	0.0%
Services	101,598	\$ 123,266	279,350	\$ 354,350	26.8%
Intra-District Charges	-	\$ 135,500	33,100	\$ 38,000	14.8%
Total	\$ 2,477,841	\$ 2,486,855	\$ 2,829,550	\$ 2,841,040	0.4%
PROJECT BUDGET:					
Personnel Services	\$ 368,725	\$ 530,563	\$ 419,990	\$ 370,570	-11.8%
Supplies	19	218	-	-	0.0%
Services	97,712	373,580	70,000	-	-100.0%
Land, Construction	15,374,420	31,231,024	20,306,000	6,860,000	-66.2%
Total	\$ 15,840,876	\$ 32,135,384	\$ 20,795,990	\$ 7,230,570	-65.2%
Subtotal Operating/Capital	\$ 18,318,717	\$ 34,622,240	\$ 23,625,540	\$ 10,071,610	-57.4%
DEPARTMENTS:					
Administration	\$ 485,127	\$ 651,897	\$ 690,400	\$ 747,010	8.2%
Environmental Services	647,149	966,211	674,460	1,009,790	49.7%
Interagency Planning	473,281	439,624	516,670	519,360	0.5%
Land Acquisition	16,118,642	31,687,836	21,254,590	7,306,380	-65.6%
Trails Development	594,518	876,672	489,420	489,070	-0.1%
Total	\$ 18,318,717	\$ 34,622,240	\$ 23,625,540	\$ 10,071,610	-57.4%
FUNDING SOURCES:					
101 General Fund	\$ 2,276,217	\$ 2,328,698	\$ 2,654,940	\$ 2,641,160	-0.5%
220 Two County LLD	119,295	88,295	-	-	0.0%
224 Walpert Ridge Zone	-	732	1,330	-	-100.0%
253 Gifts	27,810	28,821	38,230	38,480	0.7%
257 Mitigation	53,810	39,605	116,270	142,440	22.5%
258 Eastshore State Park	709	625	18,780	18,780	0.0%
333 Capital	15,676,289	31,713,426	20,705,560	7,198,890	-65.2%
336 OTA Projects	164,586	421,958	90,430	31,860	-64.8%
Total	\$ 18,318,717	\$ 34,622,240	\$ 23,625,540	\$ 10,071,610	-57.4%
STAFFING:					
Regular/Permanent	18.50	18.50	18.50	18.50	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	18.50	18.50	18.50	18.50	-

LAND DIVISION ROLE

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

ADMINISTRATION ROLE

The role of Land Administration is to provide leadership and to provide support for the various functions and activities of the departments within the Land Division. Personnel includes the division’s clerical staff and the division’s Assistant General Manager (AGM). This department also supports the selection, development and retention of well-trained, dedicated and productive employees.

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 363,118	\$ 316,427	\$ 368,330	\$ 429,610	16.6%
Supplies	3,530	2,861	3,710	3,710	0.0%
Services	55,982	96,466	154,570	204,570	32.3%
Intra-District Charges	-	135,500	33,100	38,000	14.8%
Total	\$ 422,630	\$ 551,253	\$ 559,710	\$ 675,890	20.8%
PROJECT BUDGET:					
Personnel Services	\$ 62,445	\$ 100,644	\$ 80,690	\$ 71,120	-11.9%
Services	-	-	50,000	-	-100.0%
Total	\$ 62,497	\$ 100,644	\$ 130,690	\$ 71,120	-45.6%
Subtotal Operating/Capital	\$ 485,127	\$ 651,897	\$ 690,400	\$ 747,010	8.2%
DEPARTMENTS:					
Administration	\$ 485,127	\$ 651,897	\$ 690,400	\$ 747,010	8.2%
Total	\$ 485,127	\$ 651,897	\$ 690,400	\$ 747,010	8.2%
FUNDING SOURCES:					
101 General Fund	\$ 421,226	\$ 550,628	\$ 540,930	\$ 657,110	21.5%
253 Gifts/Dickson	695	-	-	-	0.0%
258 Eastshore State Park	709	625	18,780	18,780	0.0%
333 Capital	62,218	100,644	80,690	71,120	-11.9%
336 OTA Projects	278	-	50,000	-	-100.0%
Total	\$ 485,127	\$ 651,897	\$ 690,400	\$ 747,010	8.2%
STAFFING:					
Regular/Permanent	2.50	2.50	2.50	3.50	1.00
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	2.50	2.50	2.50	3.50	1.00

SERVICE DESCRIPTION

The Administration Department’s staff provides support to the four departments within this division. The AGM provides strategic direction, including long-range planning and funding, and direction in fulfilling goals in the areas of parkland acquisition, land use planning, environmental compliance, interagency planning coordination and regional trails development. This department also facilitates direct and open communication District-wide.

ADMINISTRATION KEY OBJECTIVES

1. Provide Leadership in strategic planning for acquisition and funding in conformance with the Master Plan.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Facilitate acquisitions in the East Contra Costa Habitat Conservancy plan (ECCC HCP) by providing full acquisition services.	Completed 3 transactions with ECCC HCP to purchase 2,300 acres for a total value of more than \$10.4 million.	Continue to work with ECCC HCP to purchase 600 additional acres in the Black Diamond area and 320 additional acres in the Vasco Caves area.
Continue acquisition for the Regional Trail System in western shoreline, urban areas and eastern Contra Costa.	Completed NEPA, design and ROW certification to obligate \$2 million in STIP and TIGER II funds for Alamo Canal Undercrossing. Initiated NEPA/CEQA, design and ROW certification for three additional TIGER II-funded Green Transportation projects at Martinez, Pinole and Livermore. Completed the narrow natural-surface Martin Canyon Creek Trail.	Construct the Alamo Canal Trail Undercrossing at I-580. Obligate the remaining \$8 million in TIGER II funds for construction. Implement a focused Ivan Dickson Volunteer Trail Maintenance Program fundraising campaign with a goal of increasing the endowment to \$10 million in three years.
Develop and manage priorities for utilization of Measure WW acquisition funding.	Developed staff recommendations and completed the 2011 Land Priority Session with the Board of Directors. Completed 21 Board closed session meetings on WW land priorities and received Board concurrence on priorities and WW transactions.	Schedule and complete the 2012 Board Workshop on Land Priorities. Schedule land negotiation updates and make recommendations at bimonthly Board of Director closed sessions.
Spend-down remaining Measure AA acquisition funds.	Provided recommendations for consolidation of remaining Measure AA funds to be used for acquisitions in order to facilitate spend-down.	Expend \$2 million in Measure AA funds on targeted strategic acquisitions.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Continue to manage and expand specific funding opportunities through the Resource Enhancement Program (REP) and Zones of Benefit (ZB).	Obtained project funding, coordinated with District and regulatory agency staff, hired consultants and contractors, prepared public information for REP at Eastshore State Park (ESP), Point Pinole, Brushy Peak and Black Diamond Mines. Initiated and continued to manage and expand specific funding opportunities which supported ZB with Elworthy project at Las Trampas, Magee Ranch at Sycamore Valley Open Space, and Patterson Ranch project at Coyote Hills.	Obtain project funding, coordinate with District and regulatory agency staff, and prepare public information for REP at ESP, Point Pinole and Black Diamond Mines. Continue to manage and expand specific funding opportunities which support ZB. Finalize conveyance of Patterson property at Coyote Hills.
Pursue long-range and current federal, state, and local funding opportunities, and partnerships with the aim of acquiring land for regional trails, parks, open space, and resource protection.	Initiated and pursued long-range and current federal, state, and local funding opportunities (ZB and other funding mechanisms), and partnerships with the aim of acquiring land for regional trails, parks, open space, and resource protection at Concord Naval Weapons Station (CNWS), Elworthy project at Las Trampas, Magee Ranch at Sycamore Open Space, and Patterson Ranch project at Coyote Hills. Secured more than \$12 million in grant funding from federal, state and local agencies, as well as private foundations.	Pursue long-range and current federal, state, and local funding opportunities, and partnerships with the aim of acquiring land for regional trails, parks, open space, and resource protection as the economy allows and development-driven opportunities occur.

2. Provide direction to management personnel in the division.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Complete annual performance evaluations.	Completed evaluations for the four managers in the Division.	Complete annual performance evaluations for the four managers in the Division.
Monthly meetings.	Completed bi-monthly Division managers' meetings. Completed monthly 1-1 meeting with individual managers to provide direction, receive updates and review budget and project goals.	Schedule and complete bi-monthly meetings with the four managers in the Division. Complete monthly 1-1 meeting with individual managers to provide direction, receive updates and review budget and project goals.
Weekly meetings.	Completed weekly meetings with managers and their staff on specific projects.	Complete weekly meetings as needed with managers and their staff on specific projects.

3. Enhance District communication.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Communicate with the public, Board of Directors, General Manager, other District staff and various local government agencies.	<p>Responded to public requests for information on Land Division projects.</p> <p>Responded to all General Manager requests for information and updates.</p> <p>Responded to Board requests for information and updates.</p> <p>Met with individuals and organizations including agency Directors, City managers and others regarding District priorities and projects.</p> <p>Instituted periodic inter-divisional meetings with other divisions' managers to foster better communication and problem resolution at the lowest possible level.</p>	Continue to provide written and direct personal communications with the public, Board of Directors, General Manager, other District divisions and various local government agencies.

4. Manage staff participation in interagency committees, task forces, districts.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Provide staffing and management for the District's participation in the CNWS Base Re-Use process to facilitate the establishment of a new Central Contra Costa regional park.	<p>Provided staffing and management for the District's participation in the CNWS Base Re-Use process to facilitate the establishment of a new Central Contra Costa regional park by establishing and reinforcing partnerships with the City of Concord (City Council, Local Reuse Authority, Redevelopment Agency, and staff), the National Park Service, the Department of the Navy, the CNWS Neighborhood Alliance, the Friends of Port Chicago, and other key stakeholders.</p>	Provide staffing and management for the District's participation in the CNWS Base Re-Use process to facilitate the establishment of a new Central Contra Costa regional park.
Continue development of the East Alameda County Conservation Strategy.	<p>Supported strategy development, attended interagency planning meetings.</p> <p>Acquired Doolan Canyon Schmitz Property and Brushy Peak's Farber Foundation property which were both high priority for preservation due to natural resource value. Partners were Livermore and the Altamont Landfill Open Space fund.</p>	Pursue REP partnerships, including operational endowments with regulatory agencies.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
<p>Communicate with the Board and General Manager about inter-agency development activities that may impact District parklands and Master Plan goals.</p>	<p>Communicated with the Board and General Manager about interagency development activities that may majorly impact District parklands and master plan goals through “Actions Taken by Other Jurisdictions Affecting the Park District” on every Board Agenda and through Director Updates uncovered by monitoring public notices and meeting agendas of more than 140 public agencies and land use decision-making bodies including 2 counties (Alameda, Contra Costa), 33 cities (Alameda, Berkeley, Concord...), 14 regional agencies (ABAG, MTC, BART...), 9 state agencies (DFG, DPR, BCDC...), and six federal agencies (FWS, National Park Service, Dept. of the Army, Dept. of the Navy...).</p>	<p>Continue to communicate with the Board and General Manager about interagency development activities that may impact District parklands and master plan goals.</p>
<p>Actively participate in local, regional, state and federal legislative programs to further the District’s goals and priorities.</p>	<p>Met with executive staff at the DFS, DPR, State Lands, and the Resources Agency. Met with legislators and staff on district projects and funding priorities. Met with executive staff from BCDC, CCC, MTC, CCTA, SFPUC and the FWS to further the District’s goals and priorities.</p>	<p>Schedule meetings as appropriate.</p>
<p>Coordinate with environmental organizations to share information, respond to resource management concerns, resolve use conflicts, and pursue areas of mutual agreement.</p>	<p>Completed acquisition projects in partnership with the MHLT, Save Mount Diablo, ECCC HCP and the Tri-Valley Conservancy. Completed meetings with CESP, Audubon, Save the Bay, Friends of Coyote Hills, and CNPS.</p>	<p>Continue to schedule meetings as needed with other land conservation partners and environmental organizations to seek support for District’s projects, foster communication, and resolve conflicts.</p>

ENVIRONMENTAL PROGRAMS DEPARTMENT ROLE

The Environmental Programs Department monitors the environmental impact of land use policy changes and development activities by other agencies that may affect District interests. The Department also performs CEQA compliance and mapping for proposed acquisitions, manages restoration projects and property management connected with the East Contra Costa County Habitat Conservation Plan and Resource Enhancement Program (REP), and provides geographic information system (GIS) services to support the District's mission.

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 423,099	\$ 425,060	\$ 470,650	\$ 474,360	0.8%
Supplies	2,000	1,661	7,560	7,560	0.0%
Services	27,061	17,951	90,230	115,230	27.7%
Total	\$ 452,160	\$ 444,672	\$ 568,440	\$ 597,150	5.1%
PROJECT BUDGET:					
Personnel Services	\$ 84,015	\$ 93,391	\$ 86,020	\$ 87,640	1.9%
Supplies	-	218	-	-	0.0%
Services	2,708	232,309	20,000	-	-100.0%
Land, Construction	108,266	195,621	-	325,000	0.0%
Total	\$ 194,989	\$ 521,539	\$ 106,020	\$ 412,640	289.2%
Subtotal Operating/Capital	\$ 647,149	\$ 966,211	\$ 674,460	\$ 1,009,790	49.7%
DEPARTMENTS:					
Environmental Services	\$ 647,149	\$ 966,211	\$ 674,460	\$ 1,009,790	49.7%
Total	\$ 647,149	\$ 966,211	\$ 674,460	\$ 1,009,790	49.7%
FUNDING SOURCES:					
101 General Fund	\$ 393,176	\$ 404,256	\$ 450,840	\$ 454,530	0.8%
220 Two County LLD	5,174	-	-	-	0.0%
224 Walpert Ridge Zone	-	732	1,330	-	-100.0%
257 Mitigation*	53,810	39,605	116,270	142,440	22.5%
333 Capital	139,379	264,507	83,740	390,420	366.2%
336 OTA Projects	55,610	257,032	22,280	22,400	0.5%
Total	\$ 647,149	\$ 966,211	\$ 674,460	\$ 1,009,790	49.7%
STAFFING:					
Regular/Permanent	4.00	4.00	4.00	4.00	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	4.00	4.00	4.00	4.00	-

SERVICE DESCRIPTION

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

- Environmental Review
- GIS Services

- Resource Enhancement Program
- Regional Conservation Planning
- District Programs and Project Support

ENVIRONMENTAL PROGRAMS DEPARTMENT KEY OBJECTIVES

1. Coordinate review of environmental documents.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Public agency environmental documents	Reviewed and commented on the Vasco Winds and Tres Vaqueros Project Environmental Impact Reports (EIR).	Review and comment on future environmental documents.
Land management documents	Reviewed/commented on East Alameda County Conservation Strategy (EACCS) and SF Bay Subtidal Goals projects.	Review and comment on future land management documents.
Interagency relationships	Conducted meetings & coordinated with city, county and special district staffs. Communicated District interests with land uses and policies.	Conduct meetings and coordinate with city, county and special district staffs and communicate District interests.

2. Provide Geographic Information Systems Services.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Property boundary data	Established and maintained property boundary data.	Establish and maintain property boundary data.
Regional trail data	Established and maintained regional trail data.	Establish and maintain regional trail data.
REP data	Established/maintained REP data.	Establish/maintain REP data.
Maps and exhibits	Prepared maps and exhibits for Board and elected officials.	Prepare maps and exhibits for Board and elected officials.
Data sharing	Obtained and shared GIS data with other agencies and organizations.	Obtain/share GIS data with other agencies and organizations.
Continuing Education and training	Attended conferences to learn about new technologies and applications. Attended ESRI (GIS software) conference.	Attend conferences (including ESRI conference), budget permitting.

3. Manage Resource Enhancement Program.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Program management	Obtained project funding, coordinated with District and regulatory agency staff, hired consultants and contractors, prepared public information. Projects included Albany Beach Feasibility Study, Breuner Marsh Restoration and Upper Hess Creek Restoration.	Obtain project funding, coordinate with District and regulatory agency staff, prepare public information and conduct public information meetings.
Property management	Provide \$10,000 for road and trail maintenance at Black Diamond Mines/Morgan Territory.	No requests for 2012.
Berkeley Meadow Phase III Restoration Project	Continued with weed maintenance and conducted periodic monitoring.	Continue with weed maintenance and conduct periodic monitoring.
Albany Beach Restoration and Public Access Project	Completed feasibility study and conducted public workshops; augmented project budget with \$50,000 each from Measures CC and WW funds and Mitigation Fund.	Consider and implement next steps for project development, potentially including preparation of an environmental document.
Breuner Marsh Restoration and Public Access Project	Continued developing project plans, conducted two public information meetings, began preparation of an EIR, coordinated project issues with several other agencies, obtained a \$1 million grant from FWS, applied for EPA and other grants.	Complete and release public review draft EIR, continue coordination of issues with other agencies, utilities, property owners and environmental organizations, provide public information and apply for grants.
Upper Hess Habitat Restoration	Completed project planning/design from concept and District/HCP Conservancy coordination through project design and completion of construction bid documents.	Construct project and begin first year of maintenance and monitoring.
Constructed projects	Maintenance performed at Brushy Peak and Diablo Foothills.	Continue maintenance at Brushy Peak and Diablo Foothills. Obtain \$25,000 in REP funds.
Coordination with other departments	Conducted project team meetings for Breuner and Albany Beach.	Conduct project team meetings for Breuner.
Project development coordination with other agencies	Conducted meetings with FWS, EPA, ACOE, DFG, RWQCB, BCDC, DPR, CCC, Alameda County, Contra Costa County, Contra Costa County Flood Control, Zone 7 Water, SF Water, Albany, Port of Oakland, Richmond, Union Pacific RR, PG&E, CESP and Sierra Club.	Continue coordination meetings with federal, state, county and local governments, special districts, public utilities, property owners and environmental organizations.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Continuing education and training	Did not attend conferences due to heavy project workload. One staff attended Supervisors Academy.	Attend annual conferences to learn about new restoration practices, budget permitting.

4. Represent the District in development and implementation of multi-agency regional conservation projects.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
ECCC HCP	Coordinated restoration projects and land management plans, and supported land acquisitions.	Coordinate restoration projects and land management plans, and support land acquisitions.
EACCS	Supported strategy development and attended interagency meetings and public hearings.	Implement strategy, support land acquisitions and attend public hearings.
San Francisco Bay Joint Venture	Updated project data base and attended coordination meetings.	Update project data base, attend coordination meetings, and support district projects.
Regional HCP	Reviewed documents for Alameda Creek Watershed HCP and Altamont Wind Resource NCCP.	Review documents for Alameda Creek Watershed HCP and Altamont Wind Resource NCCP.
Critical Linkages	Participated in Implementation Committee.	Participate in Implementation Committee.
Bay Area Uplands Goals	Coordinated with BAOSC and shared GIS data.	Coordinate with BAOSC and share GIS data.
San Francisco Bay Sub-tidal Goals	Reviewed/commented on draft report and coordinated with agencies.	Coordinate with NOAA, BCDC and CCC on projects and funding.
San Francisco Bay Shoreline Mgrs.	Coordinated habitat management practices with shoreline managers.	Coordinate habitat management and support District projects.
BCDC Climate Change Policies	Reviewed/commented on policies, testified at two public hearings.	Review and comment on draft policies (if necessary).

5. Support Other District Programs and Projects.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Land Acquisition Department	Supported acquisition of about 4,000 acres of new public open space and HCP mitigation lands.	Support acquisition of new public open space and HCP mitigation lands.
Regional Trails Department	Supported planning for Bay Trail in Richmond and Albany and prepared exhibits for TIGER Grant.	Support planning for Bay Trail segments in Richmond, Albany and Pinole.
Interagency Planning	Supported development of parks at CNWS and Point Molate.	Support development of parks at CNWS and Point Molate.

LAND DIVISION**ENVIRONMENTAL PROGRAMS DEPARTMENT**

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
HCP (Stewardship)	Supported development of HCP for regional parks.	Support development and funding for parks HCP (if necessary).
LUP (Planning Department)	Supported development of LUPs for Pleasanton Ridge & Garin.	Support development of land use plans as necessary.
Police Department	Provided Eagle Eye data/support.	Provide Eagle Eye data/support
Fire Department	Provided fire abatement location information.	None (activity will be conducted by Fire Department).
Park Maintenance and Operations	Provided funds and coordinated maintenance at Eastshore, Brushy Peak and Diablo Foothills.	Provide funds and coordinate maintenance at Eastshore, Brushy Peak and Diablo Foothills.

INTERAGENCY PLANNING DEPARTMENT ROLE

The Interagency Planning Department participates in partnership with public agencies, non-governmental organizations, the private sector and other key stakeholders to achieve mutual planning and land use goals as provided for in the District’s Mission and Master Plan. The Department pursues appropriate activities to ensure the fiscal health of the District.

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 462,986	\$ 417,153	\$ 495,330	\$ 498,020	0.5%
Supplies	254	817	620	620	0.0%
Services	3,308	2,710	20,720	20,720	0.0%
Total	\$ 466,548	\$ 420,680	\$ 516,670	\$ 519,360	0.5%
PROJECT BUDGET:					
Personnel Services	\$ 6,732	\$ 18,944	\$ -	\$ -	0.0%
Total	\$ 6,732	\$ 18,944	\$ -	\$ -	0.0%
Subtotal Operating/Capital	\$ 473,281	\$ 439,624	\$ 516,670	\$ 519,360	0.5%
DEPARTMENTS:					
Interagency Planning	\$ 473,281	\$ 439,624	\$ 516,670	\$ 519,360	0.5%
Total	\$ 473,281	\$ 439,624	\$ 516,670	\$ 519,360	0.5%
FUNDING SOURCES:					
101 General Fund	\$ 466,548	\$ 420,680	\$ 516,670	\$ 519,360	0.5%
333 Capital	6,732	18,944	-	-	0.0%
Total	\$ 473,281	\$ 439,624	\$ 516,670	\$ 519,360	0.5%
STAFFING:					
Regular/Permanent	3.00	3.00	3.00	3.00	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	3.00	3.00	3.00	3.00	-

SERVICE DESCRIPTION

Through interagency coordination, the Department establishes and maintains partnerships with public agencies, non-governmental organizations, the private sector and other key stakeholders to protect and enhance the planning and land use goals and interests of the District. It provides, through interagency coordination, planning and land use leadership to help guide the land use decisions of public agencies to protect and enhance the planning and land use goals and interests of the District. The Department provides professional staff for acquisition planning and acquisition evaluations tasks, and pursues opportunities to create ZB and other funding mechanisms that offset the cost of maintaining and operating District properties.

INTERAGENCY PLANNING DEPARTMENT KEY OBJECTIVES

- 1. Engage with public agencies and other key stakeholders to protect and enhance the planning and land use goals and interests of the District.**

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Manage and coordinate ESP projects with the DPR and assist in the implementation of ESP restoration and public access priorities.	Managed and coordinated input on the Brickyard conceptual draft plans, the Operating Agreement, and other ESP projects. Assisted in the implementation of ESP restoration and public access priorities with the DPR, the 5 ESP-cities of Albany, Berkeley, Emeryville, Oakland, and Richmond, CESP, and other key stakeholders.	Manage and coordinate the ESP projects and assist in the implementation of ESP restoration and public access priorities with the DPR, the 5 ESP-cities of Albany, Berkeley, Emeryville, Oakland, and Richmond, CESP, and other key stakeholders.
Provide staffing and management for the District's participation in the CNWS Base Re-Use process to facilitate the establishment of a new Central Contra Costa regional park.	Provided staffing and management for the District's participation in the CNWS Base Re-Use process to facilitate the establishment of a new Central Contra Costa regional park by establishing and strengthening partnerships with the City of Concord (City Council, Local Reuse Authority, Redevelopment Agency and staff), the National Park Service, the Department of the Navy, the CNWS Neighborhood Alliance, the Friends of Port Chicago and other key stakeholders.	Continue to provide staffing and management for the District's participation in the CNWS Base Re-Use process to facilitate the establishment of a new Central Contra Costa regional park.

Provide leadership to help guide the land use decisions of public agencies to protect and enhance the planning and land use goals and interests of the District.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Communicate with the Board and General Manager about planning and land use activities that may have substantial impact on the District.	Communicated with the Board and General Manager about planning and land use activities that may have substantial impact on the District through reporting “Actions Taken by Other Jurisdictions Affecting the Park District on Board Agendas” and through Director Updates. Monitored public notices and meeting agendas of more than 140 public agencies and land use decision-making bodies including 2 counties (Alameda, Contra Costa), 33 cities (Alameda, Berkeley, Concord...), 14 regional agencies (ABAG, MTC, BART...), 9 state agencies (DFG, DPR, BCDC...), and 6 federal agencies (FWS, National Park Service, Dept. of the Army, Dept. of the Navy...).	Continue to communicate with the Board and General Manager about planning and land use activities that may have substantial impact on the District.

2. Pursue opportunities to create partnerships, Zones of Benefit and other funding mechanisms to offset the cost of maintaining and operating District properties.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Pursue long-range and current federal, state, and local funding opportunities and partnerships with the aim of acquiring land for regional trails, parks, open space, and resource protection.	Initiated and pursued long-range and current federal, state, and local funding opportunities (ZB and other funding mechanisms) to acquire land for regional trails, parks, open space, and resource protection at CNWS, Elworthy project at Las Trampas, Faria Preserve project at Calaveras Ridge Trail and Patterson Ranch project at Coyote Hills.	Continue to pursue long-range and current federal, state and local funding opportunities and partnerships with the aim of acquiring land for regional trails, parks, open space, and resource protection as the economy allows and development-driven opportunities occur.
Coordinate preparation and promotion of SB375 Green Transportation and Environmental Maintenance Project.	Coordinated preparation of SB375 Green Transportation and Environmental Maintenance Project. Met with numerous elected and appointed officials to promote Project.	Continue to promote SB375 Green Transportation and Environmental Maintenance Project in MTC/ABAG SB375 Plan to be adopted in 2013.

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.

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 702,988	\$ 660,713	\$ 705,460	\$ 572,360	-18.9%
Supplies	-	562	670	670	0.0%
Services	4,776	2,135	7,330	7,330	0.0%
Total	\$ 707,764	\$ 663,409	\$ 713,460	\$ 580,360	-18.7%
PROJECT BUDGET:					
Personnel Services	\$ 198,628	\$ 264,544	\$ 235,130	\$ 191,020	-18.8%
Services	1,815	-	-	-	0.0%
Land, Construction	15,210,435	30,759,883	20,306,000	6,535,000	-67.8%
Total	\$ 15,410,878	\$ 31,024,427	\$ 20,541,130	\$ 6,726,020	-67.3%
Subtotal Operating/Capital	\$ 16,118,642	\$ 31,687,836	\$ 21,254,590	\$ 7,306,380	-65.6%
DEPARTMENTS:					
Land Acquisition	\$ 16,118,642	\$ 31,687,836	\$ 21,254,590	\$ 7,306,380	-65.6%
Total	\$ 16,118,642	\$ 31,687,836	\$ 21,254,590	\$ 7,306,380	
FUNDING SOURCES:					
101 General Fund	\$ 707,764	\$ 663,409	\$ 713,460	\$ 580,360	-18.7%
333 Capital	15,409,063	31,024,427	20,541,130	6,726,020	-67.3%
336 OTA Projects	1,815	-	-	-	0.0%
Total	\$ 16,118,642	\$ 31,687,836	\$ 21,254,590	\$ 7,306,380	-65.6%
STAFFING:					
Regular/Permanent	6.00	6.00	6.00	5.00	-1.00
Seasonal/Temporary	0.00	0.00	0.00	0.00	0.00
Total	6.00	6.00	6.00	5.00	-1.00

SERVICE DESCRIPTION

The department is charged with determining acquisition priorities and providing all services to obtain the necessary property rights to implement the Capital Development and Regional Trails programs. The department also provides real estate support to other divisions that lease or license facilities for their operations.

LAND ACQUISITION DEPARTMENT KEY OBJECTIVES

1. Identify and recommend acquisition priorities.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Provide recommendations for the use of remaining Measure AA funds, as well as Measure WW funding as allocated, to target strategic acquisitions.	Provided recommendations for use of more than \$2 million in Measure AA funds and \$3.5 million in Measure WW funds (as of 9/30/11).	Expend \$2 million in Measure AA funds and \$10 million in Measure WW funds.
Preserve important wildlife habitat and trail corridors.	Acquired over 1,800 acres at Black Diamond Mines and 470 acres in the CNWS/Kirker Pass Road corridor; condemned for Golden Gate Fields segment of SF Bay Trail and pursued Bay Ridge Trail condemnation on Louie; closed on Bruener condemnation.	Acquire additional lands adjacent to CNWS, Black Diamond Mines, Pleasanton Ridge, Wildcat Canyon, Martinez and MLK Shorelines.
Protect a scenic viewshed.	Acquired Owen and Farber.	Finalize Walpert Ridge dedications at Stonebrae.
Enhance public access.	Acquired Owen and Bailey Ranch.	Acquire additional lands at Pleasanton Ridge, Wildcat Canyon and MLK.

2. Acquire real property and property rights.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Negotiate to acquire new properties.	Acquired more than 3,800 acres (as of 9/30/11).	Acquire 2,000 new acres.
Commission appraisals.	Commissioned and reviewed over 20 appraisals (as of 9/30/11).	Commission and review 15 appraisals.
Pursue acquisitions through eminent domain.	Completed Donnelley condemnation; pursued Louie condemnation; and initiated GGF condemnation.	Initiate new actions as necessary to obtain critical trail connections and parkland.
Provide support to local land trusts.	Partnered with Tri-Valley Conservancy on acquisition of Bobba property.	Partner with MHLT, Save Mt. Diablo and Tri-Valley Conservancy as opportunities arise.

3. Provide services to internal and external customers.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Provide all necessary real estate services to support the development of partnerships with other public agencies, nonprofit organizations and the private sector to promote land conservation.	Completed 4 transactions with ECCC HCP to purchase 2,300 acres.	Continue to work with ECCC HCP to purchase 1,000 acres. Work with land trusts and other partners as opportunities arise.
Assist other departments in resolving property rights conflicts relating to District parklands in accordance with the District's Good Neighbor Policy by providing information and support at meetings if necessary.	Worked to resolve encroachment issues at Kennedy Grove, Vargas Plateau and Las Trampas; boundary issues at Chabot.	Continue to provide support as necessary.

4. Seek alternative funding for acquisitions.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Complete required acquisitions for 2011 grant and construction needs in a timely manner to meet grant deadlines, as they occur.	Obtained more than \$12 million in grant funding.	Continue to maximize opportunities with ECCC HCP, Moore Foundation and CCC as appropriate.

TRAILS DEVELOPMENT DEPARTMENT ROLE

The role of the Trails Development Department is to facilitate the planning, acquisition and development of new regional trails contained in the District's 2007 Master Plan map, as well as trails within parklands. The department also partners with other public agencies, volunteers and community groups to develop and help maintain the District's trail system.

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 404,888	\$ 390,923	\$ 444,350	\$ 441,360	-0.7%
Supplies	13,381	11,914	20,420	20,420	0.0%
Services	10,470	4,004	6,500	6,500	0.0%
Total	\$ 428,738	\$ 406,842	\$ 471,270	\$ 468,280	-0.6%
PROJECT BUDGET:					
Personnel Services	\$ 16,905	\$ 53,040	\$ 18,150	\$ 20,790	14.5%
Supplies	19	-	-	-	0.0%
Services	93,189	141,270	-	-	0.0%
Land, Construction	55,668	275,520	-	-	0.0%
Total	\$ 165,780	\$ 469,830	\$ 18,150	\$ 20,790	14.5%
Subtotal Operating/Capital	\$ 594,518	\$ 876,672	\$ 489,420	\$ 489,070	-0.1%
DEPARTMENTS:					
Trails Development	\$ 594,518	\$ 876,672	\$ 489,420	\$ 489,070	-0.1%
Total	\$ 594,518	\$ 876,672	\$ 489,420	\$ 489,070	-0.1%
FUNDING SOURCES:					
101 General Fund	\$ 287,504	\$ 289,725	\$ 433,040	\$ 429,800	-0.7%
220 Two County LLD	114,120	88,295	-	-	0.0%
253 Gifts/Dickson	27,114	28,821	38,230	38,480	0.7%
333 Capital	58,897	304,904	-	11,330	0.0%
336 OTA Projects	106,883	164,926	18,150	9,460	-47.9%
Total	\$ 594,518	\$ 876,672	\$ 489,420	\$ 489,070	-0.1%
STAFFING:					
Regular/Permanent	3.00	3.00	3.00	3.00	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	3.00	3.00	3.00	3.00	-

SERVICE DESCRIPTION

The department implements the Regional Trail Master Plan; 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; interfaces with outside agencies and other jurisdictions on trail-related matters.

TRAILS DEVELOPMENT DEPARTMENT KEY OBJECTIVES

1. Implement the Regional Trail Master Plan.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Work towards the completion of the projects contained in the CIP Group's Active Regional Trail Projects List.	Initiated final design and environmental clearance for the TIGER II-funded projects, including the Iron Horse Trail in Pleasanton, the Alamo Canal Trail Undercrossing at I-580, Bay Trail segments in Pinole, Hercules and Martinez, and the East Bay Greenway. Completed the Martin Canyon Creek Trail extension at Dublin Hills.	Construct the Alamo Canal Trail Undercrossing at I-580 and the Corvey Court segment of the Briones to Mt. Diablo Trail. Obligate the remaining \$8 million in TIGER II funds for construction. Complete the Delta DeAnza Trail between Antioch and Oakley. Complete the reconstruction of the Feeder Trail # 1 in Martinez.
Work with the Land Acquisition Department to obtain the license agreements, easements, and right of ways required to complete regional trail segments.	Assisted Land Acquisition with Bay Trail segments at Point Molate and Martinez Shoreline, Shadow Cliffs to Del Valle Trail segments across the Bobba property, and the new Vallecitos/Vineyard intersection, Ridge Trail segments in Martinez and Union City/Fremont.	Pursue the right of way required for the Great California Delta Trail between Bay Point Wetlands and Pittsburg. Assist Land Acquisition in securing right of way for the Bay Trail along the Oakland shoreline.
Improve access to trails within District's urban core.	Worked with the District's grants department and Caltrans Local Assistance to administer the District's \$10.2 million TIGER II grant. Supported Alameda County Transportation Commission in its effort to develop the East Bay Greenway through Oakland.	Develop an alignment for the Dunsmuir Heights to Chabot Trail in Oakland. Continue to advance the Bay Trail connection across the Breuner property in Richmond.
Monitor District trail related construction projects by outside entities.	Worked with Alameda County to improve the Iron Horse Trail as part of the Stanley Blvd Streetscape project. Finalized the alignment for the Tassajara Creek Trail between Dougherty Valley and Tassajara Road in Danville.	Work with Contra Costa County on the Orwood Bridge replacement project in eastern Contra Costa County. Monitor the progress of the East Bay Greenway project in Oakland. Support Oakland's Measure DD Bay Trail projects.

2. Manage the Ivan Dickson Trail Maintenance Program.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Work towards increasing the principal in Ivan Dickson Volunteer Trail Maintenance Program endowment.	Received funding from REI, the Tilden Wildcat Horseman's Association and the Bay Conservation and Development Commission to augment the Ivan Dickson endowment.	Implement a focused Ivan Dickson fundraising campaign.
Continue to provide an outstanding and productive experience for trail maintenance volunteers.	Planned and implemented multiple volunteer trail maintenance events including partnerships with REI, The Bay Area Ridge Trail Council, Volunteers for Outdoor California and the Bicycle Trails Council of the East Bay.	Work to increase participation in volunteer events by multi-cultural and under-resourced communities. Partner with Stewardship on joint trail maintenance and habitat restoration projects.

3. Participate in interagency projects.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Represent the District in the inter-agency planning and development of major trail projects within the District.	Inter-agency trail planning efforts for 2011 include Bay Trail segments along the Oakland Shoreline, Gateway Park, and Pinole Shores to Bayfront Park, the Hercules Waterfront, and Carquinez Scenic Drive. The District is working in concert with Pleasanton, Dublin and Livermore on Iron Horse and Alamo Canal Trail segments, and with Oakland on the Temescal to Sibley and Dunsmuir Heights to Chabot Trails project.	Participate in local and county-wide bicycle and pedestrian trail planning and other regional trail planning efforts with MTC, Alameda and Contra Costa counties and local jurisdictions to incorporate District Master Plan trails in General Plans, Transportation Plans and recreation elements. Work with the South Bay Salt Pond Restoration Project management team and other environmental agencies to ensure the provision of adequate public access in restoration and environmental enhancement efforts.
Cooperate with other agencies on inter-agency trail projects, feasibility studies, and planning efforts for regional trail corridors.	Trails Department staff supported other inter-agency projects including the Great California Delta Trail, updates to a number of regional and local bicycle and pedestrian plans, and the Vargas to Sunol Ridgeline Trail with the SFPUC.	The National Park Service's Juan Bautista DeAnza National Historic Trail The Delta Protection Commission's Great California Delta Trail. Highway 4 Bypass Authority's Mokelumne Trail Overcrossing. SFPUC's Niles Canyon/Water Temple Visitor Serving Project.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Continue outreach and coordination with various trail-user organizations and public interest groups.	The District received an award and presented a number of workshops at the 2011 California Trails and Greenways Conference, hosted by the District in San Ramon. Trails Department staff supported events sponsored by the East Bay Bicycle Coalition, the Bicycle Trails Council of the East Bay, the Bay Area Ridge Trail Council, and a number of other community-based organizations.	East Bay Area Trails Council East Bay Bicycle Coalition Bicycle Trails Council of the East Bay California Trails and Greenways Foundation.
Review and respond to trail-related issues in proposed subdivision maps, development applications and environmental documents that may impact the goals of the District's 2007 Regional Trail Master Plan.	Trails Department staff provided comments on a number of outside project proposals, including proposed developments in Danville, San Ramon and Fremont.	Participate in Interagency Planning's weekly Government Agenda Group meetings. Support the Environmental Review Department's efforts to respond to environmental documents prepared for outside projects.

4. Seek additional funding for trail development and maintenance.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Work with District's Grants Department in pursuing funding opportunities.	Secured over \$2 million in Federal RTIP funds for trail projects in Hercules and Dublin. Secured \$100,000 from Pleasanton for environmental work required for the Alamo Canal Trail undercrossing project. Managed the preparation of a major federal grant application under the TIGER II program. Secured \$65,000 from Dublin San Ramon Services District to complete the Martin Canyon Creek Trail extension through Dublin Hills.	Seek CCC funds for Bay Area Ridge Trail and San Francisco Bay Trail projects. Pursue MTC Regional Bicycle and Pedestrian Program funds. Include funding for District trail projects in the reauthorization of the Federal Transportation Act.
Seek funding through partnerships with local agencies.	Secured commitments for maintenance support for new regional trail segments from Hercules, Dublin and Pleasanton.	Seek funding for maintenance of new regional trail segments from local partners.

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LEGAL DIVISION

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 1,070,868	\$ 1,403,193	\$ 1,409,890	\$ 1,440,100	2.1%
Supplies	5,067	12,546	12,730	187,530	1373.1%
Services	1,537,665	6,714,890	4,890,280	6,654,430	36.1%
Intra-District Charges	-	62,900	169,000	173,500	2.7%
Total	\$ 2,613,600	\$ 8,193,529	\$ 6,481,900	\$ 8,455,560	30.4%
PROJECT BUDGET:					
Personnel Services	\$ -	\$ 2,530	\$ -	\$ -	0.0%
Land, Construction	-	489,753	-	-	0.0%
Total	\$ -	\$ 492,283	\$ -	\$ -	0.0%
Subtotal Operating/Capital	\$ 2,613,600	\$ 8,685,813	\$ 6,481,900	\$ 8,455,560	30.4%
DEPARTMENTS:					
Legal	\$ 2,613,600	\$ 8,685,813	\$ 6,481,900	\$ 8,455,560	30.4%
Total	\$ 2,613,600	\$ 8,685,813	\$ 6,481,900	\$ 8,455,560	30.4%
FUNDING SOURCES:					
101 General Fund	\$ 1,457,192	\$ 1,306,555	\$ 1,607,610	\$ 1,301,350	-19.1%
257 Mitigation	-	65,571	25,000	37,000	48.0%
333 Capital	-	492,283	-	-	0.0%
552 Workers' Comp	-	3,310,965	3,088,160	3,638,940	17.8%
555 General Liability Fund	1,156,409	3,510,439	1,761,130	3,478,270	97.5%
Total	\$ 2,613,600	\$ 8,685,813	\$ 6,481,900	\$ 8,455,560	30.4%
STAFFING:					
Regular/Permanent	6.00	6.00	6.00	6.00	-
Seasonal/Temporary	3.45	3.45	3.45	3.45	-
Total	9.45	9.45	9.45	9.45	-

Note: 2009 Actuals related to Worker's Compensation were posted in Non-Departmental. Posting practices were changed as of 2010 to record those expenditures in the Risk Department. 2012 budgeted supplies and services include funding to refurbish the Tilden Corp Yard, destroyed in a fire in 2011.

LEGAL DIVISION

LEGAL DIVISION ROLE

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

SERVICE DESCRIPTION

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

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

LEGAL DIVISION KEY OBJECTIVES

1. **Provide legal advice to Board members, General Manager, and staff.**

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Provide legal advice on the election process.	N/A	Provide legal advice to the clerk of the board with the election process for three Board of Directors positions up for election.
Provide legal advice on labor and employment matters.	Provided legal advice to the General Manager and staff on contract negotiations with AFSCME Local 2428 and the PA.	Provide legal advice to the General Manager and staff in preparation for 2013 contract negotiations with AFSCME Local 2428 and the PA.
Provide legal interpretation and analysis of draft legislation and legal position on statutory and regulatory issues and requirements.	Reviewed and analyzed draft state and federal legislation. Reviewed and analyzed Title II of the ADA, as amended in 2010. Drafted interim policy on use of other-power driven mobility devices as required under the ADA.	On-going. Adopt and implement interim policy on use of other-power driven mobility devices as required under the ADA.

LEGAL DIVISION

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Review legal documents to which the District is a party.	Reviewed and revised over a dozen concessionaire agreements.	Update the District's contract for services agreement.

2. Minimize District costs associated with litigation, claims, and insurance.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Procure insurance coverage at lowest reasonable cost in areas of public liability, automobile liability, directors and officers insurance, workers' compensation, and any necessary specialty insurance policies.	Reviewed and obtained liability and excess workers' compensation insurance at cost-effective rates; approved by Board in June 2011.	TBD.
Reduce costs of internal and external claims.	Reviewed vendor and concessionaire contracts for compliance with insurance requirements. Reviewed all workers' compensation claims. Obtained \$800,000 advance from insurance carrier on Tilden Corp Yard fire loss.	On-going. Monitor expenses to maximize insurance recovery payment for expenses due to Tilden Corp Yard fire loss.
Expedite resolution of contracts and claim issues.	N/A	Transition from a manual based to an intranet-based contract approval system.

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

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Implement and manage the health and safety program.	Held safety trainings and inspections of facilities to ensure compliance with OSHA regulations.	On-going.
Implement and manage the workers' compensation program.	Held four workers' compensation claims review meetings with management staff in effected divisions.	Continue to hold quarterly workers' compensation claims review meetings.
Maintain comprehensive coverage through property and liability insurance.	Updated insurance coverage to include piers and several new structures.	Review and assess all District buildings to insure appropriate insurance coverage.

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OPERATIONS DIVISION

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 40,222,543	\$ 39,885,495	\$ 42,639,110	\$ 43,025,820	0.9%
Supplies	4,595,186	4,428,862	4,919,700	5,013,150	1.9%
Services	5,253,768	5,113,008	5,819,320	5,973,430	2.6%
Equipment	1,075,201	794,833	2,590,680	1,370,000	-47.1%
Intra-District Charges	229,331	1,961,943	475,350	2,006,100	322.0%
Total	\$ 51,376,029	\$ 52,186,141	\$ 56,444,160	\$ 57,388,500	1.7%
PROJECT BUDGET:					
Personnel Services	\$ 698,347	\$ 859,351	\$ 556,550	\$ 563,210	1.2%
Supplies	280,868	196,551	288,930	74,370	-74.3%
Services	1,131,643	916,642	73,850	1,051,000	1323.2%
Land, Construction	1,338	715,165	-	129,470	0.0%
Total	\$ 2,112,195	\$ 2,687,709	\$ 919,330	\$ 1,818,050	97.8%
Subtotal Operating/Capital	\$ 53,488,224	\$ 54,873,849	\$ 57,363,490	\$ 59,206,550	3.2%
DEPARTMENTS:					
Administration	\$ 1,146,266	\$ 3,047,428	\$ 1,514,430	\$ 3,065,630	102.4%
Park Operations	28,604,849	28,690,931	33,148,290	31,610,440	-4.6%
Interpretive & Recreation	9,729,360	9,486,159	10,095,350	10,457,650	3.6%
Maintenance & Trades	13,993,826	13,649,331	12,605,420	14,072,830	11.6%
Total	\$ 53,474,301	\$ 54,873,849	\$ 57,363,490	\$ 59,206,550	3.2%
FUNDING SOURCES:					
101 General Fund	\$ 45,374,841	\$ 47,745,903	\$ 51,411,350	\$ 52,145,600	1.4%
220 Two County LLD	4,933,145	3,437,826	3,607,390	3,643,250	1.0%
221 ECCC LLD	450,608	480,038	701,170	781,780	11.5%
222 Five Canyon Zone	37,453	36,839	37,900	38,670	2.0%
223 Dublin Hills Zone	6,154	6,624	8,800	7,550	-14.2%
224 Walpert Ridge Zone	-	-	81,800	110,880	35.6%
225 San Ramon Hills Zone	13,232	11,556	10,610	500	-95.3%
226 Measure CC	514,599	412,097	506,320	524,580	3.6%
227 Stone Valley Zone	2,932	1,236	5,630	12,630	124.3%
228 Gateway Valley Zone	-	10,216	21,010	46,000	118.9%
253 Gifts	8,393	6,772	26,000	43,510	67.3%
255 MLK Jr Program	-	2,000	-	7,000	0.0%
258 Eastshore State Park	34,671	35,034	26,180	26,550	1.4%
333 Capital	91,055	944,795	9,390	29,470	213.8%
336 OTA Projects	2,021,140	1,742,913	909,940	1,788,580	96.6%
Total	\$ 53,488,224	\$ 54,873,849	\$ 57,363,490	\$ 59,206,550	3.2%
STAFFING:					
Regular/Permanent	385.503	384.143	373.630	374.880	1.25
Seasonal/Temporary	42.225	41.725	32.838	44.103	11.27
Total	427.728	425.868	406.468	418.983	12.52
Unfunded position in 2010 budget (estimate):	20.79				
Total funded positions in 2010 (estimated FTEs):	405.078				

OPERATIONS DIVISION ROLE

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

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.

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 1,073,505	\$ 910,580	\$ 1,068,500	\$ 978,300	-8.4%
Supplies	16,357	35,335	36,530	36,530	0.0%
Services	56,404	396,914	409,400	409,400	0.0%
Inter-agency Agreements-MLK Rally	-	2,000	-	-	0.0%
Intra-District Charges	-	1,702,600	-	1,641,400	0.0%
Total	\$ 1,146,266	\$ 3,047,428	\$ 1,514,430	\$ 3,065,630	102.4%
PROJECT BUDGET:					
Personnel Services	\$ -	\$ -	\$ -	\$ -	0.0%
Total	\$ -	\$ -	\$ -	\$ -	0.0%
Subtotal Operating/Capital	\$ 1,146,266	\$ 3,047,428	\$ 1,514,430	\$ 3,065,630	102.4%
DEPARTMENTS:					
Administration	\$ 1,146,266	\$ 3,047,428	\$ 1,514,430	\$ 3,065,630	102.4%
Total	\$ 1,146,266	\$ 3,047,428	\$ 1,514,430	\$ 3,065,630	
FUNDING SOURCES:					
101 General Fund	\$ 1,146,266	\$ 3,045,428	\$ 1,514,430	\$ 3,065,630	102.4%
Total	\$ 1,146,266	\$ 3,047,428	\$ 1,514,430	\$ 3,065,630	102.4%
STAFFING:					
Regular/Permanent	8.00	7.00	7.00	7.00	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	8.00	7.00	7.00	7.00	-

OPERATIONS ADMINISTRATION KEY OBJECTIVES

1. Develop and maintain a productive and efficient workforce to responsibly manage the District’s park resources and facilities.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Division Managers and Supervisors will complete performance appraisals for at least 95% of the Division’s regular employees annually.	90+ % completed.	Complete at least 95% of regular employee performance appraisals and/or improve upon previous year’s performance.
Actively support and utilize internal supervisors and managers academies. Place qualified candidates in all allocated participant opportunities.	Fully utilized available vacancies in both academies offered in 2011. AGM and Chiefs actively participated in selection of participants. Chiefs and managers participated in several panels.	AGM and Chiefs actively participate in improvement of academy curriculum and critique. Secure a proportional share of the opportunities for Division participants based on staff totals.
Work effectively with HR to timely address performance and disciplinary issues, and actively participate in the meet and confer process.	Completed. Numerous issues were addressed successfully. Provided two negotiating team members for labor negotiations.	Receive positive feedback from HR Manager and HR officers. Improvement in staff morale
Conduct regular manager and supervisor meetings to keep staff informed and in support of District’s mission.	Completed four supervisor forums, 10 Ops Managers meetings, and one all managers workshop	Conduct at least four Division-wide Supervisor Forums, nine Operations Managers meetings, and one All Managers workshops.
Develop, seek approval and implement reorganizations to improve efficiency and address changing needs.	Secured approval of reorganizations, Recreation Volunteer Management and Operations Administration. Vasco Corridor Work Unit implemented.	Implement a number of reorganizations approved in the 2012 budget. Develop new reorganizations to fully utilize skills of existing staff in light of upcoming retirements.
Conduct a series of District-focused training sessions presented by Division management staff to develop future Division leaders.	Conducted 9 training sessions: Anatomy of a Board Meeting, The Internal Meeting Process, and How to Get Projects Completed. Added 20 new members.	TBD, pending group meeting in October.

2. Undertake major review of Camping Program.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Review progress since the inception of the first taskforce. Consider hiring a consultant to assist in year-long process.	Postponed until 2012	Complete by the end of the year.
Compile and analyze data regarding past 5 years of camping activity on District lands, the availability of other camping resources in the Bay Area, and camping use trends locally and nationally.	Group camping and family camping reservations and use was analyzed in Anthony Chabot and Del Valle resulting in fee structure changes.	Compile and analyze data on all overnight and day camp use.
Convene Camping Taskforce of members representing local camping community interests.	Postponed until 2012.	Convene Taskforce and hold at least three meetings in 2012.
Draft final Report to guide the next ten years of Park District camping priorities for Board approval.	Postponed until 2012.	Complete Report.

3. Maximize potential revenue consistent with District’s mission.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Complete the timely renewal of communication site agreements.	New key indicator for 2011.	Complete renewals on schedule to implement new fair market rental rates.
Minimize vacancy periods of security residences.	New key indicator for 2011.	Turnover up to six residences within 60 days.
Revise Employee Security Residence Board Policy, implement changes.	New key indicator for 2011.	Complete by June 2012.
Manage Board Fee Waiver Policy.	Consistency achieved with assistance of reservations staff.	Make fee waiver decisions consistent with policy.

- 4. Provide executive level leadership and administrative support for the Board Operations Committee and various interagency liaison committees. Plan and conduct regular liaison meetings with public agencies and non-profit organizations Schedule and staff meetings, prepare Board Committee agendas and packets.**

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Schedule, staff, and conduct regular meetings of Board Operations Committee to ensure proper processing of District revenue agreements that support the District's mission.	New key indicator for 2011.	Conduct at least 10 committee meetings.
Plan and conduct regular liaison meetings with public agencies and non-profit organizations, including Alameda County and Contra Costa water districts, SFPUC, the cities of Fremont and Martinez, and the Camp Arroyo Partners.	New key indicator for 2011.	Conduct quarterly meetings with each partner.

REVENUE UNIT SPECIFIC OBJECTIVES

The Revenue Unit provides the necessary link between the District's concessions, special use agreements, communication site leases, contracts for services, residence agreements, and the Park Operations and Finance Departments. The unit prepares requests for proposals, reviews proposals, selects operators, and negotiates new agreements with service providers, concessionaires, and security residents. These agreements, as well as renewal agreements, are reviewed by the Board Operations Committee and submitted for approval to the Board of Directors. This unit works closely with Operations Division staff to provide support and training for park-based fee collection and customer service activities as well as budget preparation and analysis support. The unit also works with other departments to provide excellent public use facilities within the District.

REVENUE UNIT ONGOING OBJECTIVES

1. Oversee agreements/leases for concessionaires, special use operators, communication sites, contracts for services, and residence agreements to insure compliance with the terms and conditions of their agreements.
2. Insure high levels of customer satisfaction through the skilled management of facilities and services.
3. Initiate and manage the RFP process. Utilize staff committees to review proposals and recommend new operators to the Board Operations Committee.
4. Evaluate unit filing and storage capacity, and initiate development of an information management system to catalog, file, archive, and retrieve both electronic and hardcopy Operations historical records and files for better compliance with District retention policy.
5. Thoroughly analyze and formulate staff recommendations on all revenue-generating proposals that will enhance public service at District facilities. Coordinate the review

process with Unit Managers and Park Supervisors who are directly affected by proposed services.

6. Update the fixed asset tracking system to monitor concession and residence property owned by the District with value less than \$25,000.

REVENUE UNIT 2012 OBJECTIVES

1. Review, evaluate, negotiate, and process at least seven residence agreements, five concessionaire agreements, three special use agreements and two communication licenses.
2. Update the Department's Revenue Manual and Concessions Manual to reflect changes in professional standards, regulatory provisions, and statutory law.
3. Improve coordination with Finance Department to maintain current and accurate compliance of Residence Program, Park Operations, Concessions, Communications License, and Special Use revenue to the District.
4. Develop and implement training programs designed to insure correct and proper frontline staff processing of District fees and charges, revenue collection, reporting, and processing methods to ensure accurate and compliant record keeping, and high levels of customer service.
5. Review and update unit desk manuals for consistency and coherency to support cross-training of daily and special project tasks.
6. Work with Maintenance Department to coordinate work request process to streamline resident program timeline and concessionaire facility improvements.
7. Work with Legal Department to improve and upgrade District contract and lease documents for consistency with new laws and practices.
8. Implement the use of ACCESS software to monitor the scheduling and tracking of agreements and contracts and related financial data.

PARK OPERATIONS DEPARTMENT

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 24,104,545	\$ 23,726,316	\$ 24,848,490	\$ 25,054,970	0.8%
Supplies	1,639,391	1,668,465	1,916,940	1,888,840	-1.5%
Services	2,668,032	2,666,135	2,986,870	3,098,570	3.7%
Equipment	-	29,510	2,365,680	993,000	-58.0%
Intra-District Charges	64,330	91,776	336,510	105,350	-68.7%
Total	\$ 28,476,297	\$ 28,182,202	\$ 32,454,490	\$ 31,140,730	-4.0%
PROJECT BUDGET:					
Personnel Services	\$ 298,526	\$ 353,556	\$ 331,020	\$ 341,690	3.2%
Supplies	60,921	39,153	288,930	40,020	-86.1%
Services	42,849	75,095	73,850	88,000	19.2%
Land, Construction	(259,822)	40,925	-	-	0.0%
Total	\$ 142,475	\$ 508,729	\$ 693,800	\$ 469,710	-32.3%
Subtotal Operating/Capital	\$ 28,618,772	\$ 28,690,931	\$ 33,148,290	\$ 31,610,440	-4.6%
UNITS:					
Administration	\$ 952,269	\$ 1,072,653	\$ 3,612,080	\$ 2,257,120	-37.5%
Interpretive Parklands	4,252,330	4,089,974	5,011,630	4,967,620	-0.9%
Lakes	4,943,202	4,829,778	5,079,500	4,973,120	-2.1%
Mining	551,021	438,182	490,130	479,620	-2.1%
Parklands	4,784,815	4,921,356	5,221,180	5,099,520	-2.3%
Recreation Areas	4,842,877	5,072,426	5,175,930	5,171,600	-0.1%
Reg Trails/Alt Wk Prog	2,705,254	2,716,365	2,977,110	3,078,050	3.4%
Shoreline	5,573,081	5,550,197	5,580,730	5,583,790	0.1%
Total	\$ 28,604,849	\$ 28,690,931	\$ 33,148,290	\$ 31,610,440	-4.6%
FUNDING SOURCES:					
101 General Fund	\$ 23,232,185	\$ 24,311,982	\$ 28,072,960	\$ 26,627,920	-5.1%
220 Two County LLD	4,352,607	2,953,936	3,092,440	3,143,020	1.6%
221 ECCC LLD	447,388	480,038	701,170	781,780	11.5%
222 Five Canyon Zone	37,453	36,839	37,900	38,670	2.0%
223 Dublin Hills Zone	6,154	6,624	8,800	7,550	-14.2%
224 Walpert Ridge Zone	-	-	81,800	30,880	-62.2%
225 San Ramon Hills Zone	13,232	11,556	10,610	500	-95.3%
226 Measure CC	341,282	327,969	369,990	381,720	3.2%
227 Stone Valley Zone	2,932	1,236	5,630	12,630	124.3%
228 Gateway Valley Zone	-	10,216	21,010	46,000	118.9%
253 Gifts	8,393	6,772	26,000	43,510	67.3%
258 Eastshore State Park	34,671	35,034	26,180	26,550	1.4%
333 Capital	(260,123)	42,492	-	-	0.0%
336 OTA Projects	402,598	466,237	693,800	469,710	-32.3%
Total	\$ 28,618,772	\$ 28,690,931	\$ 33,148,290	\$ 31,610,440	-4.6%
STAFFING:					
Regular/Permanent	236.523	234.023	227.230	227.980	0.75
Seasonal/Temporary	25.062	25.062	18.425	25.455	7.03
Total	261.585	259.085	245.655	253.435	7.78

PARK OPERATIONS DEPARTMENT ROLE

The Park Operations Department includes the budgets for all Park Units in the field except those managed by Interpretive and Recreation Services. The Park Operations Department provides administration for the departments which manage all the District's parklands and recreational facilities. It is the department's goal to provide recreational development that fosters appropriate use of parklands while preserving their remoteness and intrinsic value.

SERVICE DESCRIPTION

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. The service departments have a workforce of approximately 400 permanent and seasonal employees, stationed at 39 work locations, managing over 111,067 acres of parklands and 1,100 miles of public trails. The department manages public use of parks and facilities, collects park user fees at numerous sites, controls opening and closure of all facilities, performs routine maintenance of grounds and buildings, and provides emergency response staff to support police and fire emergencies. The department performs natural resources management activities such as vegetation management and soil conservation to manage, maintain and restore the parklands in order to retain their important scenic, natural, and cultural values.

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 253,962	\$ 259,665	\$ 323,680	\$ 497,380	53.7%
Supplies	111,387	118,461	105,270	105,270	0.0%
Services	251,209	308,379	239,780	239,780	0.0%
Equipment	-	-	2,288,400	993,000	-56.6%
Total	\$ 616,558	\$ 686,505	\$ 2,957,130	\$ 1,835,430	-37.9%
PROJECT BUDGET:					
Personnel Services	\$ 280,455	\$ 341,863	\$ 331,020	\$ 341,690	3.2%
Supplies	19,489	6,474	288,930	-	-100.0%
Services	28,667	37,811	35,000	80,000	128.6%
Land, Construction	7,100	-	-	-	0.0%
Total	\$ 335,712	\$ 386,148	\$ 654,950	\$ 421,690	-35.6%
Subtotal Operating/Capital	\$ 952,269	\$ 1,072,653	\$ 3,612,080	\$ 2,257,120	-37.5%
UNIT:					
Administration	\$ 952,269	\$ 1,072,653	\$ 3,612,080	\$ 2,257,120	-37.5%
Total	\$ 952,269	\$ 1,072,653	\$ 3,612,080	\$ 2,257,120	-37.5%
FUNDING SOURCES:					
101 General Fund	\$ 608,164	\$ 679,733	\$ 2,935,130	\$ 1,813,430	-38.2%
253 Gifts	8,393	6,772	22,000	22,000	0.0%
333 Capital	7,100	-	-	-	0.0%
336 OTA Projects	328,612	386,148	654,950	421,690	-35.6%
Total	\$ 952,269	\$ 1,072,653	\$ 3,612,080	\$ 2,257,120	-37.5%
STAFFING:					
Regular/Permanent	6.000	5.25	5.25	5.25	-
Seasonal/Temporary	0.000	0.00	4.00	10.54	6.54
Total	6.000	5.25	9.25	15.79	6.54

PARK OPERATIONS DEPARTMENT KEY OBJECTIVES

- 1. Integrate natural and cultural resources protection into routine park maintenance activities. Update cultural resources protection guidelines in the Park Operating Guide.**

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Park staff will develop best management practices for roads and trails maintenance, vegetation management, and resources conservation	Park staff worked with Planning/Stewardship, Maintenance, and Interpretive staff to implement environmental maintenance standards and practices.	Review upgraded maps provided by Planning. Develop record keeping and monitoring procedures for front line staff. Implement processes unit wide.
Utilize professional archeological assistance to assure culturally rich areas are preserved	Used archeologist to review planned grading project with Park Supervisors in culturally rich areas.	In culturally rich areas, have grading and other earth moving project sites reviewed in advance of work. Familiarize staff with identified sites. Work with other Departments on any changes or preferred practices.

- 2. Organize Division reporting and staffing structure to accommodate newly acquired parklands and responsibilities during a period of growth and economic uncertainty.**

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Maintain creative staffing solutions to address new unfunded responsibilities.	Initiate talks with internal stakeholder committee to review future viability of Ranger I position.	Accommodate any new displaced positions and FTE's within the existing budget constraints.
Utilize new revenue and internal funding sources to increase staffing needed to manage additional acquired park lands.	New Objective for 2012.	Find support for Black Diamond, Vasco Hills, Garin, and Pleasanton Ridge work units. Clarify roles and responsibilities of Park Operations staff with respect to the ECCC HCP.
Implement Sunol interim park operating plan to address impacts of SFPUC Calaveras Dam reconstruction project.	Negotiations successfully completed with SFPUC. Project list and funding in place.	Implement projects with help from other Departments when needed.

3. Develop and implement conservation strategies into everyday Park Operations maintenance and management practices that meet the goals of the District Sustainability Policy. Work in collaboration with other District departments to achieve a District-wide result.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Complete an analysis of the District's response to the invasive Quagga/Zebra mussel threat to lakes.	Improved Quagga/Zebra station communications at Del Valle to get one step closer to the shared database concept.	Implement reciprocal banding procedures and a shared database to the extent feasible with partner agencies in the Bay Area.
Reduce routine maintenance pesticide use by frontline park staff.	Late rains stimulated weed growth and worked against this goal.	Reduce routine pesticide use not connected to fuel management at a park level by 2%.

**OPERATIONS DIVISION
PARK OPERATIONS DEPARTMENT**

INTERPRETIVE PARKLANDS UNIT

INTERPRETIVE PARKLANDS UNIT ROLE

The Interpretive Parklands Unit manages sixteen interpretive and natural resources-based wilderness areas, preserves, and park areas, including Black Diamond Regional Preserve, Morgan Territory Regional Preserve, Round Valley Regional Preserve, Bishop Ranch Regional Preserve, Calaveras Ridge Regional Trail, Las Trampas Regional Wilderness, Little Hills Recreation Area, Sycamore Valley Open Space Regional Preserve, Coyote Hills Regional Park, 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 Briones Regional Park. These parks, generally large wildland open space areas, represent the District's success in scenic, cultural, and natural resource preservation balanced with appropriate recreational opportunities. The unit encompasses almost 72,000 acres of which more than 17,000 acres are in land bank status.

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 3,778,518	\$ 3,571,770	\$ 4,184,230	\$ 4,183,410	0.0%
Supplies	180,469	223,078	295,410	316,920	7.3%
Services	257,280	258,541	427,890	432,890	1.2%
Equipment	-	-	77,280	-	-100.0%
Intra-District Charges	4,750	17,444	26,820	34,400	28.3%
Total	\$ 4,221,018	\$ 4,070,833	\$ 5,011,630	\$ 4,967,620	-0.9%
PROJECT BUDGET:					
Land, Construction	\$ 31,312	\$ 19,141	\$ -	\$ -	0.0%
Total	\$ 31,312	\$ 19,141	\$ -	\$ -	0.0%
Subtotal Operating/Capital	\$ 4,252,330	\$ 4,089,974	\$ 5,011,630	\$ 4,967,620	-0.9%
UNIT:					
Interpretive Parklands	\$ 4,252,330	\$ 4,089,974	\$ 5,011,630	\$ 4,967,620	-0.9%
Total	\$ 4,252,330	\$ 4,089,974	\$ 5,011,630	\$ 4,967,620	
FUNDING SOURCES:					
101 General Fund	\$ 3,112,638	\$ 3,446,604	\$ 4,141,140	\$ 4,136,640	-0.1%
220 Two County LLD	1,026,307	534,592	591,750	581,420	-1.7%
221 ECCC LLD	59,754	70,220	167,900	176,490	5.1%
223 Dublin Hills Zone	6,154	6,624	8,800	7,550	-14.2%
224 Walpert Ridge Zone	-	-	81,800	30,880	-62.2%
225 San Ramon Hills Zone	13,232	11,556	10,610	500	-95.3%
227 Stone Valley Zone	2,932	1,236	5,630	12,630	124.3%
253 Gifts/Dickson	-	-	4,000	21,510	437.8%
333 Capital	31,312	19,141	-	-	0.0%
Total	\$ 4,252,330	\$ 4,089,974	\$ 5,011,630	\$ 4,967,620	-0.9%
STAFFING:					
Regular/Permanent	36.88	36.88	36.85	37.35	0.50
Seasonal/Temporary	2.86	2.86	2.61	2.61	-
Total	39.740	39.740	39.460	39.960	0.50

INTERPRETIVE PARKLANDS UNIT ONGOING OBJECTIVES

1. 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.
2. 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.
3. Provide outstanding customer service in all aspects of park operations through public contacts that result in satisfied park visitors.
4. 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.
5. Maintain and enhance the diverse natural and historic resources within the unit in cooperation and coordination with the Planning and Stewardship Department and the Interpretative and Recreation Services Department.
6. 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.

2012 OBJECTIVES

1. Create a Parkview database of cultural resources and areas of archaeological concern. This database will be used to establish maintenance setbacks and identify areas that are to remain undisturbed by the use of heavy equipment during routine road and trail maintenance and emergency fire response.
2. Promote soil conservation by using best practices for trail and fire road maintenance. Conduct training sessions and support decision-making processes that empower park staff to implement long-range improvements to stabilize soil and minimize erosion.

INTERPRETIVE PARKLAND UNIT PARK SPECIFIC OBJECTIVES

1. Black Diamond Regional Park
 - Install 150-feet of split rail fencing on the eastern perimeter of Stewartville Backpack Camp.
 - Install a stationary table and new barbecue grill at a site in the upper picnic area.
 - Continue the Rose Hill Cemetery restoration activities including repair and reinstallation of damaged headstones and reconstruction of iron fencing. (Ongoing)

2. Briones Regional Park

- Add self-closing mechanisms to perimeter pedestrian gates at Old Briones Road Trail, Seaborg Trail, and Deer Creek Trail.
- Post informational signs along Vaca Creek Trail to help alleviate confusion, conflict, and complaints about dogs on the trail.
- Contract with a fencing company to erect 80 linear feet of chain-link fence with a gate around the Old Briones Road water tank and chlorinator system to keep cattle and people out.

3. Coyote Hills Regional Park

- Purchase one ADA-compliant chemical toilet for the Hoot Hollow Reservable Picnic site to be placed near the existing chemical toilet.
- Reseed and improve the turf area at the Visitor Center.
- Replace the drinking fountain in the kiosk parking lot with an ADA-compliant high/low unit installed closer to the Chochenyo trailhead, and remove the old drinking fountain near the shell mound and cut off that water line.
- During the 2012 Trails, Creeks, and Ponds projects review process, request to elevate the Chochenyo Trail from the shell mound east towards the kiosk and elevate Willow Trail east towards Crandall Creek Trail; pending interagency regulatory M.O.U. approval.

4. Garin, Dry Creek Pioneer Regional Parks

- Replace fencing and clean up the walk-in entrances to Garin Regional Park at Calhoun Avenue and Garin Woods.
- Convert one picnic table at Pioneer and Cattleman's Group Picnic Areas to ADA standards.
- Use a Civicorp crew to remove old fencing on the Gelderman property and to rehabilitate single-track trails in the Garin Woods area.
- Slightly move a garden path from its original location and bring in top soil to build up and rehabilitate Johnnie's Garden in the Dry Creek Garden.

5. Las Trampas Wilderness, Bishop Ranch, Sycamore Valley Regional Preserves

- Replace the dilapidated and rotting two-rail fence at Bollinger Staging Area.
- Replace two drinking fountains with an ADA-compliant drinking fountain at Bollinger Staging Area.
- Make improvements to the Rocky Ridge chlorinator system in order to manually add chlorine into the system.
- Install an articulated concrete ford at the perennial problem location on Elderberry Trail.

6. Pleasanton Ridge, Vargas Plateau, Dublin Hills Regional Parks
 - Trim back vegetation on all fire roads and trails on the Owens' property phase II acquisition.
 - Install the last two of five permanent picnic tables at Foothill Staging Area.
 - Replace the security gate and replace the drinking fountain with an ADA-compliant unit at Foothill Staging Area.
7. Sunol - Ohlone Wilderness, Mission Peak Regional Park
 - Modify park operations to accommodate off-site management resulting from the start of the four-year Calaveras Dam replacement project.
 - Replace 3,000 feet of boundary fencing between Monument Peak and City of Fremont open space property using a fence contractor. This is the second of three sections to be replaced along 9,000 feet of fence line.
 - Replace the roofs on the shade structure and the historic cold cellar at High Valley Group Camp.
 - Install double rail fence at the entrance to Sunol Regional Park.
8. Vasco Hills: Brushy Peak, Morgan Territory, Round Valley, Vasco Caves Regional Parks
 - Remove all remaining step-overs in Morgan Territory and Round Valley to achieve ADA compliance.
 - Replace fountains at Morgan Territory and Round Valley with ADA-compliant hose bibs.
 - Work in conjunction with Stewardship to establish, document, and monitor at least two control methods for medusa head in Round Valley. Map and document all other incidences of medusa head at Vasco Caves, Brushy Peak, and Morgan Territory.

**OPERATIONS DIVISION
PARK OPERATIONS DEPARTMENT**

LAKES UNIT

LAKES UNIT ROLE

The Lakes Unit provides outstanding year-round recreation at four District facilities: Del Valle Regional Park, Lake Chabot Regional Park, Quarry Lakes Regional Recreation Area, and Shadow Cliffs Regional Recreation Area. These parks have seasonal water-related recreation, along with fishing, boating, camping, hiking, 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, and conscientious employees whose goals are to support cultural diversity, improve accessibility, and balance environmental protection with recreational opportunities.

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 4,057,735	\$ 4,056,714	\$ 4,149,240	\$ 4,117,320	-0.8%
Supplies	322,631	302,933	325,820	325,820	0.0%
Services	523,876	428,345	497,030	486,830	-2.1%
Intra-District Charges	19,400	22,606	107,410	43,150	-59.8%
Total	\$ 4,923,642	\$ 4,810,598	\$ 5,079,500	\$ 4,973,120	-2.1%
PROJECT BUDGET:					
Personnel Services	\$ 8,534	\$ -	\$ -	\$ -	0.0%
Supplies	54	13,218	-	-	0.0%
Services	-	6,959	-	-	0.0%
Land, Construction	10,973	(998)	-	-	0.0%
Total	\$ 19,561	\$ 19,180	\$ -	\$ -	0.0%
Subtotal Operating/Capital	\$ 4,943,202	\$ 4,829,778	\$ 5,079,500	\$ 4,973,120	-2.1%
UNIT:					
Lakes	\$ 4,943,202	\$ 4,829,778	\$ 5,079,500	\$ 4,973,120	-2.1%
Total	\$ 4,943,202	\$ 4,829,778	\$ 5,079,500	\$ 4,973,120	
FUNDING SOURCES:					
101 General Fund	\$ 4,777,497	\$ 4,810,544	\$ 5,079,500	\$ 4,973,120	-2.1%
220 Two County LLD	146,145	54	-	-	0.0%
333 Capital	10,973	(998)	-	-	0.0%
336 OTA Projects	8,588	20,178	-	-	0.0%
Total	\$ 4,943,202	\$ 4,829,778	\$ 5,079,500	\$ 4,973,120	-2.1%
STAFFING:					
Regular/Permanent	40.080	40.000	39.000	39.000	-
Seasonal/Temporary	6.280	6.280	3.630	4.070	0.44
Total	46.360	46.280	42.630	43.070	0.44

LAKES UNIT ONGOING OBJECTIVES

1. Coordinate staff, equipment, materials, and resources to operate and maintain lakes, parks, and trails safely and efficiently for public use. Provide visitors with up-to-date, useful, and interesting information about the parks through brochures, information panels, and public contact by staff.

2. Provide outstanding customer service in all aspects of park operation. Uniformed staff will make public contact with a personal introduction and will answer phones with a greeting and identification of their park location.
3. Assess trees each year for possible hazards to the public's safety and take arborist recommended actions. Also, look at healthy trees and their value as shade and use funds to prune trees for longevity and structural health, especially in high use areas.
4. Actively participate with local water districts and the DWR on water delivery issues that affect lake levels and water quality. Attend State Water Project Recreation Coordinating Committee meetings to represent the District's water recreation interests and quality.
5. Work with water district contractors, DWR, and DFG in the Bay Area to administer our Quagga/Zebra Mussel Boat Inspection Program at Lake Del Valle, Quarry Lakes, and Lake Chabot, cooperating with other lake recreation providers in the Bay Area and statewide, to effectively control Quagga and Zebra mussels.

LAKES UNIT 2012 OBJECTIVES

1. Maintain the District's boat inspection program through bimonthly Quagga Mussel Task Force meetings, sending newly hired boat inspectors to training classes given by DFG, and completing the District's Quagga Mussel Inspection Manual.
2. Work with Quarry Lakes' staff and the Master Gardeners organization to construct pathways and install irrigation and plants for a demonstration garden.
3. Demonstrate the unit's commitment to the District's greening initiative through the purchase of sustainable products for routine maintenance and new construction projects, and by providing adequate recycling collection spots in each park and recycling in the workplace.

LAKES UNIT PARK SPECIFIC OBJECTIVES

1. Del Valle Regional Park

- Upgrade Hetch Hetchy, Venados, and Cedar group camps by replacing old fire rings with Outdoor Creations' four-foot fire rings and adding benches around each ring.
- Install three new bi-level, ADA compliant drinking fountains.
- Implement the use of a shared database system to monitor Quagga Mussel boat inspection failures.

2. Lake Chabot Regional Recreation Area

- Install three gates and 900 feet of four-foot, brown cyclone fencing to separate the Brandon Trail from Willow Park Golf Course.
- Improve the aesthetics and health of the grassland at the Children's Memorial Grove on Fairmont Ridge by instituting grazing of the area.
- Improve the McGregor George Trail west to Lake Chabot Road.

3. Quarry Lakes Regional Recreation Area

- Install a picnic table and barbeque on a terraced platform at the Kilohana boat storage area.
- Collaborate with the Master Gardeners group to design and install a new irrigation system in their demonstration garden.
- Install a new bench on the Western Pacific Trail.

4. Shadow Cliffs Regional Recreation Area

- Purchase 18 Outdoor Creations' concrete tables to complete the park's conversion from wooden to concrete tables.
- Remove sprinklers and turf in parking lot islands and replace with drip irrigation and mulch.
- Replace wooden benches at swim area.

**OPERATIONS DIVISION
PARK OPERATIONS DEPARTMENT**

MINING UNIT

MINING UNIT ROLE

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

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 499,689	\$ 407,074	\$ 421,540	\$ 411,030	-2.5%
Supplies	43,623	18,668	45,770	45,770	0.0%
Services	7,709	12,440	22,820	22,820	0.0%
Total	\$ 551,021	\$ 438,182	\$ 490,130	\$ 479,620	-2.1%
PROJECT BUDGET:					
Personnel Services	\$ -	\$ -	\$ -	\$ -	0.0%
Total	\$ -	\$ -	\$ -	\$ -	0.0%
Subtotal Operating/Capital	\$ 551,021	\$ 438,182	\$ 490,130	\$ 479,620	-2.1%
UNIT:					
Mining	\$ 551,021	\$ 438,182	\$ 490,130	\$ 479,620	-2.1%
Total	\$ 551,021	\$ 438,182	\$ 490,130	\$ 479,620	-2.1%
FUNDING SOURCES:					
101 General Fund	\$ 551,021	\$ 438,182	\$ 490,130	\$ 479,620	-2.1%
Total	\$ 551,021	\$ 438,182	\$ 490,130	\$ 479,620	-2.1%
STAFFING:					
Regular/Permanent	4.00	4.00	3.00	3.00	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	4.00	4.00	3.00	3.00	-

MINING UNIT ONGOING OBJECTIVES

1. Design, construct and maintain abandoned mine closures and underground public use facilities.
2. Assist the Interpretive Unit in providing educational and interpretive services, and make the mines available for scientific research and professional development.
3. Provide training in underground safety, technology, and interpretation.
4. Provide technical assistance to District departments and other organizations in mining-related matters.
5. Obtain grants and donations of funds, equipment, materials and services that support the development, maintenance, operation, and interpretation of the mines.

MINING UNIT 2012 OBJECTIVES

1. Collaborate with the Naturalist staff and Exhibit Design to install new exhibit displays and lighting in the Greathouse Visitor Center.
2. Prepare a 100-foot section of the B Level Machinery Drift for public access in order to add a new mine interpretive feature.
3. Construct the first 50 feet of a historically accurate 3-rail track system in the Eureka Slope to improve its interpretive features.

**OPERATIONS DIVISION
PARK OPERATIONS DEPARTMENT**

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.

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 4,107,005	\$ 4,301,290	\$ 4,463,530	\$ 4,440,770	-0.5%
Supplies	197,829	214,375	233,470	219,460	-6.0%
Services	461,825	396,090	405,290	439,290	8.4%
Intra-District Charges	16,430	7,763	118,890	-	-100.0%
Total	\$ 4,783,090	\$ 4,919,518	\$ 5,221,180	\$ 5,099,520	-2.3%
PROJECT BUDGET:					
Personnel Services	\$ -	\$ 1,839	\$ -	\$ -	0.0%
Total	\$ 1,725	\$ 1,839	\$ -	\$ -	0.0%
Subtotal Operating/Capital	\$ 4,784,815	\$ 4,921,356	\$ 5,221,180	\$ 5,099,520	-2.3%
DEPARTMENTS:					
Parklands	\$ 4,784,815	\$ 4,921,356	\$ 5,221,180	\$ 5,099,520	-2.3%
Total	\$ 4,784,815	\$ 4,921,356	\$ 5,221,180	\$ 5,099,520	-2.3%
FUNDING SOURCES:					
101 General Fund	\$ 4,220,112	\$ 4,589,754	\$ 4,869,420	\$ 4,725,400	-3.0%
220 Two County LLD	503,512	306,273	308,270	305,760	-0.8%
226 Measure CC	59,466	13,274	22,480	22,360	-0.5%
228 Gateway Valley Zone	-	10,216	21,010	46,000	118.9%
336 OTA Projects	1,725	1,839	-	-	0.0%
Total	\$ 4,784,815	\$ 4,921,356	\$ 5,221,180	\$ 5,099,520	-2.3%
STAFFING:					
Regular/Permanent	39.750	39.750	39.750	39.750	-
Seasonal/Temporary	3.805	3.805	2.785	2.685	(0.10)
Total	43.555	43.555	42.535	42.435	(0.10)

PARKLAND UNIT ONGOING OBJECTIVES

1. 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.
2. Continue vegetation management projects and practices that support the District's Tree Hazard Assessment and Wildland Vegetation Management Programs.
3. Implement the District's Good Neighbor Policy to maintain positive relationships with adjacent property owners.
4. 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.
5. 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.
6. Develop strategies with the unit's Park Supervisors to implement ADA upgrades to park facilities.
7. Ensure staff awareness of District sustainability goals, and implement sustainable work practices.

PARKLAND UNIT 2012 OBJECTIVES

1. Collaborate with the Grants Coordinator, Fire Captain, and affected park supervisors to manage the Prop 84 Civicorps Watershed Improvement projects scheduled for 2012.
2. Collaborate with the Fire Department and the Planning and Stewardship Department staff to develop the site-specific prescriptions necessary to implement the WHRRMP in Anthony Chabot, Sibley, Redwood and Tilden.
3. Oversee the planning and construction of the FEMA-funded restoration of Wildcat Creek through the Tilden Park Golf Course.

PARKLAND UNIT PARK SPECIFIC OBJECTIVES

1. Anthony Chabot Regional Park, Leona Canyon Regional Preserve
 - Repair and upgrade the shower facilities throughout the family campground.
 - Improve the group camp fire circles and formalize the 10 foot fire safety zones.
 - Add information panels at 3 group camps.
2. Botanic Garden
 - Thin the bay laurels in the Canyon Section to provide more planting space for rare plant species.

- Conduct field work to collect seeds and cuttings from plants that will improve collections in the Desert, Shasta, Rainforest and Sierran Sections.
 - Clean out the pond and install a solar-powered aeration pump to improve water quality.
3. Redwood Regional Park
- Install cultured rock facade on the group camp shelter at Trail's End to complete the shelter reconstruction project.
 - Install fencing behind the neighbors' property along the Serpentine Prairie.
 - Install new double rail fencing along Stream Trail on the approach to the Orchard Picnic Area.
4. Sibley Volcanic Regional Preserve, Huckleberry Botanic Regional Preserve, Claremont Canyon Regional Preserve
- Replace deteriorating fencing that borders Sibley parking area.
 - Replace current drinking fountain at Sibley Visitor center with an upgraded ADA style fountain.
 - Complete and open the Sibley backpack camp.
5. Tilden Regional Park
- Improve the former pony ride site by restoring creek embankment, removing invasive plants, removing old structures, and installing a picnic area/day camp site.
 - Update the Lake Anza swim facility by improving lawn irrigation and drainage, removing non-native plants and trees around the perimeter and landscaping with native plants.
 - Improve accessibility at Inspiration Point by removing several hazardous pine trees, adding another picnic table in the center island after, and creating accessible pathways to the new table.
6. Wildcat Canyon Regional Park – Alvarado Park
- Begin the implementation of the 2011 LUPA parking plan by moving the existing gate and fence, striping 38 new parking spaces, and working with Design on a turn around, asphalt repair, and a retaining wall, and adding horse trailer parking spaces.
 - Install irrigation and landscaping around the Alvarado restroom building.
 - Work with Student Conservation Association (SCA) crew on Broom eradication in Alvarado and Wildcat and other projects such as picnic table staining, fence painting, weeding, and trail repairs and restoration.

**OPERATIONS DIVISION
PARK OPERATIONS DEPARTMENT**

RECREATION AREAS UNIT

RECREATION AREAS UNIT ROLE

The Recreation Areas Unit strives to provide the diverse public we serve with a variety of high quality, active and passive recreational opportunities and experiences within a responsibly managed park environment. While the Unit's focus is on intensive recreation and visitor services, we balance it with our appreciation of the need to preserve and protect our parks' natural resources. We especially recognize and appreciate our role in giving many of our urban area patrons their first recreational experience in a regional park setting. We accomplish our mission through effective management and operation of eight 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, Temescal Regional Recreation Area, and the Little Hills Group Picnic concession.

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 4,003,407	\$ 4,084,096	\$ 4,155,230	\$ 4,183,460	0.7%
Supplies	313,035	368,670	438,100	389,110	-11.2%
Services	457,417	571,655	573,530	586,530	2.3%
Intra-District Charges	-	6,333	9,070	12,500	37.8%
Total	\$ 4,773,859	\$ 5,030,754	\$ 5,175,930	\$ 5,171,600	-0.1%
PROJECT BUDGET:					
Personnel Services	\$ 1,991	\$ 182	\$ -	\$ -	0.0%
Supplies	41,091	15,167	-	-	0.0%
Services	477	26,324	-	-	0.0%
Land, Construction	25,460	-	-	-	0.0%
Total	\$ 69,018	\$ 41,672	\$ -	\$ -	0.0%
Subtotal Operating/Capital	\$ 4,842,877	\$ 5,072,426	\$ 5,175,930	\$ 5,171,600	-0.1%
DEPARTMENTS:					
Recreation Areas	\$ 4,842,877	\$ 5,072,426	\$ 5,175,930	\$ 5,171,600	-0.1%
Total	\$ 4,842,877	\$ 5,072,426	\$ 5,175,930	\$ 5,171,600	-0.1%
FUNDING SOURCES:					
101 General Fund	\$ 4,482,930	\$ 4,993,780	\$ 5,138,030	\$ 5,132,930	-0.1%
220 Two County LLD	253,476	135	-	-	0.0%
222 Five Canyon Zone	37,453	36,839	37,900	38,670	2.0%
333 Capital	25,460	-	-	-	0.0%
336 OTA Projects	43,559	41,672	-	-	0.0%
Total	\$ 4,842,877	\$ 5,072,426	\$ 5,175,930	\$ 5,171,600	-0.1%
STAFFING:					
Regular/Permanent	37.61	37.69	37.58	37.58	-
Seasonal/Temporary	7.84	7.84	4.33	4.48	0.15
Total	45.45	45.53	41.91	42.06	0.15

RECREATION UNIT ONGOING OBJECTIVES

1. Promote increased customer satisfaction and loyalty through efficient and effective park operations. Utilize available resources to operate and maintain park facilities at the highest standards for public use.
2. Manage the District's Good Neighbor Policy to maintain positive relations with adjacent property owners and outside agencies.
3. Provide outstanding customer service in all aspects of park operations through public contacts that result in satisfied park visitors.
4. Manage concessionaire agreements to ensure a high quality of customer service and maximum financial return to the District.
5. Enhance staff efficiency, productivity and self-esteem; ensure that work sites are clean, safe, secure and functional.

RECREATION UNIT 2012 OBJECTIVES

1. Ensure that projects funded by Measure CC for allocation in 2012 are implemented by park staff.
2. Provide leadership to the Recreation Areas Unit Park Supervisors in their efforts to implement ADA upgrades to park facilities in accordance with District priorities and new Federal Regulations scheduled to take effect by March 15, 2012.
3. Ensure compliance with District policies for reduction and tracking of recyclable materials generated by the public and staff.
4. Optimize the utilization of the Recreation Areas Unit swim facilities for the benefit of the public given the reduction in the operating season due to continued budgetary constraints.

RECREATION UNIT PARK SPECIFIC OBJECTIVES

1. Contra Loma Regional Park
 - Rehabilitate the main lawn including turf and irrigation. Relocate irrigation so that there is adequate coverage for proper maintenance, bring in new topsoil, and install sod where needed throughout the area.
 - Renovate 15 picnic tables located in the Main Lawn area of the Park.
 - Reconfigure Swim Lagoon entrance to provide better public service through more efficient operation and to provide better control of area capacity.
2. Cull Canyon Regional Recreation Area
 - Initiate repairs to hillside drainage that impacts water quality within the Swim Lagoon. Assist the Roads and Trails Crew in repairing the hillside drainage on the south side of the Swim Lagoon, including unblocking and relocating of failed culverts.

- With the assistance of the AWP crew, build 200 feet of single rail fence and a retaining wall to prevent and contain erosion on the hillside above the Swim Lagoon.
 - Replace sod in and around the volleyball court with sand.
3. Diablo Foothills Regional Park
- Construct new service yard facilities adjacent to the new Park Office; construct new fencing and gates and relocate storage containers, bulk materials, and dumpster to the new yard.
 - Complete construction of a new 50-person reservable picnic site above the softball field with five picnic tables, a drinking fountain, and shade trees.
 - Landscape the Orchard Staging Area with ten new trees.
 - Replace barbed wire fence and equestrian gates.
4. Don Castro Regional Recreation Area - Five Canyons Open Space
- Replace warped boards on "V"-ditch crossings along trails throughout Five Canyons Open Space.
 - Stabilize the path through the California Native Demonstration Garden with large rocks and improved tread.
 - On Ridgetop and Whispering Creek Trails, trim back ¼ mile of encroaching willow trees.
5. Kennedy Grove Regional Recreation Area - Sobrante Ridge Regional Preserve
- Utilize Measure CC Funds to improve picnic sites, replace furnishings, add trees, and upgrade irrigation.
 - Replenish pathway decomposed granite surfacing in two picnic sites.
 - Remove, plane, and reinstall redwood table tops and benches on four picnic tables.
 - Repair wooden fences at Sobrante Ridge along the Castro Ranch Road.
6. Roberts Regional Recreation Area
- Utilize Measure CC funds to rehabilitate the Roberts Park ball field.
 - Rehabilitate the picnic tables in the Diablo Vista and Manzanita Picnic sites.
 - Repair pool tile, coping, and concrete deck surfaces.
7. Temescal Regional Recreation Area
- Replace the fountain at the handicapped fishing dock with a new ADA-compliant fountain.
 - Rehabilitate picnic sites, add decomposed granite surfacing, and replace table boards.

- Replace “wiggle bridge” on play structure at south end of park.

**OPERATIONS DIVISION
PARK OPERATIONS DEPARTMENT**

REGIONAL TRAILS UNIT

REGIONAL TRAILS & ALTERNATIVE WORK PROGRAMS UNIT ROLE

The Regional Trails and Alternative Work Program Unit manages three of the District's regional trails systems, four East Contra Costa County parks, and the Sheriff's Work Alternative Programs for Contra Costa and Alameda counties. The Unit's mission is to provide safe, accessible trails and parks to promote healthy and inclusive outdoor activities for our customers. The Regional Trails Unit encompasses a large area that includes the Iron Horse Trail, Contra Costa Canal Trail, Lafayette-Moraga Trail, the Alameda Creek Trail, Delta DeAnza Trail, Big Break Shoreline, Antioch/Oakley 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. 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.

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 2,376,798	\$ 2,366,641	\$ 2,514,780	\$ 2,577,800	2.5%
Supplies	138,143	120,120	189,220	189,320	0.1%
Services	183,363	189,731	229,030	298,930	30.5%
Equipment	-	29,510	-	-	0.0%
Intra-District Charges	6,950	10,363	44,080	12,000	-72.8%
Total	\$ 2,705,254	\$ 2,716,365	\$ 2,977,110	\$ 3,078,050	3.4%
PROJECT BUDGET:					
Personnel Services	\$ -	\$ -	\$ -	\$ -	0.0%
Total	\$ -	\$ -	\$ -	\$ -	0.0%
Subtotal Operating/Capital	\$ 2,705,254	\$ 2,716,365	\$ 2,977,110	\$ 3,078,050	3.4%
DEPARTMENTS:					
Reg Trails/Alt Work Programs	\$ 2,705,254	\$ 2,716,365	\$ 2,977,110	\$ 3,078,050	3.4%
Total	\$ 2,705,254	\$ 2,716,365	\$ 2,977,110	\$ 3,078,050	
FUNDING SOURCES:					
101 General Fund	\$ 599,435	\$ 604,651	\$ 669,620	\$ 632,410	-5.6%
220 Two County LLD	1,718,185	1,701,896	1,774,220	1,840,350	3.7%
221 ECCC LLD	387,634	409,818	533,270	605,290	13.5%
Total	\$ 2,705,254	\$ 2,716,365	\$ 2,977,110	\$ 3,078,050	3.4%
STAFFING:					
Regular/Permanent	23.10	23.05	22.80	23.05	0.25
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	23.10	23.05	22.80	23.05	0.25

REGIONAL TRAILS & ALTERNATIVE WORK PROGRAMS ONGOING OBJECTIVES

1. Support the development and retention of well-trained, dedicated, and productive employees. Work to quantify budget impacts throughout the unit. This data will be useful in future operations and maintenance issues.
2. Work with the MAST and Design staffs to identify and evaluate pavement repair and replacement needs as part of the ongoing effort to maintain paved regional trails to serviceable standards.
3. Provide an accurate method of measuring and analyzing trail use utilizing infrared trail counters and monthly reporting of data.
4. Maintain regular contact with Sheriff's AWP staff in Alameda and Contra Costa counties. Meet biannually with both supervisors to discuss how the program is progressing and to mitigate potential problems and concerns.

REGIONAL TRAILS & ALTERNATIVE WORK PROGRAMS 2012 OBJECTIVES

1. Coordinate and provide onsite management of the various work groups moving into the new Pacheco Corporation Yard.
2. Work closely with both MAST and the District Trails Manager to fully utilize Prop J funding for needed paving maintenance on Regional Trails.
3. Collaborate with the Interpretive Unit on the coordination of the Big Break Visitor Center facilities and grounds maintenance priorities as construction concludes in 2012.
4. Continue the combined effort with Contra Costa Water District and KB Homes to complete the trail connection between Neroly Road and Ridgeline on Marsh Creek and Delta de Anza trails.

REGIONAL TRAILS & ALTERNATIVE WORK PROGRAMS TRAIL SPECIFIC OBJECTIVES

1. Alameda County Regional Trails
 - Replace old fence rails and signage and install new signs at trail entry points along the Iron Horse Trail. Strip and paint bollards, and paint single and double rail fencing to District standards.
 - Maintain Alameda Creek Trail, Iron Horse Trail, and Tassajara to District standards of safety and appearance.
 - Install 4 new BBQ pits at Niles and Stables Staging to complete existing picnic areas.
2. Central Contra Costa Trails
 - Perform the necessary ongoing repairs to the trail system to keep in a safe working operation for the public's use.
 - Develop the new Central Contra Costa Trails Corporation Yard and office space into a safe working environment for the Trails staff.

- Seal approximately 1.5 miles of asphalt pavement cracks on the Iron Horse Trail, from Rudgear Road to Cervato Drive.
 - Rebuild six trail entry structures along the trail system that are reaching the end of their lifespan.
3. East Contra Costa County Trails
- Eradicate invasive weeds that are encroaching on the trail system, targeting yellow star thistle, tumbleweed and yellow spike. Focus on the Delta DeAnza and Marsh Creek Trails.
 - Maintain the integrity of trail entrances by re-staining and repairing double rail fences, gates and signage between Cypress Avenue and Dainty on the Marsh Creek Trail.
 - Expand the irrigation system to provide a larger turf area for public enjoyment and recreation at Antioch/Oakley Shoreline.
 - Develop a maintenance management program for the newly opened facilities at Big Break Regional Shoreline including the park area near the pier and the Big Break Visitor Center that is scheduled to open early in 2012.
4. Alameda County Work Alternative Program
- Assist Interpretive and Recreation Services Department with a variety of special events and programs
 - Work with Lifeguard Services to rehabilitate their operating equipment.
 - Work in conjunction with individual parks on the eradication of invasive plant species.
5. Contra Costa County Work Alternative Program
- Develop new office and work space at Las Trampas and designate new pickup location for program participants.
 - Update tool inventory and safety equipment for program participants.
 - Coordinate with Park Supervisors to build working relationships and project collaboration over the calendar year.

**OPERATIONS DIVISION
PARK OPERATIONS DEPARTMENT**

SHORELINE UNIT

SHORELINE UNIT ROLE

The Shoreline Unit is situated next to the San Francisco Bay, which provides a stunning backdrop to the Bay Trail, beaches, marshes, and seventeen parks that comprise our group. The unit encompasses San Francisco Bay, San Pablo Bay, and the Carquinez Straits. Parks within the Shoreline Unit include Alameda Point/Encinal Beach, Brooks Island, Carquinez Strait, Crockett Hills, Robert W. Crown Memorial State Beach, Eden Landing Bay Trail, Eastshore State Park, Hayward Shoreline, Martin Luther King Jr. Shoreline, Martinez Shoreline, Miller-Knox (including Keller Beach and Ferry Point), 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 includes the District's portions of the San Francisco Bay Trail.

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 5,027,431	\$ 4,679,067	\$ 4,636,260	\$ 4,643,800	0.2%
Supplies	318,351	302,160	283,880	297,170	4.7%
Services	525,353	500,955	591,500	591,500	0.0%
Intra-District Charges	16,800	27,267	30,240	3,300	-89.1%
Total	\$ 5,887,934	\$ 5,509,448	\$ 5,541,880	\$ 5,535,770	-0.1%
PROJECT BUDGET:					
Personnel Services	\$ 7,546	\$ 9,673	\$ -	\$ -	0.0%
Supplies	286	4,294	-	40,020	0.0%
Services	11,981	4,000	38,850	8,000	-79.4%
Land, Construction	(334,666)	22,781	-	-	0.0%
Total	\$ (314,853)	\$ 40,749	\$ 38,850	\$ 48,020	23.6%
Subtotal Operating/Capital	\$ 5,573,081	\$ 5,550,197	\$ 5,580,730	\$ 5,583,790	0.1%
UNIT:					
Shoreline	\$ 5,573,081	\$ 5,550,197	\$ 5,580,730	\$ 5,583,790	0.1%
Total	\$ 5,573,081	\$ 5,550,197	\$ 5,580,730	\$ 5,583,790	0.1%
FUNDING SOURCES:					
101 General Fund	\$ 4,866,466	\$ 4,748,734	\$ 4,749,990	\$ 4,734,370	-0.3%
220 Two County LLD	704,981	410,986	418,200	415,490	-0.6%
226 Measure CC	281,816	314,695	347,510	359,360	3.4%
258 Eastshore State Park	34,671	35,034	26,180	26,550	1.4%
333 Capital	(334,968)	24,349	-	-	0.0%
336 OTA Projects	20,115	16,400	38,850	48,020	23.6%
Total	\$ 5,573,081	\$ 5,550,197	\$ 5,580,730	\$ 5,583,790	0.1%
STAFFING:					
Regular/Permanent	49.10	47.40	43.00	43.00	-
Seasonal/Temporary	4.28	4.28	1.07	1.07	-
Total	53.38	51.68	44.07	44.07	-

SHORELINE UNIT ONGOING OBJECTIVES

1. Coordinate equipment, materials, and resources to maintain and operate the Shoreline Unit parks and trails safely and efficiently. Work with each Park Supervisor to maintain high standards and increase public accessibility to parks and facilities.
2. Provide outstanding customer service in all aspects of each park's daily operation. Provide the most current information to park visitors through use of information panels, brochures, and employee contacts.
3. Monitor park operating agreements with DFG Management Incorporated, Eastshore State Park, Hayward Shoreline, Eden Landing Bay Trail, Oyster Bay, and parts of Martin Luther King Jr. Shoreline.
4. Support staff training in the use of boats for deployment of boom from the OSPR oil spill response trailers at Miller-Knox and Crown Beach.
5. Improve and extend greening and recycling efforts for the Shoreline Unit staff and park visitors.
6. Work effectively with the Stewardship Department on projects involving cultural resources, water quality, wildlife protection, habitat enhancements, and vegetation control projects.

SHORELINE UNIT 2012 OBJECTIVES

1. Compile and maintain a database of trail counts for the sections of Bay Trail that are located in the Shoreline Unit.
2. Collaborate with the Land Department on designing Breuner Marsh at Point Pinole and Brickyard Cove at Eastshore State Park.
3. Attend quarterly meetings with the San Francisco Bay Area Water Trail group.

SHORELINE UNIT PARK SPECIFIC OBJECTIVES

1. Robert W. Crown Memorial State Beach
 - Make needed repairs to the irrigation system and controllers.
 - Assist Staff Design and Construction Department with major beach sand replenishment project.
 - Develop a tree management program to replace dead or dying trees and improve sight lines, and adhere to ADA height requirements along pathways.
 - Facilitate the expansion of the service yard in order to secure the Mobile Visitors' Center, Mobile Fish Exhibit and the oil spill response trailer.
2. Hayward Shoreline
 - Install a vehicle gate adjacent to Bockman Channel to facilitate access into the eastern side of Oro Loma Marsh.

- Install a two rail fence at the Eden Landing Staging Area to prevent or reduce off-road vehicle activity.
 - Research and implement alternative methods of disposal for deceased birds resulting from avian disease outbreaks to reduce costs.
3. Martin Luther King Jr. Shoreline, Oyster Bay
- Repair the deck on the boat launch dock that is located in the south Doolittle parking lot at Martin Luther King Jr. Shoreline.
 - Construct two-rail fencing at the Hassler Way and Edgewater Drive trailhead entrance.
 - Install weed mat in the Tidewater planter beds, plant natives, and cover with mulch.
 - Improve the irrigation systems on the Arrowhead Marsh and Doolittle Drive turf areas.
 - Plant native plants, install weed mat and replace the hog wire fence at the Neptune Drive entrance of Oyster Bay Regional Shoreline.
4. Martinez Shoreline, Carquinez Shoreline, Crockett Hills, Waterbird, Brown's Island
- Improve the turf area at North Ferry Street.
 - Turn the abandoned greenhouse facility at Crockett Hills Staging Area into a functioning park greenhouse.
 - Replace the gate and improve access into the park at Winslow Avenue in Carquinez Shoreline.
 - Purchase a roofed structure for boat storage at the Ozol service yard.
5. Miller-Knox, Point Isabel, Eastshore State Park, Brooks Island
- Replace two drinking fountains with standard ADA-accessible fountains at Miller-Knox.
 - Replace a drinking fountain at the Isabel Street parking lot with an ADA-accessible fountain and dog bowl attachment at Point Isabel.
 - Install a no-climb wire fence surrounding the soil mound at the Rydin Road side of the park to keep dogs out of the newly planted area at Point Isabel.
 - Continue the prescribed vegetation management projects on trails and fire roads in the Berkeley Meadow, North Basin Strip, and Albany Plateau areas of Eastshore State Park.
6. Point Pinole Regional Shoreline, San Pablo Bay, Wildcat Creek Trail
- Continue the existing IPM program by controlling teasel, fennel, acacias, and other invasive species at Point Pinole.
 - Implement a two-acre tree thinning contract between the existing picnic areas and the Atlas Bridge construction site.

- Replace the two-rail wooden fence on the Gately Trail segment of San Pablo Bay with a standard 4-foot vinyl-coated chain link fence.
- Replace the portable wooden picnic tables with concrete tables at Wildcat Creek Trail.

INTERPRETIVE / RECREATION SERVICES DEPARTMENT

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 7,736,703	\$ 7,886,497	\$ 8,528,390	\$ 8,728,910	2.4%
Supplies	371,070	459,392	495,610	526,830	6.3%
Services	1,412,231	1,039,132	1,064,800	1,098,410	3.2%
Intra-District Charges	3,733	3,733	6,550	3,500	-46.6%
Total	\$ 9,523,737	\$ 9,388,753	\$ 10,095,350	\$ 10,357,650	2.6%
PROJECT BUDGET:					
Personnel Services	\$ 8,871	\$ 13,678	\$ -	\$ -	0.0%
Supplies	20,621	4,148	-	-	0.0%
Services	58,918	52,282	-	-	0.0%
Land, Construction	117,214	27,297	-	100,000	0.0%
Total	\$ 205,623	\$ 97,406	\$ -	\$ 100,000	0.0%
Subtotal Operating/Capital	\$ 9,729,360	\$ 9,486,159	\$ 10,095,350	\$ 10,457,650	3.6%
UNITS:					
Administration	\$ 763,397	\$ 349,248	\$ 432,310	\$ 533,240	23.3%
Interpretive Services	6,424,114	6,415,569	6,642,020	6,773,440	2.0%
Recreation Services	2,541,850	2,721,342	3,021,020	3,150,970	4.3%
Total	\$ 9,729,360	\$ 9,486,159	\$ 10,095,350	\$ 10,457,650	3.6%
FUNDING SOURCES:					
101 General Fund	\$ 9,256,570	\$ 9,304,626	\$ 9,996,140	\$ 10,241,400	2.5%
220 Two County LLD	136,856	-	-	-	0.0%
226 Measure CC	130,311	84,127	99,210	109,250	10.1%
333 Capital	126,085	27,408	-	-	0.0%
336 OTA Projects	79,539	69,997	-	100,000	0.0%
Total	\$ 9,729,360	\$ 9,486,159	\$ 10,095,350	\$ 10,457,650	3.6%
STAFFING:					
Regular/Permanent	70.75	72.75	70.50	71.000	0.50
Seasonal/Temporary	16.16	15.66	14.413	17.648	3.235
Total	86.91	88.41	84.91	88.648	3.735

INTERPRETIVE & RECREATION SERVICES DEPARTMENT 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.

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 287,392	\$ 301,938	\$ 354,700	\$ 343,630	-3.1%
Supplies	2,173	1,489	15,790	18,290	15.8%
Services	407,224	42,645	61,820	71,320	15.4%
Total	\$ 696,789	\$ 346,073	\$ 432,310	\$ 433,240	0.2%
PROJECT BUDGET:					
Land, Construction	\$ 66,608	\$ 3,175	\$ -	\$ 100,000	0.0%
Total	\$ 66,608	\$ 3,175	\$ -	\$ 100,000	0.0%
Subtotal Operating/Capital	\$ 763,397	\$ 349,248	\$ 432,310	\$ 533,240	23.3%
UNIT:					
Administration	\$ 763,397	\$ 349,248	\$ 432,310	\$ 533,240	23.3%
Total	\$ 763,397	\$ 349,248	\$ 432,310	\$ 533,240	
FUNDING SOURCES:					
101 General Fund	\$ 575,913	\$ 346,073	\$ 432,310	\$ 426,240	-1.4%
220 Two County LLD	120,876	-	-	-	0.0%
255 MLK Jr Program	-	-	-	7,000	0.0%
333 Capital	66,608	3,175	-	-	0.0%
336 OTA Projects	-	-	-	100,000	0.0%
Total	\$ 763,397	\$ 349,248	\$ 432,310	\$ 533,240	23.3%
STAFFING:					
Regular/Permanent	1.75	1.75	2.00	2.00	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	1.75	1.75	2.00	2.00	-

SERVICE DESCRIPTION

The Interpretive and Recreation Services Department seeks to produce outstanding environmental education programs and outdoor activities through direct services; 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.

INTERPRETIVE & RECREATION SERVICES DEPARTMENT KEY OBJECTIVES

- 1. Provide a variety of interpretive and recreation programs for the public. Establish new programs that are developed and executed collaboratively. Emphasize collaboration with other District departments including the Public Safety based Aquatics Unit, Public Affairs, Stewardship, and Design.**

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Strategic Planning	Drafted Interpretive Services Unit strategic plan.	Integrate Recreation, Exhibit Design and Interpretive Services Department Strategic Plan.
Program Evaluation	Trained staff in assessment and evaluation techniques.	Implement assessment and evaluation instruments on select school and public programs and special events.
Citizen-based student science monitoring and technology	Planned and implemented a pilot bay ecology project with KQED public television and the Encyclopedia of Life (Harvard University) with a formal science student education evaluation.	Design and implement the phase two pilot project integrating academic scientific field research with a citizen-monitoring process and interpretive programming.

- 2. Increase collaborative partnerships with community organizations to achieve outreach goals by providing outdoor recreation and environmental education experiences for underserved populations.**

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Community-based Organization Outreach	Over 20 outreach efforts and activities were cultivated and implemented with various youth and adult partner organizations.	Transition from an introductory activity based emphasis to a multi-year youth program phase with select partners.
Park Accessibility	Participated in a regional accessibility barrier study of high school age youth.	Utilize data and recommendations to develop regional park access project for high school age youth.
Service Learning and Youth Employment	Implemented various projects in different parks.	Establish a service learning pilot program.

3. Plan and implement the opening of the Big Break Science Center including the interior exhibits design, fabrication, and installation.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Staffing	Submitted a base budget request.	Staff the science center.
Exhibits	Complete RFP and began the design phase.	Fabricate and install exhibits.

4. Participate in the Parks In Focus immersion middle school youth project in conjunction with Public Affairs, the National Park Service, California State Parks and local park agencies.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Participant and staff evaluations	Completed a District hosted pilot program in October 2011	Meet with partners to develop a long-term strategy for collaborative programming.

5. Green certify one or more of the District visitor centers.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
County Green Building Certification	Completed an energy audit of Crab Cover Visitor Center.	Complete green building certification for Crab Cove and one other visitor center.

INTERPRETIVE & RECREATION SERVICES DEPARTMENT UNIT SPECIFIC OBJECTIVES

Exhibit Design Unit

ONGOING OBJECTIVES

1. Design new outdoor interpretive panels, indoor exhibits, and publications to address specific District needs.
2. Make site visits to evaluate and update the information and condition of all existing outdoor panels and visitor center exhibits. Develop work plans for panels and exhibits with regular status reports to park staff.
3. Research educational, design and program opportunities incorporating new technologies and communications standards (e.g. QUEST/KQED TV partnership).

INTERPRETIVE & RECREATION SERVICES DEPARTMENT 2012 OBJECTIVES

1. In collaboration with the Tilden EEC staff, complete the exhibit design and begin fabrication

of the “Water Process Room” at the Tilden Nature Area Visitor Center. Finish the installation of the new lighting system for the EEC exhibit halls and rotunda, and complete the mural and exhibit renovations in the Wildcat Canyon Hall.

2. Complete the Delta de Anza Trail and Delta Discovery wayside exhibits.
3. Complete the renovation of the Coyote Hills diorama interpretive panels.
4. Assist with interior interpretive panel development for Big Break Visitor Center and exterior Delta Discovery Experience interpretive elements.

OPERATIONS DIVISION

INTERPRETIVE/RECREATION SERVICES DEPT INTERPRETIVE SERVICES UNIT

INTERPRETIVE SERVICES UNIT ROLE

The Interpretive Services Unit builds personal relationships between the public and their cultural and natural resources, striving to foster a greater understanding and stewardship among all residents of the East Bay. Interpretive Services operates Ardenwood Historic Farm Regional Preserve and Tilden Nature Area as well as visitor centers at Black Diamond Regional Preserve, Crab Cove Marine Reserve, Coyote Hills Regional Park, and Sunol Regional Wilderness. Interpretive staff assigned to five of the visitor centers are also responsible for geographic sectors of the Park District in which they provide interpretive services for all sixty-five parks, conduct environmental education programs, coordinate special events, and maintain active docent programs. The Unit conducts oral and video histories and manages a region-wide mobile education program, creating a wide array of educational and inspirational opportunities for park visitors, school children and the community.

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 5,483,110	\$ 5,520,323	\$ 5,780,760	\$ 5,896,230	2.0%
Supplies	287,303	338,167	346,100	347,050	0.3%
Services	577,319	529,088	508,610	526,660	3.5%
Intra-District Charges	3,733	3,733	6,550	3,500	-46.6%
Total	\$ 6,351,466	\$ 6,391,311	\$ 6,642,020	\$ 6,773,440	2.0%
PROJECT BUDGET:					
Personnel Services	\$ 8,871	\$ 111	\$ -	\$ -	0.0%
Supplies	12,117	24	-	-	0.0%
Services	1,054	-	-	-	0.0%
Land, Construction	50,606	24,122	-	-	0.0%
Total	\$ 72,648	\$ 24,258	\$ -	\$ -	0.0%
Subtotal Operating/Capital	\$ 6,424,114	\$ 6,415,569	\$ 6,642,020	\$ 6,773,440	2.0%
DEPARTMENTS:					
Interpretive Services	\$ 6,424,114	\$ 6,415,569	\$ 6,642,020	\$ 6,773,440	2.0%
Total	\$ 6,424,114	\$ 6,415,569	\$ 6,642,020	\$ 6,773,440	2.0%
FUNDING SOURCES:					
101 General Fund	\$ 6,205,175	\$ 6,307,184	\$ 6,542,810	\$ 6,664,190	1.9%
220 Two County LLD	15,980	-	-	-	0.0%
226 Measure CC	130,311	84,127	99,210	109,250	10.1%
333 Capital	59,477	24,233	-	-	0.0%
336 OTA Projects	13,171	24	-	-	0.0%
Total	\$ 6,424,114	\$ 6,415,569	\$ 6,642,020	\$ 6,773,440	2.0%
STAFFING:					
Regular/Permanent	50.500	51.500	48.000	48.00	-
Seasonal/Temporary	11.913	11.413	10.163	13.25	3.085
Total	62.413	62.913	58.163	61.248	3.085

**OPERATIONS DIVISION
INTERPRETIVE/RECREATION SERVICES DEPT INTERPRETIVE SERVICES UNIT**

INTERPRETIVE SERVICES UNIT ONGOING OBJECTIVES

1. Collect feedback from participants and incorporate new industry standards to maintain a rating of “highly satisfied” for all interpretive programs delivered to individuals, families, school groups, teachers and community organizations.
2. Coordinate special events to complement the mission of the District; evaluate special events to meet recreational trends, participation rates and customer satisfaction goals.
3. Serve as a leader in region-based science education by offering an Educators Academy to support professional development for teachers in conjunction with involved nonprofit educational organizations and schools.
4. Enhance the Docent program to expand individual docent knowledge, enrich the visitor’s experience, and connect residents to new park experiences.
5. Partner with community and neighborhood organizations to introduce new audiences to outdoor experiences in regional parks with the Community Program Outreach unit.

INTERPRETIVE SERVICES UNIT 2012 OBJECTIVES

1. Update the Interpretive Services Manual and incorporate new standards and best practices for delivering environmental interpretation and staff training.
2. Develop new evaluation and assessment methods for application in environmental education programs and public interpretive programs to strengthen program relevancy for youth and families in under-served communities.
3. Analyze cost recovery policies and revenue reports; develop new criteria to determine the number and types of programs for Mobile Fish Exhibit and Mobile Visitor Center, along with programs for individuals, groups and families.

INTERPRETIVE VISITOR CENTER’S SPECIFIC OBJECTIVES

1. Ardenwood Historic Farm Regional Preserve
 - Strengthen educational programs by developing new curriculum elements for farm animals, heirloom vegetable gardening and farmyard activities tied to State Content Standards, best interpretive practices and the “Healthy Parks, Healthy People” initiative.
 - Strengthen Ardenwood’s role as a center of community celebrations by increasing, from six to eight, the number of special events that feature historic elements, agricultural practices, music, arts, and crafts, in collaboration and partnership with local organizations, parks partners and other District departments.
 - Enhance Ardenwood’s connection to local agricultural heritage by creating a self-guided exploration of the park’s farming artifacts and period horse-drawn implements.

OPERATIONS DIVISION
INTERPRETIVE/RECREATION SERVICES DEPT INTERPRETIVE SERVICES UNIT

2. Northwest Interpretive Sector/Tilden Nature Area

- Incorporate new interpretive methods; increase participation opportunities for under-served families; include program evaluation and assessment tools for two key, revenue-generating programs: the 65th year of Tilden Junior Rangers, which fosters youth leadership and environmental stewardship; and the 10th year of Tilden Little Farm Day-Camp which puts youth in touch with their agricultural heritage.
- Strengthen outreach efforts to under-served youth in West Contra Costa County by piloting at least ten after-school programs at District parks in Richmond in conjunction with the Community Program Outreach unit.
- Expand volunteer opportunities by recruiting and training a new class of docents focused on stimulating docent participation in large-scale resource management projects.

3. Northeast Interpretive Sector/Black Diamond Mines Visitor Center

- Collaborate with Exhibit Design to create and install new displays and lighting in the Greathouse Visitor Center and Sidney Flat Visitor Center.
- Schedule and plan a minimum of six mine open houses between March and November.
- Partner with Bay Point and Pittsburg community organizations to strengthen outreach efforts about Healthy Parks, Healthy People and increase the number of outdoor experiences in regional parks for youth and families from these communities.
- Assist in the start-up and ongoing operation of the Big Break Regional Center.

4. Central Interpretive Sector/Crab Cove Visitor Center

- Collaborate with the Community Outreach Program and Recreation Services units to deliver programs in the East Oakland neighborhood community and the focus areas noted in the Tidewater Grant, as well as the West Oakland Community previously served by the former Middle Harbor park naturalist program.
- Develop a bay-friendly gardening interpretive panel to complement the demonstration native plant landscaping that now surrounds the visitor center in conjunction with Exhibit Design.
- Improve social media and internet participation on the District website to increase public knowledge about the facility and shoreline program opportunities; improve directional signage, both within and outside of the park.

5. Southwest Interpretive Sector/Coyote Hills Visitor Center

- Collaborate with the Ash Street Camp (an underserved neighborhood) in Newark to provide multiple park experiences involving at least three of the California Children's Outdoor Bill of Rights activities in conjunction with the Community Outreach Program unit.
- Implement Phase II of the "Native Plant Use" Garden to interpret the Ohlone peoples traditional use and care of native plants and its application to school/urban/nectar garden venues.

OPERATIONS DIVISION
INTERPRETIVE/RECREATION SERVICES DEPT INTERPRETIVE SERVICES UNIT

- Develop planning guides for operation of the Coyote Hills Visitor Center and related interpretive sites.
6. Southeast Interpretive Sector/Sunol Visitor Center
- Provide opportunities for schools, organizations and individuals to participate in outdoor experiences in additional southeast sector parks during the time when Sunol Regional Park will be impacted by the Calaveras Dam re-construction project; develop new opportunities for docents to participate in conservation projects and citizen-based monitoring efforts.
 - Develop interpretive programs for Shadow Cliffs Regional Recreation Area; establish the park as a primary location for new environmental education programs and collaborate with the Planning and Stewardship Department to implement citizen habitat restoration projects.
 - Develop new media connections (e.g., social and electronic) to enhance participation in programs and maintain service levels during the relocation period from Sunol to Shadow Cliffs.
7. Mobile Education Outreach: Mobile Fish Exhibit and Mobile Visitor Center
- Increase the number of opportunities to utilize the Mobile Fish Exhibit and Mobile Visitor Center to provide educational programs and services to under-resourced audiences throughout the District; collaborate with organizations and regional stakeholders to develop outreach opportunities.
 - Support the off-site school and weekday programming needs of the relocated Southeast Interpretive/Sunol Sector.
 - Enhance the support systems for maintaining exhibits and live animals; improve the quality and increase the quantity of Mobile Fish Exhibit and Mobile Visitor Center programs.
 - Integrate interpretive plans and implement action plans for the Mobile Visitor Center and Mobile Fish Exhibit in conjunction with unit-wide interpretive and environmental education efforts.

**OPERATIONS DIVISION
 INTERPRETIVE / RECREATION SERVICES DEPT RECREATION SERVICES UNIT**

RECREATION SERVICES UNIT ROLE

The Recreation Services Unit provides recreational services to the public through programs, classes, and support activities. The role of the unit is to promote, produce, and facilitate recreational activities for park visitors that are compatible with the mission of the District. The unit coordinates more than 15 special events each year, serving special populations as well as the general public, and provides a wide variety of recreation programs, including skills classes, adventure trips, and day camp programs. The unit also manages rental facilities, which include the Brazilian Room, Fern Cottage, Martin Luther King Jr. Shoreline Center, Temescal Beach House and Camp Arroyo. In addition, the unit manages the District's campground reservations and program registration system, the District-wide volunteer program, and the subsidized bus transportation program for groups serving seniors, individuals with disabilities, and low income families.

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 1,966,201	\$ 2,064,236	\$ 2,392,930	\$ 2,489,050	4.0%
Supplies	81,593	119,735	133,720	161,490	20.8%
Services	427,688	467,398	494,370	500,430	1.2%
Total	\$ 2,475,482	\$ 2,651,369	\$ 3,021,020	\$ 3,150,970	4.3%
PROJECT BUDGET:					
Personnel Services	\$ -	\$ 13,567	\$ -	\$ -	0.0%
Supplies	8,504	4,124	-	-	0.0%
Services	57,864	52,282	-	-	0.0%
Total	\$ 66,368	\$ 69,973	\$ -	\$ -	0.0%
Subtotal Operating/Capital	\$ 2,541,850	\$ 2,721,342	\$ 3,021,020	\$ 3,150,970	4.3%
DEPARTMENTS:					
Recreation Services	\$ 2,541,850	\$ 2,721,342	\$ 3,021,020	\$ 3,150,970	4.3%
Total	\$ 2,541,850	\$ 2,721,342	\$ 3,021,020	\$ 3,150,970	4.3%
FUNDING SOURCES:					
101 General Fund	\$ 2,475,482	\$ 2,651,369	\$ 3,021,020	\$ 3,150,970	4.3%
336 OTA Projects	66,368	69,973	-	-	0.0%
Total	\$ 2,541,850	\$ 2,721,342	\$ 3,021,020	\$ 3,150,970	4.3%
STAFFING:					
Regular/Permanent	18.50	19.50	20.50	21.00	0.50
Seasonal/Temporary	4.25	4.25	4.25	4.40	0.15
Total	22.75	23.75	24.75	25.40	0.65

RECREATION SERVICES UNIT ONGOING OBJECTIVES

1. Provide a wide range of outdoor recreation programs serving the needs of special populations and low-income residents as well as providing a variety of revenue generating programs and market-driven recreation for the general public.
2. Provide day camp opportunities to more than 500 participants through the District's Park' n It Summer Day Camp and Recreation and Aquatics Summer Day Camp Program.

OPERATIONS DIVISION

INTERPRETIVE / RECREATION SERVICES DEPT RECREATION SERVICES UNIT

3. Collaborate with interpretive and aquatic staff to develop and implement new programs in support of the District's mission.
4. Coordinate with outside agencies and private partners to offer additional outdoor recreation opportunities and joint programs in the Regional Parks.
5. Provide a high level (95% satisfaction) of customer service for camping, picnic, special event and facility reservations and program registration through the District's online registration system and reservations staff.
6. Evaluate, coordinate, and support expansion of volunteer opportunities throughout the District. Coordinate signature volunteer events such as the Annual Volunteer Recognition Dinner, Coastal Cleanup Day, and Earth Day.
7. Ensure high quality bus transportation for qualifying school groups, seniors, at-risk youth, and disabled or special needs populations. Provide Fishing Derbies for disabled, under-resourced and senior populations.
8. Coordinate, support, and evaluate District-wide special events such as the Senior Picnic and music festivals.

RECREATION SERVICES UNIT 2012 OBJECTIVES

1. Implement on-the-water boating programs that support collaborative Recreation and Interpretive Services unit partnership efforts at the Tidewater Boating Center. Continue to cultivate community-based partnerships to engage under-resourced populations within the defined Tidewater service area.
2. Create a desk manual for operations of the Tidewater Boating Center including Risk Management and Aquatics Safety elements.
3. Develop and implement year one of a new summer day camp program for under-resourced families in collaboration with Interpretive Services to meet the three-year Habitat Conservation Fund grant award requirement.
4. Complete a trend analysis of bus, picnic and pool reservations made by under-resourced schools to examine the geographic distribution of these services throughout the District.
5. Incorporate reservations of Parks Express trips by staff through the District's CLASS database software system.
6. Develop a streamlined business process for environmental education programs through the District's CLASS database software or other system.
7. Implement a five-year management plan to improve the operations of the District's Volunteer program based upon the Recreation Services Unit Strategic Plan.
8. Coordinate with Information Services to install wireless internet service to the Shoreline Center and Temescal Beach House.

OPERATIONS DIVISION
INTERPRETIVE / RECREATION SERVICES DEPT RECREATION SERVICES UNIT

9. Install audio visual systems in the Shoreline Center and Fern Cottage.
10. Create a business plan for the Reservable Facilities Unit.

MAINTENANCE & SKILLED TRADES DEPARTMENT

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 7,307,790	\$ 7,362,102	\$ 8,193,730	\$ 8,263,640	0.9%
Supplies	2,568,368	2,265,670	2,470,620	2,560,950	3.7%
Services	1,117,102	1,010,827	1,358,250	1,367,050	0.6%
Equipment	1,075,201	765,323	225,000	377,000	67.6%
Intra-District Charges	161,268	163,834	132,290	255,850	93.4%
Total	\$ 12,229,729	\$ 11,567,757	\$ 12,379,890	\$ 12,824,490	3.6%
PROJECT BUDGET:					
Personnel Services	\$ 390,949	\$ 492,116	\$ 225,530	\$ 221,520	-1.8%
Supplies	199,326	153,249	-	34,350	0.0%
Services	1,029,875	789,265	-	963,000	0.0%
Land, Construction	143,946	646,944	-	29,470	0.0%
Total	\$ 1,764,097	\$ 2,081,574	\$ 225,530	\$ 1,248,340	453.5%
Subtotal Operating/Capital	\$ 13,993,826	\$ 13,649,331	\$ 12,605,420	\$ 14,072,830	11.6%
UNITS:					
Administration	\$ 1,107,420	\$ 1,195,478	\$ 1,194,590	\$ 1,276,480	6.9%
Fleet Management	8,775,058	8,139,976	4,482,730	4,671,690	4.2%
Public Works	4,111,347	4,313,877	6,928,100	8,124,660	17.3%
Total	\$ 13,993,826	\$ 13,649,331	\$ 12,605,420	\$ 14,072,830	11.6%
FUNDING SOURCES:					
101 General Fund	\$ 11,739,819	\$ 11,083,867	\$ 11,827,820	\$ 12,210,650	3.2%
220 Two County LLD	443,682	483,890	514,950	500,230	-2.9%
221 ECCC LLD	3,221	-	-	-	0.0%
224 Walpert Ridge Zone	-	-	-	80,000	0.0%
226 Measure CC	43,007	-	37,120	33,610	-9.5%
333 Capital	225,093	874,895	9,390	29,470	213.8%
336 OTA Projects	1,539,004	1,206,679	216,140	1,218,870	463.9%
Total	\$ 13,993,826	\$ 13,649,331	\$ 12,605,420	\$ 14,072,830	11.6%
STAFFING:					
Regular/Permanent	70.230	70.370	68.900	68.900	-
Seasonal/Temporary	1.000	1.000	0.000	1.000	1.00
Total	71.230	71.370	68.900	69.900	1.00

**OPERATIONS DIVISION
MAINTENANCE & SKILLED TRADES DEPT**

MAINTENANCE AND SKILLED TRADES DEPARTMENT 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 Operations 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.

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 724,857	\$ 519,250	\$ 667,630	\$ 666,910	-0.1%
Supplies	84,533	52,886	59,420	59,420	0.0%
Services	299,533	344,832	458,150	538,150	17.5%
Equipment	44,908	3,898	-	-	0.0%
Intra-District Charges	-	-	-	12,000	0.0%
Total	\$ 1,153,830	\$ 920,866	\$ 1,185,200	\$ 1,276,480	7.7%
PROJECT BUDGET:					
Personnel Services	\$ 2,013	\$ -	\$ 9,390	\$ -	-100.0%
Supplies	4,551	3,912	-	-	0.0%
Services	373,200	60,676	-	-	0.0%
Land, Construction	(426,174)	210,024	-	-	0.0%
Total	\$ (46,410)	\$ 274,612	\$ 9,390	\$ -	-100.0%
Subtotal Operating/Capital	\$ 1,107,420	\$ 1,195,478	\$ 1,194,590	\$ 1,276,480	6.9%
UNIT:					
Administration	\$ 1,107,420	\$ 1,195,478	\$ 1,194,590	\$ 1,276,480	6.9%
Total	\$ 1,107,420	\$ 1,195,478	\$ 1,194,590	\$ 1,276,480	
FUNDING SOURCES:					
101 General Fund	\$ 1,153,830	\$ 920,866	\$ 1,185,200	\$ 1,196,480	1.0%
224 Walpert Ridge Zone	-	-	-	80,000	0.0%
333 Capital	(424,161)	210,024	9,390	-	-100.0%
336 OTA Projects	377,751	64,588	-	-	0.0%
Total	\$ 1,107,420	\$ 1,195,478	\$ 1,194,590	\$ 1,276,480	6.9%
STAFFING:					
Regular/Permanent	5.00	5.00	5.00	5.00	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	5.00	5.00	5.00	5.00	-

SERVICE DESCRIPTION

The Maintenance and Skilled Trades 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, and is staffed by 72 predominantly journey-level regular employees.

**OPERATIONS DIVISION
MAINTENANCE & SKILLED TRADES DEPT**

MAINTENANCE AND SKILLED TRADES DEPARTMENT KEY OBJECTIVES

1. **Improve sustainability in overall District operations by promoting waste reduction, green building techniques, and the use of more efficient, alternative fueled vehicles.**

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Reduce the amount of materials, produced by Park District projects and activities, entering landfills	A Waste Diversion Template was introduced District-wide in February 2011 and Sanitation staff is collecting data from field staff on a monthly basis. Recycled 20,100 pounds of scrap metal and 3,856,830 pounds of construction waste from the North and South County corporation yards as of September 1, 2011. Installed 101 new recycling bins at various park locations.	Assist field staff in implementing recycling programs at park offices and service yards. Install 20 additional recycling bins in various park locations and assist staff with setting up collection services.
Provide staff with training on new technologies in green construction.	20 staff members attended the Pacific Coast Builders Conference (PCBC) in June 2011.	Increase staff involvement in PCBC June 2012, focusing on Green Pavilion. Seek training for staff through the Green Building Program at StopWaste.Org .
Increase fuel efficiency of the fleet.	Downsized 2 vehicles off the 2011 replacement list. Purchased Liquefied Petroleum Gas (LPG) van for Pt. Pinole through cooperative funding from Bay Area Air Quality Management District (BAAQMD). Inputted data for vehicles and equipment to the Square Rigger system from paper-based repair sheets.	Downsize 2 replacement vehicles from the 2012 replacement list. Seek alternatives to petroleum fueled vehicles. Generate fuel usage reports utilizing the Square Rigger program.
Comply with applicable codes that regulate air quality standards.	Retro-fitted 2 existing trucks with diesel engine particulate filters. Completed smog testing of all vehicles scheduled for 2011.	Comply with the Off-Road Diesel Engine Rule, CARB. Update the database of 110 existing units affected by CARB rules to reduce the number of retrofits needed by 2013. Complete smog testing required by Bureau of Automotive Repair (BAR) by December 31, 2012.

**OPERATIONS DIVISION
MAINTENANCE & SKILLED TRADES DEPT**

2. Manage the encroachment permit process for access to District properties by neighbors, contractors, and other public entities.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Ensure that approved encroachments are accomplished in accordance with District procedures.	Assisted applicants for permits for entry onto District property for construction projects. Sent 58 total application packages by September 1, 2011, most (not all) within 3 days of request.	Respond to applicants within 3 days of initial contact with District representative.

3. Review all requests from District staff for repairs or replacement of structures, infrastructure and equipment.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Review requests and prioritize work on a District-wide basis, focusing on public service and employee safety.	Completed 561 Work Requests by September 1, 2011. Of <u>new</u> requests submitted between January 1 and September 1, 13.8% were completed, and 18.5% are in progress.	Complete 25% of outstanding Work Requests within 2 months of submittal. Establish customer service survey form to follow up on completed projects.
Manage all work orders with the CartêGraph WorkDirector system for structures and infrastructure.	Moved to on-line submittal of work requests in winter 2011 by training two Park Operations Units, Recreation Services, Facilities, and Fire Department and Public Safety staff.	Complete implementation of on-line submittal of work order system.

4. Manage the Major Maintenance Program to plan and provide for strategic and significant repairs to District structures and infrastructure.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Produce an annual Major Maintenance list by January of each year utilizing the Master Projects' list and requests from field staff.	42 projects were identified in January 2011 and placed on the Major Maintenance List. 38% of projects were under contract by June 2011 and 57% were under contract by September 1, 2011.	Complete or be under contract for 50% of MM projects by June and 85% by October.
Produce monthly update of the project list and discuss progress at Capital Projects and Operations staff meetings.	The list was updated and placed on the S drive for Capital Projects Group review and on the P drive for Operations staff review.	Add an informational column with target dates for milestones on specific projects.

**OPERATIONS DIVISION
MAINTENANCE & SKILLED TRADES DEPT**

5. Improve the condition of the District’s network of paved trails, roads and parking lots and increase overall District-wide Pavement Condition Index.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Update condition index of District paving.	A contract is in progress for a biennial condition survey of the pavement network as per Metropolitan Transportation Commission guidelines.	Train District staff to conduct the 2014 survey by implementing data entry of completed paving project information by Roads and Trails staff.
Administer the Pavement Maintenance and Preservation Program (PMPP).	A budget request was submitted in 2012 budget process.	Seek return of funding to pre-2010 levels, including reinstatement of the Administrative Analyst position.

6. Remove barriers to critical programs, activities and services as identified by the District’s ADA 20-year Transition Plan.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Implement the Transition Plan using funds budgeted to the Maintenance Department.	Upgraded facilities at Don Castro, Lake Chabot, Del Valle, and Ardenwood.	Complete 5 major “A” priority projects as identified in Parkview.

**OPERATIONS DIVISION
MAINTENANCE & SKILLED TRADES DEPT**

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 seventeen-member Fleet Management staff includes the Fleet Manager, Service Managers, Mechanics, and the Senior Office Specialist. Together they manage and service a fleet of nearly 550 units comprised of vehicles, landscaping equipment, trailers, heavy equipment, police vehicles, boats, and fire apparatus.

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 3,894,546	\$ 4,053,269	\$ 2,155,240	\$ 2,144,200	-0.5%
Supplies	2,076,430	1,745,558	1,726,330	1,828,330	5.9%
Services	469,610	358,628	372,160	302,160	-18.8%
Equipment	1,007,533	743,170	225,000	377,000	67.6%
Intra-District Charges	155,268	133,834	4,000	10,000	150.0%
Total	\$ 7,603,387	\$ 7,034,458	\$ 4,482,730	\$ 4,661,690	4.0%
PROJECT BUDGET:					
Personnel Services	\$ 67,381	\$ 24,558	\$ -	\$ -	0.0%
Supplies	125,462	103,586	-	-	0.0%
Services	568,779	697,386	-	10,000	0.0%
Land, Construction	410,049	279,987	-	-	0.0%
Total	\$ 1,171,671	\$ 1,105,518	\$ -	\$ 10,000	0.0%
Subtotal Operating/Capital	\$ 8,775,058	\$ 8,139,976	\$ 4,482,730	\$ 4,671,690	4.2%
DEPARTMENTS:					
Fleet Management	\$ 8,775,058	\$ 8,139,976	\$ 4,482,730	\$ 4,671,690	4.2%
Total	\$ 8,775,058	\$ 8,139,976	\$ 4,482,730	\$ 4,671,690	
FUNDING SOURCES:					
101 General Fund	\$ 7,115,941	\$ 6,550,568	\$ 4,482,730	\$ 4,661,690	4.0%
333 Capital	435,045	284,659	-	-	0.0%
336 OTA Projects	736,626	820,859	-	10,000	0.0%
Total	\$ 8,775,058	\$ 8,139,976	\$ 4,482,730	\$ 4,671,690	4.2%
STAFFING:					
Regular/Permanent	36.21	36.55	17.00	17.00	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	36.21	36.55	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 – CARB, BAAQMD, BAR, RWQCB, DMV, County Environment Health Departments, and CHP
- Administering the disposal of surplus assets through public auction.

FLEET MANAGEMENT UNIT ONGOING OBJECTIVES

1. Coordinate staff, equipment, and resources to maintain the District's equipment fleet. Replace vehicles and equipment on a planned basis making a determined effort to purchase more fuel-efficient and lower emission engines.
2. Ensure compliance with all applicable codes, laws and agreements that regulate fleet vehicles and activities. Submit annual reports to the Regional Water Quality Control Board, the Bureau of Automotive Repair, and County Environmental Health Departments/Hazardous Materials Division.
3. Conduct the legally mandated Hazardous Materials Business Plan employee training at the Tilden Corporation Yard.
4. Practice good customer service to District staff and the public. Request feedback from customers and respond appropriately to comments and concerns.

FLEET MANAGEMENT UNIT 2012 OBJECTIVES

1. Recruit for and hire a new Fleet Manager by January 31, 2012. Complete the relocation of the Tilden Equipment shop and staff to the new Pacheco Service Center.
2. Using the Major Equipment Replacement Fund as the source, develop specifications to purchase a new trail machine, a dump truck, a backhoe, a mower, and fire trucks.
3. Comply with the CARB reporting requirements for District off-road diesel engine equipment.
4. By September 1, 2012, update the 5-Year Fleet Replacement Schedule to reflect current budget and future funding estimates.
5. Fully integrate fuel data into the Square Rigger computer program. Generate vehicle fuel usage reports by each vehicle, park and/or department.

**OPERATIONS DIVISION
MAINTENANCE & SKILLED TRADES DEPT**

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.

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 2,688,386	\$ 2,789,583	\$ 5,370,860	\$ 5,452,530	1.5%
Supplies	407,405	467,227	684,870	673,200	-1.7%
Services	347,959	307,368	527,940	526,740	-0.2%
Equipment	22,761	18,255	-	-	0.0%
Intra-District Charges	6,000	30,000	128,290	233,850	82.3%
Total	\$ 3,472,511	\$ 3,612,433	\$ 6,711,960	\$ 6,886,320	2.6%
PROJECT BUDGET:					
Personnel Services	\$ 321,556	\$ 467,558	\$ 216,140	\$ 221,520	2.5%
Supplies	69,313	45,751	-	34,350	0.0%
Services	87,896	31,203	-	953,000	0.0%
Land, Construction	160,071	156,932	-	29,470	0.0%
Total	\$ 638,836	\$ 701,444	\$ 216,140	\$ 1,238,340	472.9%
Subtotal Operating/Capital	\$ 4,111,347	\$ 4,313,877	\$ 6,928,100	\$ 8,124,660	17.3%
UNIT:					
Public Works	\$ 4,111,347	\$ 4,313,877	\$ 6,928,100	\$ 8,124,660	17.3%
Total	\$ 4,111,347	\$ 4,313,877	\$ 6,928,100	\$ 8,124,660	
FUNDING SOURCES:					
101 General Fund	\$ 3,470,047	\$ 3,612,433	\$ 6,159,890	\$ 6,352,480	3.1%
220 Two County LLD	2,145	-	514,950	500,230	-2.9%
221 ECCC LLD	319	-	-	-	0.0%
226 Measure CC	-	-	37,120	33,610	-9.5%
333 Capital	214,209	380,212	-	29,470	0.0%
336 OTA Projects	424,627	321,232	216,140	1,208,870	459.3%
Total	\$ 4,111,347	\$ 4,313,877	\$ 6,928,100	\$ 8,124,660	17.3%
STAFFING:					
Regular/Permanent	29.02	28.82	46.90	46.90	-
Seasonal/Temporary	1.00	1.00	0.00	1.00	1.00
Total	30.02	29.82	46.90	47.90	1.00

PUBLIC WORKS UNIT ROLE, CONTINUED

The Trades crew is comprised of twenty four journey-level Trades staff members on two crews who repair and maintain 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. The two-person 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 Del Valle Water Treatment Plant. The thirteen-member Roads and Trails

crew significantly contributes to the overall maintenance of the District's system of trails and parklands by performing grading, paving, drainage and erosion control work. The five-member Sanitation crew services and maintains chemical toilets, holding tanks, septic systems, and manages the District-wide Recycling Program. The two-member Administrative staff oversees the aforementioned activities; tracks data entry for work requests; maintains a database of all work completed via the CartêGraph WorkDirector 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.

PUBLIC WORKS UNIT ONGOING OBJECTIVES

1. Ensure permit and safety compliance for construction and maintenance projects. Work with Risk Management to implement standard operating procedures and work rules for District employees.
2. Evaluate and prioritize work requested from District staff. Immediately respond to health and safety emergencies to ensure continual operation of District facilities and structures.
3. Annually inspect concession facilities, park security residences and other District structures. Identify existing District structures that should be remodeled and/or repaired for code compliance and future revenue enhancement.
4. Conduct the legally mandated Hazardous Materials Business Plan employee training at the South County Corporation Yard.
5. Practice good customer service to District staff and the public. Request feedback from customers and respond appropriately to comments and concerns.

PUBLIC WORKS UNIT 2012 OBJECTIVES

1. Replace the two existing chemical toilets and drinking fountain at the Tilden Nature Area's Little Farm with a single ADA-compliant flush toilet with wash facility and an ADA Fountain.
2. Upgrade two wastewater pumping stations with new District standard control panels and add them to the District's online Supervisory Control and Data Acquisition (SCADA) system.
3. To comply with the District's Sustainability to reduce the total tonnage of landfill materials by 75%, assist District staff in developing specific ways to track the amount of recyclable items being diverted and to report on that progress through regular monthly reports. Increase public education, encourage staff participation, and provide quarterly reporting to management staff and the Board Operations Committee.
4. Upgrade six existing drinking fountains with the District standard accessible fountain.
5. Complete two major paving projects in Contra Costa County using the Measure J trail improvement funds.

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OPERATIONS DIVISION

BUDGET BY

DEPARTMENT / UNIT / LOCATION

Unit/Location	Personnel Services	Supplies	Services	Equipment	Total
OPERATIONS ADMINISTRATION (includes Revenue Unit)					
Administration					
Budget 2011	\$ 1,068,500	\$ 36,530	\$ 61,550	\$ -	\$ 1,166,580
Budget 2012	\$ 978,300	\$ 36,530	\$ 1,702,950	\$ -	\$ 2,717,780
% Change	-8.4%	0.0%	2666.8%	0.0%	133.0%
Community Resources					
Budget 2011	\$ -	\$ -	\$ 347,850	\$ -	\$ 347,850
Budget 2012	\$ -	\$ -	\$ 347,850	\$ -	\$ 347,850
% Change	0.0%	0.0%	0.0%	0.0%	0.0%
Total Operations Administration Department					
Budget 2011	\$ 1,068,500	\$ 36,530	\$ 409,400	\$ -	\$ 1,514,430
Budget 2012	\$ 978,300	\$ 36,530	\$ 2,050,800	\$ -	\$ 3,065,630
% Change	-8.4%	0.0%	400.9%	0.0%	102.4%
PARK OPERATIONS DEPARTMENT					
Administration					
Budget 2011	\$ 654,700	\$ 394,200	\$ 2,563,180	\$ -	\$ 3,612,080
Budget 2012	\$ 839,070	\$ 105,270	\$ 1,312,780	\$ -	\$ 2,257,120
% Change	28.2%	-73.3%	-48.8%	0.0%	-37.5%
INTERPRETIVE PARKLANDS UNIT					
Administration					
Budget 2011	\$ 278,420	\$ 4,970	\$ 2,640	\$ 26,820	\$ 312,850
Budget 2012	\$ 247,130	\$ 4,970	\$ 37,040	\$ -	\$ 289,140
% Change	-11.2%	0.0%	1303.0%	-100.0%	-7.6%
Bishop Ranch Open Space Regional Preserve					
Budget 2011	\$ -	\$ -	\$ 2,180	\$ -	\$ 2,180
Budget 2012	\$ -	\$ -	\$ 2,180	\$ -	\$ 2,180
% Change	0.0%	0.0%	0.0%	0.0%	0.0%
Black Diamond Mines Regional Preserve					
Budget 2011	\$ 500,960	\$ 31,960	\$ 45,290	\$ -	\$ 578,210
Budget 2012	\$ 526,040	\$ 30,960	\$ 45,290	\$ -	\$ 602,290
% Change	5.0%	-3.1%	0.0%	0.0%	4.2%
Briones Regional Park					
Budget 2011	\$ 448,370	\$ 44,210	\$ 32,200	\$ -	\$ 524,780
Budget 2012	\$ 431,900	\$ 44,210	\$ 32,200	\$ -	\$ 508,310
% Change	-3.7%	0.0%	0.0%	0.0%	-3.1%
Brushy Peak					
Budget 2011	\$ 108,680	\$ 1,660	\$ 6,550	\$ -	\$ 116,890
Budget 2012	\$ 107,910	\$ 1,660	\$ 6,550	\$ -	\$ 116,120
% Change	-0.7%	0.0%	0.0%	0.0%	-0.7%
Calaveras Ridge Trail					
Budget 2011	\$ 62,250	\$ 14,150	\$ -	\$ -	\$ 76,400
Budget 2012	\$ 65,970	\$ 12,150	\$ -	\$ -	\$ 78,120
% Change	6.0%	-14.1%	0.0%	0.0%	2.3%

OPERATIONS DIVISION

BUDGET BY

DEPARTMENT / UNIT / LOCATION

Unit/Location	Personnel Services	Supplies	Services	Equipment	Total
Coyote Hills Regional Park					
Budget 2011	\$ 529,000	\$ 44,980	\$ 77,510	\$ -	\$ 651,490
Budget 2012	\$ 528,250	\$ 44,980	\$ 77,510	\$ -	\$ 650,740
% Change	-0.1%	0.0%	0.0%	0.0%	-0.1%
Dry Creek Pioneer Regional Park					
Budget 2011	\$ 183,080	\$ 19,710	\$ 10,290	\$ -	\$ 213,080
Budget 2012	\$ 184,320	\$ 37,220	\$ 10,290	\$ -	\$ 231,830
% Change	0.7%	88.8%	0.0%	0.0%	8.8%
Dublin Hills					
Budget 2011	\$ 26,660	\$ 2,100	\$ -	\$ -	\$ 28,760
Budget 2012	\$ 21,700	\$ 2,100	\$ -	\$ -	\$ 23,800
% Change	-18.6%	0.0%	0.0%	0.0%	-17.2%
Garin Regional Park					
Budget 2011	\$ 438,340	\$ 29,470	\$ 41,550	\$ 77,280	\$ 586,640
Budget 2012	\$ 462,820	\$ 29,470	\$ 41,550	\$ -	\$ 533,840
% Change	5.6%	0.0%	0.0%	-100.0%	-9.0%
Las Trampas Wilderness Regional Preserve					
Budget 2011	\$ 343,870	\$ 26,350	\$ 72,490	\$ -	\$ 442,710
Budget 2012	\$ 334,830	\$ 26,350	\$ 72,490	\$ -	\$ 433,670
% Change	-2.6%	0.0%	0.0%	0.0%	-2.0%
Las Trampas to Mt. Diablo					
Budget 2011	\$ 5,000	\$ 630	\$ -	\$ -	\$ 5,630
Budget 2012	\$ -	\$ 12,630	\$ -	\$ -	\$ 12,630
% Change	-100.0%	1904.8%	0.0%	0.0%	124.3%
Mission Peak Regional Preserve					
Budget 2011	\$ 105,820	\$ 5,520	\$ 14,500	\$ -	\$ 125,840
Budget 2012	\$ 104,770	\$ 5,520	\$ 14,500	\$ -	\$ 124,790
% Change	-1.0%	0.0%	0.0%	0.0%	-0.8%
Morgan Territory Regional Preserve					
Budget 2011	\$ 1,660	\$ 3,890	\$ 9,960	\$ -	\$ 15,510
Budget 2012	\$ -	\$ 3,890	\$ 9,960	\$ -	\$ 13,850
% Change	-100.0%	0.0%	0.0%	0.0%	-10.7%
Pleasanton Ridge Regional Park					
Budget 2011	\$ 343,440	\$ 16,410	\$ 27,860	\$ -	\$ 387,710
Budget 2012	\$ 343,950	\$ 16,410	\$ 27,860	\$ -	\$ 388,220
% Change	0.1%	0.0%	0.0%	0.0%	0.1%
Round Valley Regional Preserve					
Budget 2011	\$ 107,070	\$ 3,980	\$ 5,950	\$ -	\$ 117,000
Budget 2012	\$ 107,050	\$ 3,980	\$ 5,950	\$ -	\$ 116,980
% Change	0.0%	0.0%	0.0%	0.0%	0.0%

OPERATIONS DIVISION

BUDGET BY

DEPARTMENT / UNIT / LOCATION

Unit/Location	Personnel Services	Supplies	Services	Equipment	Total
Sunol/Ohlone Regional Wilderness					
Budget 2011	\$ 464,160	\$ 27,850	\$ 31,470	\$ -	\$ 523,480
Budget 2012	\$ 477,090	\$ 27,850	\$ 31,470	\$ -	\$ 536,410
% Change	2.8%	0.0%	0.0%	0.0%	2.5%
Sycamore Valley Open Space Regional Preserve					
Budget 2011	\$ 110,580	\$ 2,210	\$ 3,300	\$ -	\$ 116,090
Budget 2012	\$ 104,370	\$ 2,210	\$ 3,300	\$ -	\$ 109,880
% Change	-5.6%	0.0%	0.0%	0.0%	-5.3%
Vasco Corridor					
Budget 2011	\$ 126,870	\$ 15,360	\$ 44,150	\$ -	\$ 186,380
Budget 2012	\$ 135,310	\$ 10,360	\$ 49,150	\$ -	\$ 194,820
% Change	6.7%	-32.6%	11.3%	0.0%	4.5%
Total Interpretive Parklands Unit					
Budget 2011	\$ 4,184,230	\$ 295,410	\$ 427,890	\$ 104,100	\$ 5,011,630
Budget 2012	\$ 4,183,410	\$ 316,920	\$ 467,290	\$ -	\$ 4,967,620
% Change	0.0%	7.3%	9.2%	-100.0%	-0.9%
LAKES UNIT					
Administrative					
Budget 2011	\$ 290,910	\$ 2,330	\$ 2,560	\$ 107,410	\$ 403,210
Budget 2012	\$ 285,820	\$ 2,330	\$ 45,710	\$ -	\$ 333,860
% Change	-1.7%	0.0%	1685.5%	-100.0%	-17.2%
Del Valle Regional Park					
Budget 2011	\$ 1,436,920	\$ 131,550	\$ 177,790	\$ -	\$ 1,746,260
Budget 2012	\$ 1,411,520	\$ 131,550	\$ 177,790	\$ -	\$ 1,720,860
% Change	-1.8%	0.0%	0.0%	0.0%	-1.5%
Lake Chabot Regional Park					
Budget 2011	\$ 805,400	\$ 50,530	\$ 69,550	\$ -	\$ 925,480
Budget 2012	\$ 811,840	\$ 50,530	\$ 69,550	\$ -	\$ 931,920
% Change	0.8%	0.0%	0.0%	0.0%	0.7%
Quarry Lakes					
Budget 2011	\$ 729,230	\$ 60,580	\$ 87,130	\$ -	\$ 876,940
Budget 2012	\$ 716,040	\$ 60,580	\$ 82,130	\$ -	\$ 858,750
% Change	-1.8%	0.0%	-5.7%	0.0%	-2.1%
Shadow Cliffs					
Budget 2011	\$ 886,780	\$ 79,070	\$ 114,280	\$ -	\$ 1,080,130
Budget 2012	\$ 892,100	\$ 79,070	\$ 109,080	\$ -	\$ 1,080,250
% Change	0.6%	0.0%	-4.6%	0.0%	0.0%
Willow Park Golf Course					
Budget 2011	\$ -	\$ 1,760	\$ 45,720	\$ -	\$ 47,480
Budget 2012	\$ -	\$ 1,760	\$ 45,720	\$ -	\$ 47,480
% Change	0.0%	0.0%	0.0%	0.0%	0.0%
Total Lakes Unit					
Budget 2011	\$ 4,149,240	\$ 325,820	\$ 497,030	\$ 107,410	\$ 5,079,500
Budget 2012	\$ 4,117,320	\$ 325,820	\$ 529,980	\$ -	\$ 4,973,120
% Change	-0.8%	0.0%	6.6%	-100.0%	-2.1%

OPERATIONS DIVISION

BUDGET BY

DEPARTMENT / UNIT / LOCATION

Unit/Location	Personnel Services	Supplies	Services	Equipment	Total
MINING OPERATIONS UNIT					
Black Diamond Mines Regional Preserve					
Budget 2011	\$ 421,540	\$ 45,770	\$ 22,820	\$ -	\$ 490,130
Budget 2012	\$ 411,030	\$ 45,770	\$ 22,820	\$ -	\$ 479,620
% Change	-2.5%	0.0%	0.0%	0.0%	-2.1%
PARKLAND UNIT					
Administrative					
Budget 2011	\$ 296,060	\$ 2,680	\$ 3,540	\$ 118,890	\$ 421,170
Budget 2012	\$ 291,190	\$ 2,680	\$ 3,540	\$ -	\$ 297,410
% Change	-1.6%	0.0%	0.0%	-100.0%	-29.4%
Anthony Chabot Regional Park					
Budget 2011	\$ 874,210	\$ 55,490	\$ 103,190	\$ -	\$ 1,032,890
Budget 2012	\$ 887,480	\$ 58,390	\$ 95,290	\$ -	\$ 1,041,160
% Change	1.5%	5.2%	-7.7%	0.0%	0.8%
Botanic Garden					
Budget 2011	\$ 733,670	\$ 23,760	\$ 11,940	\$ -	\$ 769,370
Budget 2012	\$ 723,590	\$ 21,860	\$ 13,840	\$ -	\$ 759,290
% Change	-1.4%	-8.0%	15.9%	0.0%	-1.3%
Leona Canyon					
Budget 2011	\$ -	\$ 3,180	\$ -	\$ -	\$ 3,180
Budget 2012	\$ -	\$ 3,180	\$ -	\$ -	\$ 3,180
% Change	0.0%	0.0%	0.0%	0.0%	0.0%
Redwood Regional Park					
Budget 2011	\$ 574,280	\$ 27,920	\$ 40,670	\$ -	\$ 642,870
Budget 2012	\$ 559,190	\$ 27,920	\$ 40,670	\$ -	\$ 627,780
% Change	-2.6%	0.0%	0.0%	0.0%	-2.3%
Sibley/Claremont/Huckleberry Regional Preserves					
Budget 2011	\$ 428,720	\$ 37,660	\$ 23,830	\$ -	\$ 490,210
Budget 2012	\$ 421,240	\$ 22,650	\$ 63,830	\$ -	\$ 507,720
% Change	-1.7%	-39.9%	167.9%	0.0%	3.6%
Tilden Regional Park					
Budget 2011	\$ 1,048,640	\$ 58,350	\$ 195,050	\$ -	\$ 1,302,040
Budget 2012	\$ 1,054,660	\$ 58,350	\$ 195,050	\$ -	\$ 1,308,060
% Change	0.6%	0.0%	0.0%	0.0%	0.5%
Wildcat Canyon/Alvarado Regional Parks					
Budget 2011	\$ 507,950	\$ 24,430	\$ 27,070	\$ -	\$ 559,450
Budget 2012	\$ 503,420	\$ 24,430	\$ 27,070	\$ -	\$ 554,920
% Change	-0.9%	0.0%	0.0%	0.0%	-0.8%
Total Parkland Unit					
Budget 2011	\$ 4,463,530	\$ 233,470	\$ 405,290	\$ 118,890	\$ 5,221,180
Budget 2012	\$ 4,440,770	\$ 219,460	\$ 439,290	\$ -	\$ 5,099,520
% Change	-0.5%	-6.0%	8.4%	-100.0%	-2.3%

OPERATIONS DIVISION

BUDGET BY

DEPARTMENT / UNIT / LOCATION

Unit/Location	Personnel Services	Supplies	Services	Equipment	Total
RECREATION AREAS UNIT					
Administrative					
Budget 2011	\$ 260,800	\$ 4,540	\$ 4,210	\$ 9,070	\$ 278,620
Budget 2012	\$ 263,440	\$ 3,940	\$ 20,570	\$ -	\$ 287,950
% Change	1.0%	-13.2%	388.6%	-100.0%	3.3%
Cull Canyon Regional Recreation Area					
Budget 2011	\$ 507,280	\$ 47,040	\$ 69,250	\$ -	\$ 623,570
Budget 2012	\$ 480,140	\$ 46,340	\$ 69,950	\$ -	\$ 596,430
% Change	-5.4%	-1.5%	1.0%	0.0%	-4.4%
Contra Loma Regional Park					
Budget 2011	\$ 968,310	\$ 128,040	\$ 137,590	\$ -	\$ 1,233,940
Budget 2012	\$ 983,440	\$ 128,340	\$ 137,290	\$ -	\$ 1,249,070
% Change	1.6%	0.2%	-0.2%	0.0%	1.2%
Diablo Foothills Regional Park					
Budget 2011	\$ 321,170	\$ 52,110	\$ 52,700	\$ -	\$ 425,980
Budget 2012	\$ 443,510	\$ 33,920	\$ 63,300	\$ -	\$ 540,730
% Change	38.1%	-34.9%	20.1%	0.0%	26.9%
Don Castro Regional Recreation Area					
Budget 2011	\$ 503,640	\$ 61,270	\$ 76,620	\$ -	\$ 641,530
Budget 2012	\$ 511,420	\$ 61,690	\$ 76,200	\$ -	\$ 649,310
% Change	1.5%	0.7%	-0.5%	0.0%	1.2%
Kennedy Grove Regional Recreation Area					
Budget 2011	\$ 396,240	\$ 28,780	\$ 42,020	\$ -	\$ 467,040
Budget 2012	\$ 400,910	\$ 28,780	\$ 42,020	\$ -	\$ 471,710
% Change	1.2%	0.0%	0.0%	0.0%	1.0%
Roberts Regional Recreation Area					
Budget 2011	\$ 498,190	\$ 40,900	\$ 87,380	\$ -	\$ 626,470
Budget 2012	\$ 499,110	\$ 40,900	\$ 87,380	\$ -	\$ 627,390
% Change	0.2%	0.0%	0.0%	0.0%	0.1%
Temescal Regional Recreation Area					
Budget 2011	\$ 592,940	\$ 45,200	\$ 102,320	\$ -	\$ 740,460
Budget 2012	\$ 601,470	\$ 45,200	\$ 102,320	\$ -	\$ 748,990
% Change	1.4%	0.0%	0.0%	0.0%	1.2%
Volunteer Resources					
Budget 2011	\$ 106,660	\$ 30,220	\$ 1,440	\$ -	\$ 138,320
Budget 2012	\$ 20	\$ -	\$ -	\$ -	\$ 20
% Change	-100.0%	-100.0%	-100.0%	0.0%	-100.0%
Total Recreation Areas Unit					
Budget 2011	\$ 4,155,230	\$ 438,100	\$ 573,530	\$ 9,070	\$ 5,175,930
Budget 2012	\$ 4,183,460	\$ 389,110	\$ 599,030	\$ -	\$ 5,171,600
% Change	0.7%	-11.2%	4.4%	-100.0%	-0.1%

OPERATIONS DIVISION

BUDGET BY

DEPARTMENT / UNIT / LOCATION

Unit/Location	Personnel Services	Supplies	Services	Equipment	Total
REGIONAL TRAILS UNIT					
Administrative					
Budget 2011	\$ 227,890	\$ 1,090	\$ 1,510	\$ 44,080	\$ 274,570
Budget 2012	\$ 254,970	\$ 1,090	\$ 83,790	\$ -	\$ 339,850
% Change	11.9%	0.0%	5449.0%	-100.0%	23.8%
Alameda County Trails					
Budget 2011	\$ 440,300	\$ 23,430	\$ 13,560	\$ -	\$ 477,290
Budget 2012	\$ 460,300	\$ 23,430	\$ 13,560	\$ -	\$ 497,290
% Change	4.5%	0.0%	0.0%	0.0%	4.2%
Alternative Work Program - Alameda County					
Budget 2011	\$ 104,290	\$ 4,930	\$ 3,260	\$ -	\$ 112,480
Budget 2012	\$ 107,410	\$ 5,030	\$ 3,160	\$ -	\$ 115,600
% Change	3.0%	2.0%	-3.1%	0.0%	2.8%
Alternative Work Program - Contra Costa County					
Budget 2011	\$ 122,740	\$ 5,830	\$ 1,930	\$ -	\$ 130,500
Budget 2012	\$ 109,550	\$ 5,830	\$ 1,930	\$ -	\$ 117,310
% Change	-10.7%	0.0%	0.0%	0.0%	-10.1%
Antioch-Oakley Regional Shoreline					
Budget 2011	\$ 110,100	\$ 28,070	\$ 14,640	\$ -	\$ 152,810
Budget 2012	\$ 110,200	\$ 28,070	\$ 14,640	\$ -	\$ 152,910
% Change	0.1%	0.0%	0.0%	0.0%	0.1%
Bay Point Regional Shoreline					
Budget 2011	\$ 88,380	\$ 6,950	\$ 6,120	\$ -	\$ 101,450
Budget 2012	\$ 87,500	\$ 6,950	\$ 6,120	\$ -	\$ 100,570
% Change	-1.0%	0.0%	0.0%	0.0%	-0.9%
Big Break Regional Shoreline					
Budget 2011	\$ 193,920	\$ 41,460	\$ 62,030	\$ -	\$ 297,410
Budget 2012	\$ 189,800	\$ 41,350	\$ 62,030	\$ -	\$ 293,180
% Change	-2.1%	-0.3%	0.0%	0.0%	-1.4%
CA State Riding & Hiking Trail					
Budget 2011	\$ -	\$ 1,210	\$ -	\$ -	\$ 1,210
Budget 2012	\$ -	\$ 1,210	\$ -	\$ -	\$ 1,210
% Change	0.0%	0.0%	0.0%	0.0%	0.0%
Contra Costa Trails					
Budget 2011	\$ 779,690	\$ 40,950	\$ 85,940	\$ -	\$ 906,580
Budget 2012	\$ 797,690	\$ 40,950	\$ 15,660	\$ -	\$ 854,300
% Change	2.3%	0.0%	-81.8%	0.0%	-5.8%
Delta de Anza Trail					
Budget 2011	\$ 9,950	\$ 5,020	\$ 5,710	\$ -	\$ 20,680
Budget 2012	\$ 9,690	\$ 5,020	\$ 5,710	\$ -	\$ 20,420
% Change	-2.6%	0.0%	0.0%	0.0%	-1.3%

OPERATIONS DIVISION

BUDGET BY

DEPARTMENT / UNIT / LOCATION

Unit/Location	Personnel		Supplies		Services		Equipment		Total
	Services								
East Contra Costa Trails									
Budget 2011	\$	437,520	\$	21,180	\$	26,020	\$	-	\$ 484,720
Budget 2012	\$	450,690	\$	21,290	\$	96,020	\$	-	\$ 568,000
% Change		3.0%		0.5%		269.0%		0.0%	17.2%
Marsh Creek Trail									
Budget 2011	\$	-	\$	3,240	\$	-	\$	-	\$ 3,240
Budget 2012	\$	-	\$	3,240	\$	-	\$	-	\$ 3,240
% Change		0.0%		0.0%		0.0%		0.0%	0.0%
Iron Horse Trail									
Budget 2011	\$	-	\$	3,000	\$	8,310	\$	-	\$ 11,310
Budget 2012	\$	-	\$	3,000	\$	8,310	\$	-	\$ 11,310
% Change		0.0%		0.0%		0.0%		0.0%	0.0%
Tassajarra Creek Trail									
Budget 2011	\$	-	\$	2,860	\$	-	\$	-	\$ 2,860
Budget 2012	\$	-	\$	2,860	\$	-	\$	-	\$ 2,860
% Change		0.0%		0.0%		0.0%		0.0%	0.0%
Total Regional Trails Unit									
Budget 2011	\$	2,514,780	\$	189,220	\$	229,030	\$	44,080	\$ 2,977,110
Budget 2012	\$	2,577,800	\$	189,320	\$	310,930	\$	-	\$ 3,078,050
% Change		2.5%		0.1%		35.8%		-100.0%	3.4%
SHORELINE UNIT									
Administrative									
Budget 2011	\$	266,590	\$	740	\$	1,940	\$	30,240	\$ 299,510
Budget 2012	\$	268,220	\$	740	\$	5,240	\$	-	\$ 274,200
% Change		0.6%		0.0%		170.1%		-100.0%	-8.5%
Carquinez Strait Regional Shoreline									
Budget 2011	\$	287,060	\$	11,570	\$	16,770	\$	-	\$ 315,400
Budget 2012	\$	291,750	\$	11,570	\$	16,770	\$	-	\$ 320,090
% Change		1.6%		0.0%		0.0%		0.0%	1.5%
Crockett Hill Regional Park									
Budget 2011	\$	87,730	\$	5,740	\$	5,330	\$	-	\$ 98,800
Budget 2012	\$	87,430	\$	5,740	\$	5,330	\$	-	\$ 98,500
% Change		-0.3%		0.0%		0.0%		0.0%	-0.3%
Crown Regional Shoreline									
Budget 2011	\$	858,320	\$	62,620	\$	155,020	\$	-	\$ 1,075,960
Budget 2012	\$	878,370	\$	102,640	\$	163,020	\$	-	\$ 1,144,030
% Change		2.3%		63.9%		5.2%		0.0%	6.3%
Eastshore State Park									
Budget 2011	\$	189,250	\$	5,100	\$	10,710	\$	-	\$ 205,060
Budget 2012	\$	189,660	\$	5,100	\$	10,710	\$	-	\$ 205,470
% Change		0.2%		0.0%		0.0%		0.0%	0.2%
Hayward Regional Shoreline									
Budget 2011	\$	419,870	\$	20,950	\$	33,410	\$	-	\$ 474,230
Budget 2012	\$	428,010	\$	20,950	\$	33,410	\$	-	\$ 482,370
% Change		1.9%		0.0%		0.0%		0.0%	1.7%

OPERATIONS DIVISION

BUDGET BY

DEPARTMENT / UNIT / LOCATION

Unit/Location	Personnel		Supplies		Services		Equipment		Total	
	Services									
Martin Luther King Jr. Regional Shoreline										
Budget 2011	\$	706,180	\$	35,780	\$	74,870	\$	-	\$	816,830
Budget 2012	\$	721,380	\$	35,780	\$	74,870	\$	-	\$	832,030
% Change		2.2%		0.0%		0.0%		0.0%		1.9%
Martinez Regional Shoreline										
Budget 2011	\$	319,370	\$	21,410	\$	61,450	\$	-	\$	402,230
Budget 2012	\$	317,150	\$	21,410	\$	61,450	\$	-	\$	400,010
% Change		-0.7%		0.0%		0.0%		0.0%		-0.6%
Miller/Knox Regional Shoreline										
Budget 2011	\$	617,450	\$	17,040	\$	134,130	\$	-	\$	768,620
Budget 2012	\$	583,330	\$	17,050	\$	134,130	\$	-	\$	734,510
% Change		-5.5%		0.1%		0.0%		0.0%		-4.4%
Oyster Bay Regional Shoreline										
Budget 2011	\$	218,840	\$	9,390	\$	14,110	\$	-	\$	242,340
Budget 2012	\$	217,330	\$	9,390	\$	14,110	\$	-	\$	240,830
% Change		-0.7%		0.0%		0.0%		0.0%		-0.6%
Point Isabel Regional Shoreline										
Budget 2011	\$	-	\$	47,960	\$	38,340	\$	-	\$	86,300
Budget 2012	\$	-	\$	47,960	\$	38,340	\$	-	\$	86,300
% Change		0.0%		0.0%		0.0%		0.0%		0.0%
Point Pinole Regional Shoreline										
Budget 2011	\$	665,600	\$	40,240	\$	79,400	\$	-	\$	785,240
Budget 2012	\$	661,170	\$	53,520	\$	40,550	\$	-	\$	755,240
% Change		-0.7%		33.0%		-48.9%		0.0%		-3.8%
San Pablo Bay Regional Shoreline										
Budget 2011	\$	-	\$	2,480	\$	2,350	\$	-	\$	4,830
Budget 2012	\$	-	\$	2,480	\$	2,350	\$	-	\$	4,830
% Change		0.0%		0.0%		0.0%		0.0%		0.0%
Water Bird Regional Preserve										
Budget 2011	\$	-	\$	2,860	\$	2,520	\$	-	\$	5,380
Budget 2012	\$	-	\$	2,860	\$	2,520	\$	-	\$	5,380
% Change		0.0%		0.0%		0.0%		0.0%		0.0%
Total Shoreline Unit										
Budget 2011	\$	4,636,260	\$	283,880	\$	630,350	\$	30,240	\$	5,580,730
Budget 2012	\$	4,643,800	\$	337,190	\$	602,800	\$	-	\$	5,583,790
% Change		0.2%		18.8%		-4.4%		-100.0%		0.1%

INTERPRETIVE & RECREATION SERVICES DEPARTMENT

Administrative										
Budget 2011	\$	354,700	\$	15,790	\$	61,820	\$	-	\$	432,310
Budget 2012	\$	343,630	\$	18,290	\$	71,320	\$	100,000	\$	533,240
% Change		-3.1%		15.8%		15.4%		0.0%		23.3%

OPERATIONS DIVISION

BUDGET BY

DEPARTMENT / UNIT / LOCATION

Unit/Location	Personnel Services	Supplies	Services	Equipment	Total
INTERPRETIVE SERVICES UNIT					
Administrative					
Budget 2011	\$ 222,090	\$ 26,650	\$ 29,580	\$ -	\$ 278,320
Budget 2012	\$ 223,350	\$ 23,650	\$ 35,080	\$ -	\$ 282,080
% Change	0.6%	-11.3%	18.6%	0.0%	1.4%
Ardenwood Historic Farm Regional Preserve					
Budget 2011	\$ 1,401,430	\$ 64,990	\$ 292,910	\$ -	\$ 1,759,330
Budget 2012	\$ 1,397,840	\$ 64,990	\$ 292,910	\$ -	\$ 1,755,740
% Change	-0.3%	0.0%	0.0%	0.0%	-0.2%
Big Break Visitor Center (new in 2012)					
Budget 2011	\$ -	\$ -	\$ -	\$ -	\$ -
Budget 2012	\$ 104,420	\$ 5,000	\$ 15,000	\$ -	\$ 124,420
% Change	0.0%	0.0%	0.0%	0.0%	0.0%
Black Diamond Mines Interpretive Center					
Budget 2011	\$ 780,680	\$ 21,540	\$ 39,270	\$ -	\$ 841,490
Budget 2012	\$ 773,540	\$ 21,540	\$ 39,270	\$ -	\$ 834,350
% Change	-0.9%	0.0%	0.0%	0.0%	-0.8%
Coyote Hills Interpretive Center					
Budget 2011	\$ 598,210	\$ 41,050	\$ 19,350	\$ -	\$ 658,610
Budget 2012	\$ 594,670	\$ 40,050	\$ 20,350	\$ -	\$ 655,070
% Change	-0.6%	-2.4%	5.2%	0.0%	-0.5%
Crab Cove Interpretive Center					
Budget 2011	\$ 573,730	\$ 34,280	\$ 15,820	\$ -	\$ 623,830
Budget 2012	\$ 584,750	\$ 34,280	\$ 15,820	\$ -	\$ 634,850
% Change	1.9%	0.0%	0.0%	0.0%	1.8%
Sunol Interpretive Center					
Budget 2011	\$ 474,850	\$ 16,820	\$ 11,290	\$ -	\$ 502,960
Budget 2012	\$ 473,030	\$ 16,820	\$ 11,290	\$ -	\$ 501,140
% Change	-0.4%	0.0%	0.0%	0.0%	-0.4%
Tilden Nature Area Center					
Budget 2011	\$ 1,138,810	\$ 79,240	\$ 39,840	\$ -	\$ 1,257,890
Budget 2012	\$ 1,134,670	\$ 79,440	\$ 39,640	\$ -	\$ 1,253,750
% Change	-0.4%	0.3%	-0.5%	0.0%	-0.3%
Mobile Fish Exhibit (budget moved to Mobile Education new in 2012)					
Budget 2011	\$ 221,850	\$ 11,050	\$ 3,450	\$ -	\$ 236,350
Budget 2012	\$ -	\$ -	\$ -	\$ -	\$ -
% Change	-100.0%	-100.0%	-100.0%	0.0%	-100.0%
Mobile Education (budget moved from Mobile Fish Exhibit in 2012)					
Budget 2011	\$ -	\$ -	\$ -	\$ -	\$ -
Budget 2012	\$ 242,880	\$ 10,800	\$ 3,700	\$ -	\$ 257,380
% Change	0.0%	0.0%	0.0%	0.0%	0.0%

OPERATIONS DIVISION

BUDGET BY

DEPARTMENT / UNIT / LOCATION

Unit/Location	Personnel Services	Supplies	Services	Equipment	Total
Exhibit Design					
Budget 2011	\$ 369,110	\$ 50,480	\$ 57,100	\$ 6,550	\$ 483,240
Budget 2012	\$ 367,080	\$ 50,480	\$ 57,100	\$ -	\$ 474,660
% Change	-0.5%	0.0%	0.0%	-100.0%	-1.8%
Total Interpretive Services Unit					
Budget 2011	\$ 5,780,760	\$ 346,100	\$ 508,610	\$ 6,550	\$ 6,642,020
Budget 2012	\$ 5,896,230	\$ 347,050	\$ 530,160	\$ -	\$ 6,773,440
% Change	2.0%	0.3%	4.2%	-100.0%	2.0%

RECREATION UNIT

Administrative					
Budget 2011	\$ 196,120	\$ 2,290	\$ 4,610	\$ -	\$ 203,020
Budget 2012	\$ 195,570	\$ 2,290	\$ 4,610	\$ -	\$ 202,470
% Change	-0.3%	0.0%	0.0%	0.0%	-0.3%
Community/Volunteer Program					
Budget 2011	\$ 95,250	\$ 31,360	\$ 8,550	\$ -	\$ 135,160
Budget 2012	\$ 115,700	\$ 61,580	\$ 9,990	\$ -	\$ 187,270
% Change	21.5%	96.4%	16.8%	0.0%	38.6%
Outdoor Recreation					
Budget 2011	\$ 526,530	\$ 36,870	\$ 119,420	\$ -	\$ 682,820
Budget 2012	\$ 527,270	\$ 39,370	\$ 113,690	\$ -	\$ 680,330
% Change	0.1%	6.8%	-4.8%	0.0%	-0.4%
Park Express					
Budget 2011	\$ 186,320	\$ 7,510	\$ 119,680	\$ -	\$ 313,510
Budget 2012	\$ 181,980	\$ 7,510	\$ 119,680	\$ -	\$ 309,170
% Change	-2.3%	0.0%	0.0%	0.0%	-1.4%
Reservations					
Budget 2011	\$ 673,020	\$ 1,120	\$ 134,630	\$ -	\$ 808,770
Budget 2012	\$ 734,530	\$ 1,120	\$ 140,030	\$ -	\$ 875,680
% Change	9.1%	0.0%	4.0%	0.0%	8.3%
Recreation Facilities					
Budget 2011	\$ 715,690	\$ 54,570	\$ 107,480	\$ -	\$ 877,740
Budget 2012	\$ 734,000	\$ 49,620	\$ 112,430	\$ -	\$ 896,050
% Change	2.6%	-9.1%	4.6%	0.0%	2.1%
Total Recreation Unit					
Budget 2011	\$ 2,392,930	\$ 133,720	\$ 494,370	\$ -	\$ 3,021,020
Budget 2012	\$ 2,489,050	\$ 161,490	\$ 500,430	\$ -	\$ 3,150,970
% Change	4.0%	20.8%	1.2%	0.0%	4.3%

MAINTENANCE & SKILLED TRADES DEPARTMENT

Administrative					
Budget 2011	\$ 677,020	\$ 4,290	\$ 60,010	\$ -	\$ 741,320
Budget 2012	\$ 666,910	\$ 4,290	\$ 152,010	\$ -	\$ 823,210
% Change	-1.5%	0.0%	153.3%	0.0%	11.0%
Equipment Maintenance					
Budget 2011	\$ 1,874,020	\$ 1,447,780	\$ 340,770	\$ 4,000	\$ 3,666,570
Budget 2012	\$ 1,894,710	\$ 1,449,780	\$ 280,770	\$ -	\$ 3,625,260
% Change	1.1%	0.1%	-17.6%	-100.0%	-1.1%

OPERATIONS DIVISION

BUDGET BY

DEPARTMENT / UNIT / LOCATION

Unit/Location	Personnel Services	Supplies	Services	Equipment	Total
Fleet Management Administration					
Budget 2011	\$ 281,220	\$ 5,810	\$ 31,390	\$ -	\$ 318,420
Budget 2012	\$ 249,490	\$ 5,810	\$ 31,390	\$ -	\$ 286,690
% Change	-11.3%	0.0%	0.0%	0.0%	-10.0%
Major Maintenance					
Budget 2011	\$ -	\$ 55,130	\$ 398,140	\$ -	\$ 453,270
Budget 2012	\$ -	\$ 55,130	\$ 398,140	\$ -	\$ 453,270
% Change	0.0%	0.0%	0.0%	0.0%	0.0%
New/Replacement Vehicles					
Budget 2011	\$ -	\$ 272,740	\$ -	\$ 225,000	\$ 497,740
Budget 2012	\$ -	\$ 372,740	\$ -	\$ 377,000	\$ 749,740
% Change	0.0%	36.7%	0.0%	67.6%	50.6%
Public Works Unit Administration					
Budget 2011	\$ 3,478,200	\$ 339,930	\$ 207,370	\$ 14,590	\$ 4,040,090
Budget 2012	\$ 366,950	\$ 2,700	\$ 808,800	\$ -	\$ 1,178,450
% Change	-89.5%	-99.2%	290.0%	-100.0%	-70.8%
Public Works Water Utility					
Budget 2011	\$ -	\$ -	\$ -	\$ -	\$ -
Budget 2012	\$ 270,460	\$ 84,890	\$ 21,000	\$ -	\$ 376,350
% Change	0.0%	0.0%	0.0%	0.0%	0.0%
Residence Maintenance					
Budget 2011	\$ -	\$ 50,720	\$ 88,560	\$ -	\$ 139,280
Budget 2012	\$ -	\$ 50,720	\$ 88,560	\$ -	\$ 139,280
% Change	0.0%	0.0%	0.0%	0.0%	0.0%
Road & Trails					
Budget 2011	\$ 1,525,780	\$ 259,690	\$ 181,490	\$ 72,910	\$ 2,039,870
Budget 2012	\$ 1,505,680	\$ 257,690	\$ 350,020	\$ 29,470	\$ 2,142,860
% Change	-1.3%	-0.8%	92.9%	-59.6%	5.0%
Sanitation					
Budget 2011	\$ 583,020	\$ 34,530	\$ 50,520	\$ 40,790	\$ 708,860
Budget 2012	\$ 598,200	\$ 34,530	\$ 94,640	\$ -	\$ 727,370
% Change	2.6%	0.0%	87.3%	-100.0%	2.6%
Trades					
Budget 2011	\$ 3,478,200	\$ 339,930	\$ 207,370	\$ 14,590	\$ 4,040,090
Budget 2012	\$ 2,932,760	\$ 277,020	\$ 360,570	\$ -	\$ 3,570,350
% Change	-15.7%	-18.5%	73.9%	-100.0%	-11.6%
Total Maintenance & Skilled Trades					
Budget 2011	\$ 8,419,260	\$ 2,470,620	\$ 1,358,250	\$ 357,290	\$ 12,605,420
Budget 2012	\$ 8,485,160	\$ 2,595,300	\$ 2,585,900	\$ 406,470	\$ 14,072,830
% Change	0.007827291	0.050465065	0.903846862	0.137647289	0.116411036
GRAND TOTAL					
Budget 2011	\$ 43,195,660	\$ 5,208,630	\$ 8,181,570	\$ 777,630	\$ 57,363,490
Budget 2012	\$ 43,589,030	\$ 5,087,520	\$ 10,023,530	\$ 506,470	\$ 59,206,550
% Change	0.9%	-2.3%	22.5%	-34.9%	3.2%

PLANNING/STEWARDSHIP & DEVELOPMENT DIVISION

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 3,431,683	\$ 3,516,979	\$ 3,629,480	\$ 3,656,750	0.8%
Supplies	550,343	576,093	587,840	589,540	0.3%
Services	691,919	649,343	960,920	850,800	-11.5%
Equipment	-	-	9,350	44,350	374.3%
Intra-District Charges	4,267	292,167	207,970	312,980	50.5%
Total	\$ 4,678,212	\$ 5,034,583	\$ 5,395,560	\$ 5,454,420	1.1%
PROJECT BUDGET:					
Personnel Services	\$ 3,617,737	\$ 3,494,644	\$ 3,764,280	\$ 3,741,000	-0.6%
Supplies	25,904	17,964	-	15,050	0.0%
Services	(982,027)	954,165	408,650	1,188,870	190.9%
Land, Construction	7,486,221	5,428,646	1,132,000	10,000	-99.1%
Debt Service/Leases	60,000	-	-	-	0.0%
Total	\$ 10,207,834	\$ 9,895,419	\$ 5,304,930	\$ 4,954,920	-6.6%
Subtotal Operating/Capital	\$ 14,886,046	\$ 14,930,002	\$ 10,700,490	\$ 10,409,340	-2.7%
DEPARTMENTS:					
Administration	\$ 419,396	\$ 829,317	\$ 653,000	\$ 704,120	7.8%
Design & Construction	9,425,862	9,372,649	4,885,700	4,809,190	-1.6%
Planning & Stewardship	5,040,788	4,728,037	5,161,790	4,896,030	-5.1%
Total	\$ 14,886,046	\$ 14,930,002	\$ 10,700,490	\$ 10,409,340	-2.7%
FUNDING SOURCES:					
101 General Fund	\$ 4,613,574	\$ 4,930,057	\$ 5,329,780	\$ 5,401,080	1.3%
226 Measure CC	64,638	46,205	65,780	53,340	-18.9%
257 Mitigation	8,221,170	6,467,968	2,148,170	-	-100.0%
259 ECCC HCP Properties	1,165,559	2,942,085	2,691,920	-	-100.0%
333 Capital	8,298,654	6,548,856	2,182,370	1,126,850	-48.4%
336 OTA Projects	1,909,180	3,346,563	3,122,560	3,828,070	22.6%
Total	\$ 14,886,046	\$ 24,281,735	\$ 10,700,490	\$ 10,409,340	-2.7%
STAFFING:					
Regular/Permanent	55.653	55.653	53.653	53.483	(0.17)
Seasonal/Temporary	0.50	0.00	0.00	0.00	-
Total	56.153	55.653	53.653	53.483	(0.17)
Unfunded position in 2010 budget:		2.00			
Total funded positions in 2010:		53.653			

PLANNING/STEWARDSHIP AND DEVELOPMENT DIVISION ROLE

The role of the Planning/Stewardship & Development Division is to balance environmental concerns with outdoor recreational opportunities by planning and developing a diversified system of regional parks and trails. This is accomplished through an open and inclusive public process. The objective is to create barrier-free public access, which improves access to and use of the park lands by members of groups that have been under represented, while preserving the remoteness and intrinsic value of these lands. Additionally this Division participates in partnership with other agencies and organizations to develop, plan and construct projects which share ownership, management, or mutual goals.

ADMINISTRATION ROLE

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

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 408,332	\$ 389,827	\$ 425,810	\$ 426,030	0.1%
Supplies	1,356	127	560	560	0.0%
Services	9,708	52,134	23,530	23,530	0.0%
Intra-District Charges	-	287,900	203,100	254,000	25.1%
Total	\$ 419,396	\$ 729,988	\$ 653,000	\$ 704,120	7.8%
PROJECT BUDGET:					
Services	\$ -	\$ 19,000	\$ -	\$ -	0.0%
Land, Construction	-	80,329	-	-	0.0%
Total	\$ -	\$ 99,329	\$ -	\$ -	0.0%
Subtotal Operating/Capital	\$ 419,396	\$ 829,317	\$ 653,000	\$ 704,120	7.8%
DEPARTMENTS:					
Administration	\$ 419,396	\$ 829,317	\$ 653,000	\$ 704,120	7.8%
Total	\$ 419,396	\$ 829,317	\$ 653,000	\$ 704,120	7.8%
FUNDING SOURCES:					
101 General Fund	\$ 419,396	\$ 729,988	\$ 653,000	\$ 704,120	7.8%
333 Capital	-	80,329	-	-	0.0%
336 OTA Projects	-	19,000	-	-	0.0%
Total	\$ 419,396	\$ 829,317	\$ 653,000	\$ 704,120	7.8%
STAFFING:					
Regular/Permanent	2.53	2.53	2.53	2.53	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	2.53	2.53	2.53	2.53	-

SERVICE DESCRIPTION

The Administration staff provides support for the two other departments within this division. This department coordinates inter-departmental efforts, sets the priority for Division projects and studies, oversees and directs Division staff. This department is also charged with the updating of the District’s Master Plan. The AGM provides strategic direction in the areas of land use planning, stewardship, facility design and construction. The AGM is responsible for developing strategies for the preservation of District natural and cultural resources, insuring compliance with regulatory requirements, maintaining the District’s Geographic Information System, preparing and implementing the District Capital Improvement Plan (CIP), and the creation and management of construction projects. This department also facilitates direct and open communication District-wide.

ADMINISTRATION KEY OBJECTIVES

1. Update Master Plan.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Manage the Master Plan update and amendment process through the development of an internal and external consensus on methods and scope for the effort.	Completed. Acquired approval for the method and schedule for the Update process from both internal and external stakeholders.	N/A
Hire consultants for facilitation of the updating process	Started an inter-divisional dialogue on the scope of work for a consultant editor.	Hire a consultant editor and complete the Master Plan Update.
Create survey instruments to provide updated information on the desires and expectations of our users and stakeholders.	Completed. Worked with SRI to develop survey instruments for District Executives, Staff and the Community. Administered surveys and compiled results to determine issues that need to be addressed in 2011 Update process.	N/A
Draft revisions or new policy statements for the plan, to address the issues identified in the survey and facilitation process.	Underway. Developing staff subcommittees to draft initial policy language for selected issues.	Complete new and revised policy statements to address priority issues and confirm their appropriateness through Town Hall meetings and Community Surveys.

2. Work with the appropriate internal and external stakeholders to facilitate interactions of mutual benefit.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Coordinate the efforts of the Division to provide an effective and inclusive process of project planning, design, development and resource stewardship throughout the District.		
Incorporate the Measure WW “Green Star” and other Stewardship Unit projects into a project management process.	Underway. Project managers have been Identified and opportunities to introduce them to IFAS and project administrative procedures are being developed.	Complete this effort by having all Stewardship Unit projects incorporated into the District project management processes. Track these projects on a common project schedule.
Improve coordination by linking to the Planning Department priority projects with grant opportunities and the Capital Project schedule.	Underway. A listing of annual grant opportunities, with a draft list of projects indicating the planning, stewardship or development efforts required to get each project ready for an application, has been acquired from the Grants Department.	Expand this process to develop a list of potential projects for grant applications that will inform the Planning, Stewardship and Development priorities for 2013.
Communicate the concerns and interests of the Board of Directors and the General Manager to the staff of the Division.	On-going. Conducted bi-weekly Division Managers meetings and quarterly Division Administration meetings to discuss the interests of the Board and GM as they relate to the priorities of the Division.	Continue these meetings.
Support the implementation of the District’s Americans with Disabilities Act Transition Plan.	On-going. Acted as the resource for staff for the interpretation of regulations and development of projects that complete major ADA projects.	Continue in this role.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Provide support for the Board Natural and Cultural Resources Committee, the Richmond Liaison Committee, the Hayward Area Shoreline Planning Agency (HASPA), Ecology Committee and the Alameda Creek Policy Advisory Committee.	On-going. Provided staff support for each of these committees. Completed the five-year long obligation to staff HASPA this year.	Continue in this role.
Participate in the annual Board Workshops on finances and capital projects.	Attended all Board workshops that were relevant to the work of the Division. Provided reports, updates on projects and participated in the determination of priority projects of the Board.	Continue this role.
Represent the interests of the District in the Gateway Park planning process managed by the Bay Area Toll Authority as a member of the Gateway Park Working Group (GPWG).	Participated in monthly planning meetings of the GPWG, as well as the two public workshops on the plan. Solicited input on the draft plans from staff and members of the Board. Reviewed and edited reports related to the plan. Commented on revision needed in the draft plan for consideration of the GPWG.	Continue these meetings.
Facilitate project success by working with appropriate stakeholders.		
Phased development of Big Break Regional Shoreline.	Worked with Operations staff to determine the floor plan for the Big Break Regional Science Center building. Facilitated the purchase and installation of the building.	Develop and implement a funding strategy to complete the furnishing and site improvements for the Center.
Implementation of the Eastern Contra Costa County Habitat Conservation Plan and the East County Parks Habitat Conservation Plan.	Worked with staff to determine the impact of maintenance activities for the East County Parks HCP. Preparing a recommendation on whether we should pursue the completion of this plan for consideration by Senior management.	Implement the strategy determined by Senior Management for the East County Parks HCP.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Development of the Dumbarton Quarry recreation area of Coyote Hills Regional Park.	Worked with Dumbarton Quarry Associates to hire a new consultant to develop an alternative plan for the quarry that does not include a lake.	Participate in the negotiations with Dumbarton Quarry Associates to develop a strategy for the completion of the park improvements anticipated by the Park District at the Dumbarton Quarry site.
Development of the Tidewater area of the Martin Luther King Jr. Regional Shoreline.	Completed. Site is in operation with a phase 1 dock.	Work on acquiring funding for the completion of the dock system.
Development and implementation of the Measure WW Urban Creeks program.	Determined a conceptual scope for this use of funding from the WW Bond source to support Park District urban creek projects.	Acquire formal approval of this funding usage through Board consideration.

PLANNING/STEWARDSHIP & DEVELOPMENT DIVISION

DESIGN & CONSTRUCTION DEPT

DESIGN AND CONSTRUCTION DEPARTMENT ROLE

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

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 2,523	\$ -	\$ -	\$ -	0.0%
Supplies	14,798	7,685	14,120	14,120	0.0%
Services	21,811	13,230	22,140	22,140	0.0%
Equipment	-	-	9,350	44,350	374.3%
Intra-District Charges	-	-	-	54,380	0.0%
Total	\$ 39,132	\$ 20,915	\$ 45,610	\$ 134,990	196.0%
PROJECT BUDGET:					
Personnel Services	\$ 3,513,062	\$ 3,413,331	\$ 3,623,090	\$ 3,641,150	0.5%
Services	(1,603,551)	606,914	85,000	1,023,050	1103.6%
Land, Construction	7,416,205	5,331,215	1,132,000	10,000	-99.1%
Total	\$ 9,386,729	\$ 9,351,733	\$ 4,840,090	\$ 4,674,200	-3.4%
Subtotal Operating/Capital	\$ 9,425,862	\$ 9,372,649	\$ 4,885,700	\$ 4,809,190	-1.6%
DEPARTMENTS:					
Design & Construction	\$ 9,425,862	\$ 9,372,649	\$ 4,885,700	\$ 4,809,190	-1.6%
Total	\$ 9,425,862	\$ 9,372,649	\$ 4,885,700	\$ 4,809,190	-1.6%
FUNDING SOURCES:					
101 General Fund	\$ 39,132	\$ 20,915	\$ 45,610	\$ 134,990	196.0%
257 Mitigation	8,221,170	6,409,648	2,148,170	-	-100.0%
259 ECCC HCP Properties	1,165,559	2,942,085	2,691,920	-	-100.0%
333 Capital	-	-	-	1,099,470	0.0%
336 OTA Projects	-	-	-	3,574,730	0.0%
	\$ 9,425,862	\$ 9,372,649	\$ 4,885,700	\$ 4,809,190	-1.6%
STAFFING:					
Regular/Permanent	29.00	29.00	27.00	26.83	(0.17)
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	29.00	29.00	27.00	26.83	(0.17)
Unfunded position in 2010 budget:		2.00			
Total funded positions in 2010:		27			

SERVICE DESCRIPTION

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

PLANNING/STEWARDSHIP & DEVELOPMENT DIVISION

DESIGN & CONSTRUCTION DEPT

an effective manner in accordance with governing codes and acceptable standards of workmanship.

DESIGN AND CONSTRUCTION DEPARTMENT KEY OBJECTIVES

1. Manage CIP for projects assigned to the Design and Construction Department.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Prepare Design and Construction updates and reference materials for the Capital/Trails/Maintenance Workshop packet and participate in Board presentation.	Completed.	Annual.
Coordinate priorities for project development with requirements and scheduling of environmental documentation and regulatory permitting.	Facilitated monthly meetings of Environmental Clearinghouse.	Ongoing.
Update 5-Year CIP plan.	Updated 5-Year CIP plan four times.	Update 5-year CIP plan quarterly and present to Capital Projects Group biannually.
Monitor ongoing and timely expenditure of CIP funding sources, including Measure AA, CC and WW Development funds.	Tracked expenditures, managed the Capital Project Budget Reconciliation process, and participated in monthly Capital/Finance and Capital Projects meetings.	Track expenditures quarterly. Ongoing.
Work with Legal Counsel to improve and update contract documents for consistency with new laws and practices.	Reviewed General Conditions (boiler plate) for construction contracts and made recommendations for updates/changes.	Participate in development of a contract for construction materials testing. Ongoing.
Determine initial scope of Measure WW Development projects consistent with the 5-Year CIP Plan.	Assessed Measure WW projects to be designed in preparation for funding match opportunities and for low to no impact on operations.	Ongoing.

PLANNING/STEWARDSHIP & DEVELOPMENT DIVISION

DESIGN & CONSTRUCTION DEPT

2. Manage the CIP design implementation process.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Oversee Design Input Meeting process and participate in interdepartmental design review to insure staff input is incorporated into project designs and capital projects are properly scoped and funded.	Held Design Input meetings for 60% of each new CIP design project started in 2011; participated in five (5) inter-departmental project review meetings.	Hold minimum of one (1) Design Input meeting for each new CIP design project started in 2012 and attend interdepartmental project review meetings as needed.
Manage District-wide project to study dredging quantities, potential dredge material disposal sites, environmental documentation/regulatory permit requirements and resources to perform dredging operations in-house for multiple pond/facility dredging sites.	Initial assessment completed and draft report prepared.	Complete survey work and finalize study.
Assist Grants Department with capital project grant applications for State Proposition 84 Programs and SAFTLOU funds, including project scoping, concepts and preliminary estimates.	Grants awarded for Big Break Regional Science Center and Lafayette/ Moraga Trail repairs. Participated in Grant application process for Department of Boating and Waterways funding.	Ongoing support of grant application process.
Design and develop bid documents for "large scale" emergency projects as approved through Federal Emergency Management Administration (FEMA).	Completed design and final bid documents for 80% of FEMA projects scheduled for 2011.	Complete design of FEMA project for Crown Beach Phase 2 sand replacement.
Complete final bid documents for Capital Projects scheduled for 2011 (per the overall 5-year CIP Plan).	Final bid documents completed for 80% of the projects scheduled for construction in 2011.	Complete final bid documents for 60% of the projects scheduled for completion in 2012.

PLANNING/STEWARDSHIP & DEVELOPMENT DIVISION

DESIGN & CONSTRUCTION DEPT

3. Manage the CIP construction implementation process.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Effect construction of “large scale projects” as approved through Federal Emergency Management Administration (FEMA).	Effected construction of 80% of the FEMA slide projects scheduled for construction in 2011.	Effect construction of Phase I of the FEMA project for sand replacement at Crown Beach.
Effect construction of capital projects in conformance with Capital Projects scheduled for 2011 (per the overall 5-year CIP Plan).	Construction started for 90% of projects scheduled to start in 2011.	Start construction for 60% of projects scheduled to start in 2012.

4. Keep current with changes in regulatory permitting requirements.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
All current staff trained and certified as required and job descriptions kept up to date.	In concert with HR, completed training, testing and certification for Qualified Storm Water Pollution Prevention Plan (SWPPP) Developers and Qualified SWPPP Practitioners for all Design and Construction unit personnel.	Insure that ongoing education and regulatory certification requirements are met and that new employees are trained and certified within the probationary period.

5. Design accessible projects in conformance with the Americans with Disability Act (ADA) and participate in the implementation of the Park District’s adopted “Self Evaluation and Transition Plan.”

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Update District Standard Details in conformance with ADA.	Facilitated quarterly meetings with District Design Standards group.	Ongoing.
Stay current with requirements of applicable laws and codes governing accessibility.	Provided staff with updated code books and training opportunities.	Ongoing.

PLANNING/STEWARDSHIP & DEVELOPMENT DIVISION

DESIGN & CONSTRUCTION DEPT

6. Promote the District’s interests in the long term, interagency planning and development of park facilities for public use.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Effect construction of MLK Jr. Tidewater Aquatic Facility and work in cooperation with Oakland Strokes to develop boating opportunities, including boating safety and youth outreach.	Completed.	N/A
Effect construction of Delta Discovery Experience, an outdoor interpretive facility, as a phase of the Delta learning center complex.	Completed.	Complete design and effect construction of Big Break Regional Science Center building.
Assist AGM as needed in Gateway Park planning process (managed by BATA) to develop a regional park and trail system at the Oakland touchdown of the Bay Bridge.	Bay Area Transit Authority (BATA) to complete Project Study Report (PSR) process.	Ongoing.
Assist in design review of the Dumbarton Quarry recreation area improvements to be developed in conjunction with the quarry operators.	On hold: pending design revisions to incorporate the quarry pit without water.	Ongoing.
Participate in State’s design input and review process for Eastshore/Brickyard master plan and initial public access improvements.	Participated in three (3) input meetings, performed site analysis and concept plan review and provided written comments.	Ongoing.

7. Further develop and implement a centralized process for design and construction input, plan checking, construction documentation management and inspection of projects to be built by outside agencies/private developers for ultimate operation by the District.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Provide design review and secondary inspection of “outside projects.”	Completed secondary inspection of Tom Bates Regional Sports Complex Phase 2A, Stanley Boulevard landscaping at Shadow Cliffs, and Society for the Preservation of Carter Railroad (SPCRR) car barn at Ardenwood.	Complete design review and secondary inspection of Delta De Anza Trail in Antioch and Alamo Canal Trail undercrossing at Highway 580; complete design review of San Francisco Public Utilities Commission (SFPUC) Geary Road bridge at Sunol.

PLANNING/STEWARDSHIP & DEVELOPMENT DIVISION

DESIGN & CONSTRUCTION DEPT

8. Study the effect of the rising sea level on the Hayward freshwater marsh levee system.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Analyze need for wetland preservation versus cost of raising levees and constructing shoreline protection benefit.	N/A	Engage consultant.

PLANNING/STEWARDSHIP & DEVELOPMENT DIVISION

PLANNING, STEWARDSHIP & GIS DEPT

PLANNING, STEWARDSHIP AND GIS DEPARTMENT ROLE

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

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 3,020,828	\$ 3,127,153	\$ 3,203,670	\$ 3,230,720	0.8%
Supplies	534,188	568,280	573,160	574,860	0.3%
Services	660,401	583,979	915,250	805,130	-12.0%
Intra-District Charges	4,267	4,267	4,870	4,600	-5.5%
Total	\$ 4,219,683	\$ 4,283,679	\$ 4,696,950	\$ 4,615,310	-1.7%
PROJECT BUDGET:					
Personnel Services	\$ 104,675	\$ 81,313	\$ 141,190	\$ 99,850	-29.3%
Supplies	24,890	17,690	-	15,050	0.0%
Services	621,524	328,251	323,650	165,820	-48.8%
Land, Construction	70,015	17,103	-	-	0.0%
Total	\$ 821,105	\$ 444,357	\$ 464,840	\$ 280,720	-39.6%
Subtotal Operating/Capital	\$ 5,040,788	\$ 4,728,037	\$ 5,161,790	\$ 4,896,030	-5.1%
DEPARTMENTS:					
Planning & Stewardship	\$ 5,040,788	\$ 4,728,037	\$ 5,161,790	\$ 4,896,030	-5.1%
Total	\$ 5,040,788	\$ 4,728,037	\$ 5,161,790	\$ 4,896,030	-5.1%
FUNDING SOURCES:					
101 General Fund	\$ 4,155,045	\$ 4,179,154	\$ 4,631,170	\$ 4,561,970	-1.5%
226 Measure CC	64,638	46,205	65,780	53,340	-18.9%
257 Mitigation	-	58,320	-	-	0.0%
333 Capital	77,484	58,879	34,200	27,380	-19.9%
336 OTA Projects	743,621	385,478	430,640	253,340	-41.2%
Total	\$ 5,040,788	\$ 4,728,037	\$ 5,161,790	\$ 4,896,030	-5.1%
STAFFING:					
Regular/Permanent	24.12	24.12	24.12	24.12	-
Seasonal/Temporary	0.50	0.00	0.00	0.00	-
Total	24.62	24.12	24.12	24.12	-

SERVICE DESCRIPTION

The department prepares and updates the District Master Plan and park land use plans, prepares environmental (CEQA) review and facilitates public review of plans and development projects; maintains inventories of the District's natural and cultural resources and prescribes best management practices to ensure their protection; secures project permits and represents the District in matters affecting resource management with local, state, and federal agencies; maintains the District's Geographic Information System (GIS) to support District-wide resource inventory, data management and mapping needs; and provides planning and resource management data and mapping support for Parkland Design, Operations and other departments.

PLANNING/STEWARDSHIP & DEVELOPMENT DIVISION

PLANNING, STEWARDSHIP & GIS DEPT

PLANNING, STEWARDSHIP AND GIS DEPARTMENT KEY OBJECTIVES

1. PLANNING: Prepare planning documents.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Provide information, ideas and analysis for the Master Plan policy update.	Provided baseline information, analysis and proposals for the policy update.	Assist in drafting key Master Plan text and policies.
Assist in facilitating both internal and external public meetings for Master Plan review.	Assisted in internal staff meetings.	Staff public review meetings.
Prepare land use plans in response to capital projects or in preparation for future park openings.	Completed LUPAs for: <ul style="list-style-type: none"> ▪ Shadow Cliffs ▪ Wildcat Alvarado ▪ Brushy Peak 	Complete land use plans for the following parks: <ul style="list-style-type: none"> ▪ Pleasanton Ridge LUP ▪ Garin LUPA ▪ Additional park TBD

2. ENVIRONMENTAL REVIEW: Conduct environmental review and obtain permits to support Design and Construction, Park Operations and Maintenance Department capital projects.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Conduct CEQA reviews for land use plans and capital development projects as required.	Completed CEQA reviews on: <ul style="list-style-type: none"> ▪ The above land use plans ▪ Lake Chabot bank stabilization and access ▪ Round Valley trail bridge ▪ Sunol corp yard. 	Complete CEQA reviews for the following projects: <ul style="list-style-type: none"> ▪ Mission Peak staging area addition ▪ District-wide pond dredging project ▪ Others, as requested.
Obtain and ensure compliance with regulatory permits required for District capital development and resource enhancement projects. This includes long-term monitoring and reporting to assess associated success criteria.	See below, under RGP.	Obtain permits for District-wide capital development projects, including the 2012 Trails Creeks & Ponds project list under RGP. Expand the post-construction monitoring program to meet new permit requirements.
Implement 5 Year Regional General Permits (RGP) for conducting routine maintenance activities with the US Army Corps of Engineers, CA Department of Fish & Game, and Regional Water Quality Board.	RGP renewal application submitted; obtained DFG Routine Maintenance Agreement (RMA), RWQCB 401 Certification and ACOE 404 Certification valid to 2015. Provided staff training, biological surveys, monitoring and reporting to comply with permits.	Submit and obtain resource agency approval of 2012 TCP project list. Continue development of RGP framework for efficient information gathering and assessment for permit compliance.

PLANNING/STEWARDSHIP & DEVELOPMENT DIVISION

PLANNING, STEWARDSHIP & GIS DEPT

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Coordinate the annual Trails, Creeks & Ponds process to provide permitting information for routine maintenance projects.	2011 TCP review process completed; awaiting project approvals from agencies to implement projects by year's end.	Develop revised TCP process to ensure permit compliance and planning efficiency. Submit and obtain resource agency approval of 2012 TCP project list.
Continue development of Phase I of the District's East Counties Parks Habitat Conservation Plan (EBRPD HCP/NCCP) with consultants, regulatory agencies and stakeholders.	Admin Draft of HCP 95% complete, Admin Draft of EIR/EIS 5% completed. Internal review of HCP criteria and impacts ongoing.	Complete internal review of HCP benefits to District. Decision on whether to proceed with further grant applications to complete the HCP permit process.

3. STEWARDSHIP: Provide resource management prescriptions and technical support to Park Operations and other District departments. Implement selected resource management and enhancement projects.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Advise the Operations Division on vegetation management and related resource improvement activities, and support their management of grazing leases.	Facilitated monthly meetings of the Grazing Managers' Group. Renewed 17 grazing leases to 5-year terms by mid-year. Managed contracts for 29 grazing infrastructure improvements.	Facilitate monthly meetings of the Grazing Managers' Group. Continue to renew annual grazing leases to 5-year terms. Manage contracts for grazing infrastructure improvements.
In cooperation with the Fire Department, implement the Wildfire Hazard Reduction and Resource Management Plan (WHRRMP) by providing site assessments, prescriptions and monitoring of the fuels treatment areas as delineated by the Fire Department's annual work program.	The Stewardship Department supported the Fire Department with pre-treatment site assessments and prescriptions for 2011 fuels treatment projects. Obtained regulatory clearances and provided resource assessments associated with the FEMA Brushing Grant and WHRRMP.	Support the Fire Department with pre-treatment site assessments and prescriptions for 2012 fuels treatment projects. Monitor restoration success of previous years' fuels management projects.
Support the implementation of resource restoration projects associated with the East Contra Costa County Habitat Conservation Plan (ECC HCP).	Participated in consultant, HCP Conservancy and regulatory agency meetings for HCP restoration projects and associated wind farm repowering issues.	Participate in stakeholder meetings and provide input for HCP restoration projects and mitigation of impacts from repowering wind farms.

PLANNING/STEWARDSHIP & DEVELOPMENT DIVISION

PLANNING, STEWARDSHIP & GIS DEPT

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Provide Stewardship support to the Design Department to implement an engineering study to clear non-controversial dredging projects through regulatory permit procedures.	Design department has taken the lead on a pond dredging study. Preliminary meetings and prioritization of dredging projects were completed.	Provide resource data, CEQA review and necessary permitting to implement selected dredging projects.
Undertake selected Measure CC and Measure WW Green Star resource enhancement projects. (See below, under Stewardship programs.)		Implement selected resource restoration projects: <ul style="list-style-type: none"> • Sibley Ponds sediment dredging • Alameda Beach restoration • Wildcat Ck. Watershed sedimentation study • Pt. Pinole Coastal Prairie

4. STEWARDSHIP: Support regional, multi-agency resource management efforts affecting District parklands.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Coordinate Spartina control and marsh restoration with the Coastal Conservancy Invasive Spartina Project.	Used \$75,000 Coastal Conservancy grant to treat approximately 130 acres for invasive Spartina. Participated in marsh revegetation planning.	Implement 2012 Invasive Spartina treatments and revegetation plan for Arrowhead Marsh in coordination with the Invasive Spartina Project and US Fish & Wildlife Service.
Organize annual Stewardship Seminar to present current resource management practices to regulatory agencies and District staff.	Organized two (one staff and one outside agency) Stewardship Seminars.	Organize 2012 Stewardship Seminar.

5. GIS SERVICES: Maintain a District-wide natural and cultural resource inventory and GIS database to inform resource protection and management. Provide GIS data and maps to support land use and resource management plans, development projects, infrastructure tracking and other departmental and District-wide applications.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Continue to update the District's Cultural Site Atlas by field-checking and geo-locating listed sites and expanding site descriptions.	Using Academic Intern program, field-checked cultural site records in 22 parks.	Continue to field-check cultural site records.

PLANNING/STEWARDSHIP & DEVELOPMENT DIVISION

PLANNING, STEWARDSHIP & GIS DEPT

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Develop a standardized system of resource inventory, assessment and data collection, integrated with the GIS system.	Updating Trails, Creeks & Ponds project reporting process to on-line, GPS-compatible format.	<ul style="list-style-type: none"> • Continue to develop TCP and on-line permit-tracking, database system. • Continue to develop fuels management project tracking system.
Provide staff and public GIS interfaces.	Developed web-based interfaces for park access and recreational resources.	Launch Parkview II GIS interface at staff level.

6. Provide staff support for the Board Natural and Cultural Resources Committee and Park Advisory Committee.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Provide staff support to the Board Natural and Cultural Resources Committee.	Staffed four meetings of the Natural and Cultural Resources Committee.	Staff four meetings of the Natural and Cultural Resources Committee.
Present park land use plans and naming recommendations to the Park Advisory Committee for recommendations as required.	Presented Draft Land Use Plan Amendments for Shadow Cliffs, Alvarado and Brushy Peak, and naming recommendations for the Jean and Will Siri Visitor Center at Pt. Pinole.	Present Draft Land Use Plans for Garin and Pleasanton Ridge, and naming recommendations as required.

PROGRAM OBJECTIVES

1. Stewardship / Ecological Services

Ongoing Objectives

- Coordinate Stewardship implementation, collaboration and support for District-wide environmental review, development permitting and resource restoration and enhancement projects.

2012 Objectives

- Conduct District-wide amphibian survey (4 year schedule) including internal staff training.
- Collaborate on implementing the East Bay Puma Project in partnership with Felidae.

2. Wildlife Management

Ongoing Objectives

- Conduct wildlife surveys and habitat monitoring for District programs including the Measure CC Fuels Management Program and the Wildfire Hazard Reduction and Resource Management Plan; continue nesting surveys for the California least tern, Western snowy plover, and water birds at Hayward Regional Shoreline; assist in California clapper rail surveys at various shoreline parks to assess effects of Invasive Spartina project on shoreline habitat and to gauge success of habitat restoration efforts.
- Survey and band nesting raptors, emphasizing key indicator species (golden eagle prairie falcon) in the east county areas to support land acquisition, and land use planning, regional habitat conservation plans, and rangeland management, and to inform wind farm impacts and repowering efforts in the Altamont Pass Wind Resource Area.
- Coordinate feral animal control (pigs, red fox) and depredation control to protect habitat and threatened and endangered species (e.g. California least tern, California clapper rail) with the US Department of Agriculture Animal Plant Health Inspection Service (APHIS) and independent contractors. Continue permitted control via egg-addling of Canada Geese at selected District Lake units to protect public beach and picnic areas.
- Continue to develop and manage the Volunteer Program for: wildlife resource monitoring and habitat enhancement / restoration, including marsh habitat restoration for California clapper rail, black rail, and riparian and upland habitats.
- Participate in the following regional conservation efforts:
 - Federal recovery plans for, San Joaquin Kit Fox, Western Snowy Plover, California Least Tern, California Clapper Rail; Alameda whipsnake, California red-legged frog, California tiger salamander;
 - California Gull Adaptive Management Program Advisory Committee of the South Bay Salt Pond Restoration Project;
 - East Alameda County Conservation Strategy Technical Advisory Committee (TAC); Contra Costa County Dept. of Conservation and Development's Wind Power TAC, and the Altamont Pass Wind Resource Area Stakeholder Group.

2012 Objectives

- Obtain regulatory permits for Measure CC / WW pond restoration projects at Sibley Regional Park and Ohlone Regional Wilderness; and for Measure WW habitat restorations at Shoreline parks and Vasco Caves Regional Preserve.
- Implement satellite tracking study of golden eagles in the Altamont Pass Wind Resource Area to mitigate impacts from repowering wind energy production facilities
- Expand staff certifications to handle threatened and endangered species under federal and state species recovery permits in support of monitoring requirements for District maintenance and development projects.
- Integrate wildlife databases to facilitate data input and reporting.

3. Water Resources Management

Ongoing Objectives

- Conduct District-wide water quality monitoring program to ensure regulatory compliance of all District water resources, including:
 - Implementation of regulations and requirements affecting the Del Valle drinking water systems
 - Water quality monitoring program and improvement of notification procedures for blue green algae at all District swim beaches and lagoons
 - Monitoring and assessment of Kirker Creek (Black Diamond) pH remediation project.
 - Monitoring and assessment of potential impacts to surface waters associated with Wildfire Hazard Reduction and Resource Management Plan
 - Monitoring and assessment of the North County Corporation Yard, South County Corporation Yard, and Chabot Gun Club for Storm Water Pollution Prevention Plans.
 - Implement required water quality monitoring programs at construction and dredging projects with the potential to impact wetlands and streams
 - Monitoring and reporting on the effectiveness of the fuel storage tank remediation at Redwood Regional Park.

- Maintain a lead and support role in the development, implementation, and permitting of creek and wetland restoration projects.

2012 Objectives

- Work closely with the Operations Division / Water Utility Maintenance Department to establish new potable water systems at Brushy Peak and Vargas Plateau; renovate/rehabilitate systems at Sunol/Ohlone, Briones, Del Valle, Round Valley and Mission Peak.

- Implement monitoring for Remediation and Risk Management Plan, conduct field assessments, and prepare annual reports for Eastshore State Park and Pt. Isabel as required by Regional Water Quality Control Board Orders.

- Work closely with the Operations Division / Water Utility Maintenance Department to procure funding for a new direct filtration drinking water treatment system for Del Valle.

- Develop Hayward Marsh Maintenance and Improvement Plan to facilitate the procurement of additional funding sources for marsh management.

- Implement recommendations from intern project on goose management practices at Shadow Cliffs and Quarry Lakes.

- Manage implementation of remediation and well closure for abandoned oil well in Wildcat Canyon.

4. Wildland Vegetation Management

Ongoing Objectives

- Advise the Operations Division on vegetation management and related resource improvement activities, and support their management of grazing leases.
- Monitor and document rare plant populations District wide.
- Implement priority resource improvements associated with the grazing program and grassland restoration, including the Serpentine Prairie.
- Develop and update grazing management plans for park land use plans.
- Work closely with the Alameda and Contra Costa County Natural Resource Conservation districts developing Environmental Quality Incentives Program (EQIP) projects to improve rangeland conditions.

2012 Objectives

- Implement a practical, ongoing grassland monitoring program based on findings and recommendations of the ten year UC grassland study.
- Update and present selected tenant grazing licenses to the Board for renewal, from month-to-month, to five-year term status.
- Update, map, and document water infrastructure facilities and fencing on priority grazing leases.
- Remove exotic pines on the Serpentine Prairie at Redwood Regional Park, and implement and evaluate mowing and/or sheep grazing restoration treatments.
- Restore native coastal grassland at Pt. Pinole by controlling noxious weeds by utilizing prescribed fire, seasonal sheep grazing, and native grass seeding with control monitoring plots.

5. Integrated Pest Management (IPM) Program

Ongoing Objectives

- Provide technical & field support in vegetation management to the FEMA and Measure CC Wildlands Fuels Management Programs.
- Continue and expand the invasive weed management program on all developed District properties, targeting yellow starthistle, purple starthistle, artichoke thistle, French broom, oblong spurge, cape ivy, fennel, medusahead, perennial pepperweed and stinkwort.
- Continue and expand the invasive and specifically the aquatic weed management program at Big Break Regional Shoreline.

- Continue to provide annual State-required pesticide safety training classes in the safe handling and application of selected pesticides for weed and vertebrate control.
- Continue to provide an annual report on the analysis of pesticide use at East Bay Regional Park District.

2012 Objectives

- Complete the Tilden Golf Course IPM Program and facilitate a water quality assessment project for that section of Wildcat Creek that lies within the Tilden Golf Course as a complementary study to this pest management program.
- Facilitate year three of a three-year Risk Assessment study by the University of California on the Sudden Oak Death (SOD) infestation in Tilden and four (4) adjacent Regional Parks with a focus on applying a rapid assessment method to evaluate the intensity and distribution of this disease.
- Develop Best Management Practices guidelines for District staff and contractors to reduce the spread of Sudden Oak Death.
- Continue to update Parkview mapping and inventory of targeted noxious and invasive weeds. Current projects include Vargas Plateau, Pleasanton Ridge, Dublin Hills, Garin and Big Break.
- Provide annual one-day training to District staff regarding IPM programs, policies and protocols.

6. Fisheries Management

Ongoing Objectives

- Coordinate and manage the \$525,000 annual fishing permit revenue and sportfish planting program for the 11 District lakes' recreational fishing program. Report fishing conditions to the public at these facilities as well as Bay and Delta shoreline parks. Monitor game fish populations in recreational fishing lakes and recommend enhancement techniques.
- Support 8+ annual fishing derbies and clinics with Recreation staff.
- Develop and enhance District warm water recreational fisheries. Monitor black bass population response to restoration efforts. Remove non-native, non-sport fish from reservoirs. Coordinate annual restoration projects for warm water species with area volunteers.
- Continue to participate in the Alameda Creek Steelhead Restoration program. Coordinate fisheries and habitat surveys within Sunol Regional Park as well as steelhead rescues at the Bay Area Rapid Transit weir.

PLANNING/STEWARDSHIP & DEVELOPMENT DIVISION

PLANNING, STEWARDSHIP & GIS DEPT

- Research and implement management recommendations to protect native rainbow trout populations and habitat in Wildcat and Redwood Creeks.
- Manage non-native Spartina control on the District's Bay shorelines. Coordinate control and marsh restoration with the Coastal Conservancy Invasive Spartina Project, Save the Bay and EBRPD personnel.

2012 Objectives

- Work with Interpretive staff to administer the Mobile Fish Exhibit (MFE) program for public education and recreational outreach. Coordinate with Interpretation on the tasks of the MFE Resource Analyst to facilitate fisheries programs including: fish surveys, procurement, transport, and holding.
- Coordinate a Measure WW-funded project to restore sections of Alameda Creek for steelhead and other native riparian species.
- Coordinate a Measure CC-funded project for the Wildcat Creek Watershed Sediment Study. After completing the RFP, select consultant(s), and administer the program.
- Develop a WW-funded Project for the Alameda Point Beach Restoration. Create RFP and select a consultant.
- Develop grant funding process to allocate Measure WW creek restoration funds to specific projects.
- Coordinate the annual monitoring of District populations of Sacramento Perch. Pursue habitat improvements and distribution that will ensure the continued survival of the species in the east bay.
- Continue to reorganize 30+ years of fisheries data into a modern, digital format for analysis and recommendations for future management of the resource.

7. Geographic Information System (GIS) Services

Ongoing Objectives

- Provide GIS services to all District departments and coordinate appropriate data sharing with other agencies.
- Train District staff in the proper use of GIS/GPS technologies.
- Provide GIS support for FEMA and Measure CC Fuels Management projects.
- Update the District's Cultural Site Atlas on an ongoing basis by recording, field-checking and geo-locating listed sites and expanding site descriptions.
- Continue to provide training, access and enhancements to ParkView for all District Staff.

2012 Objectives

- Finish converting all ParkView applications from ArcIMS to the ArcGIS Server.
- Develop a publicly accessible ParkView (park finder) application.
- Integrate the Public Safety Computer Aided Dispatch System (CAD) with GIS.
- Develop a Trails, Creeks and Ponds submittal process that uses ParkView as the user interface.
- Develop mobile ParkView applications that can be used with smart phones and tablets.

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PUBLIC AFFAIRS DIVISION

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 1,622,175	\$ 1,879,331	\$ 1,896,070	\$ 2,156,640	13.7%
Supplies	177,828	172,393	153,780	150,770	-2.0%
Services	1,083,099	969,808	1,000,900	1,048,410	4.7%
Equipment	-	4,348	-	-	0.0%
Intra-District Charges	-	75,500	42,700	51,000	19.4%
Total	\$ 2,883,102	\$ 3,101,380	\$ 3,093,450	\$ 3,406,820	10.1%
PROJECT BUDGET:					
Supplies	\$ 11,762	\$ -	\$ -	\$ -	0.0%
Total	\$ 11,762	\$ -	\$ -	\$ -	0.0%
Subtotal Operating/Capital	\$ 2,894,865	\$ 3,101,380	\$ 3,093,450	\$ 3,406,820	10.1%
DEPARTMENTS:					
Public Affairs	\$ 2,894,865	\$ 3,101,380	\$ 3,093,450	\$ 3,406,820	10.1%
Total	\$ 2,894,865	\$ 3,101,380	\$ 3,093,450	\$ 3,406,820	10.1%
FUNDING SOURCES:					
101 General Fund	\$ 2,883,102	\$ 3,101,380	\$ 3,093,450	\$ 3,406,820	10.1%
336 OTA Projects	11,762	-	-	-	0.0%
Total	\$ 2,894,865	\$ 3,101,380	\$ 3,093,450	\$ 3,406,820	10.1%
STAFFING:					
*Regular/Permanent	16.20	16.20	15.20	17.20	2.00
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	16.20	16.20	15.20	17.20	2.00
Unfunded position in 2010 budget:		1.00			
Total funded positions in 2010:		15.2			

*The addition of one FTE is due to an accounting change between the Executive/Legislative and Public Affairs Divisions. Regional Parks Foundation will reimburse the District \$330,000 for the Foundation Program

PUBLIC AFFAIRS

PUBLIC AFFAIRS DIVISION ROLE

The role of the Public Affairs Division is to provide strategic, comprehensive communications, community relations, public information and environmental graphics promoting the Regional Parks within the two counties it serves. The Regional Parks Foundation, part of the Public Affairs Division, supports the Park District in direct support annual funding for programs, projects and facilities that provide access and reduce barriers to connect children of all ages, ethnicities and abilities with nature in the regional parks.

SERVICE DESCRIPTION

The Public Affairs Division accomplishes its work through effective and creative publications as well as public information and marketing tools including the District website, social media, signage and media. Additionally, the division manages the District's branding and reputation through community outreach, the Regional Parks Foundation, local government relations and issues management. The Division's programs, services and products are designed to effectively reach, inform and engage the general public, underserved populations, public, private and non-profit organizations, all media, District volunteers and staff.

PUBLIC AFFAIRS DIVISION KEY OBJECTIVES

- 1. Public Outreach/Public Information Objective: Greater outreach to targeted audiences to increase diversity among park visitors, supporters.**

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
<p>Increased attendance at parks by visitors from diverse communities.</p> <p>Increased public participation among stakeholder groups / supporter groups to more accurately reflect the face of the communities we serve.</p>	<p>Designed and published general brochures in Chinese, Korean, Vietnamese, and redesigned Spanish. Also printed material in Farsi for an event.</p> <p>Participated in five ethnic specific community events. Produced 4 non-English PSA's; two Spanish with Univision; three Chinese with New Tang Dynasty.</p>	<p>Extend outreach to other Spanish, African American, and Eastern Indian communities.</p> <p>Increase ethnic media sources by 10 new publications (presently at 30).</p> <p>Develop one highly-focused program that ties together the goal of increased diversity in park visits with the District's program for the Healthy Parks, Healthy People Initiative.</p>

PUBLIC AFFAIRS

KEY INDICATORS	2011 ACCOMPLISHMENTS	2012 TARGETS
<p>Produce quality publications, maps and collateral materials that reach all segments of two counties.</p>	<p>Produced 6 RIN and added 16 new publications for distribution of over 750,000.</p> <p>Added calendar page, and featured columnist Lorrie Sullenberger.</p> <p>Produced 38 park maps.</p> <p>Created 50 ads.</p> <p>Created 2011 calendar. Created new brochure for Parks Express, event template flyers, green transportation, Trails Challenge.</p>	<p>Add 5 publications to RIN distribution targeting high-priority and diverse communities.</p> <p>Produce 6 high-quality issues of RIN with HPHP theme of rotating columnists/industry experts on health and wellness.</p> <p>Add loop trails, missing trail mileage, and updated safety information for 15 Park District maps or brochures.</p>
<p>Continued strong coverage by, and relationships with, traditional news media, ethnic media, and social media.</p>	<p>Sent 55 press releases.</p> <p>Received \$550,000 in earned media and added value from national and regional targets including New Tang Dynasty TV, Korean News, Univision, San Francisco Chronicle.</p> <p><u>Social media stats:</u> Flickr: 1,014 members, up 25%.</p> <p>Twitter: 3,217 followers, up 52%.</p> <p>Facebook: 5,234 fans, up 30%.</p> <p>Hosted 2 photo contest exhibition receptions.</p>	<p>Establish 5 new partnerships with ethnic media, using monthly columns and special features to showcase District's parks, staff, and messages.</p> <p>Production of 2 Spanish broadcast segments. Develop "issues management" message reference library to empower District representatives to be able to quickly and accurately respond to questions from news media and public.</p> <p>Provide 1 annual training workshop to enhance staff interview and presentation skills.</p> <p>Coordinate 2012 photo contest.</p>

PUBLIC AFFAIRS

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
<p>Maintain, update & enhance District's website. Improve functionality of website through migrated platform and appropriate software to accommodate website goals.</p>	<p>Updated website daily; added online survey for Master Plan resulting in 6,800 survey participants.</p> <p>Added panoramic features to 12 park pages; created interactive website addition for Master Plan updates. <u>2011 web stats (thru 8/11)</u></p> <p>Unique visitors: 1.1 million, up 6.8%.</p> <p>Number of visits: 1.94 million, up 10.8%.</p> <p>Page views: 9.9 million, up 11.2%.</p>	<p>Move content and hosting to Active Network platform for more stability and control over design,</p> <p>integration with EBParks online reservation system, calendar area, and forms design.</p> <p>Increase web statistics by 10%</p> <p>Increase number of e-newsletter subscribers by 5,000.</p> <p>Increase followers on Facebook, Twitter.</p> <p>Develop outreach e-mails to enroll subscribers, other tactics.</p> <p>Enlarge Map Magnifier for easier reading.</p>

PUBLIC AFFAIRS

KEY INDICATORS	2011 ACCOMPLISHMENTS	2012 TARGETS
Develop 2 nd year strategic plan for District-wide <i>Healthy Parks, Healthy People</i> initiative.	Hosted Healthy Parks Healthy People event for National Get Outdoors Day, 2,300 attendees.	Host 2 nd HPHP event with increased attendance.
Develop <i>Kids Challenge</i> Pilot Program in Schools.	Created HPHP launch materials, collateral, media. Produced 24 HPHP radio/TV public service announcements featuring community leaders and elected officials. Met with 50 key stakeholder organizations to highlight HPHP.	Pilot Kids Challenge in 4 schools targeting elementary school children in high-priority, at-risk communities. Generate four corporate sponsors. Develop student program guide and teachers' toolkit. Plan additional support to low-income classes for transportation, and other needs, to increase participation in Kids Challenge. Develop evaluation tool and matrix to assess outcomes.

2. Community and Local Government Relations Objective: Strengthen relationships with community leaders with priority in target communities.

KEY INDICATORS	2011 ACCOMPLISHMENTS	2012 TARGETS
Greater visibility and increased support for District and Foundation.	Foundation Board increased its District support to \$330,000/year, up 30%. Produced 7 dedications and/or events. Presented HPHP at 3 conferences; 10 public meetings.	Develop specific presentation and calendar to bring upcoming Master Plan to communities throughout the District, including city councils in high priority target communities. Speakers Bureau effort with Public Affairs and Board members; increase participation by AGMs.
Coordinate District participation in local / regional cultural fairs, festivals and special events.	Participated in 31 fairs, festivals focusing on "green" / environment and health and wellness.	Participate in 10 ethnically diverse festivals or community events.

PUBLIC AFFAIRS

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Continued development of Ambassador volunteer program.	<p>Recruited and trained 20 ambassadors.</p> <p>Eight diverse languages spoken by Ambassadors.</p> <p>Held 2 training sessions and 1 mixer for Ambassadors.</p>	<p>Recruit 10 new Ambassadors. Host two training sessions.</p> <p>Update Ambassador recruitment brochure.</p>
Develop community and business partnerships.	<p>Sponsored 8 community events or fundraisers.</p> <p>Coordinated District's role in EDA and Contra Costa Council in promoting economic vitality of parks and open space.</p> <p>Participated in 13 Chamber memberships.</p>	<p>Identify business partner(s) to help link cultural, health, and environmental goals to HPHP Initiative efforts with focus in target population areas.</p> <p>Prioritize external organization sponsorships to interact in diverse communities that reflect District outreach priorities; use sponsorships as opportunities to recruit for support efforts, (i.e., Foundation, sponsorships for events, Ambassador programs).</p> <p>Develop 5-minute "pitch" to take to events such as mixers. Collaborate with Foundation to pursue and identify partners.</p>
Coordinate Master Plan Update public outreach.	<p>Created online survey generating over 6,000 respondents.</p> <p>Created online Master Plan update page, including interactive site featuring 8 key issues.</p> <p>Conducted 6 public community meetings.</p>	<p>Hold public forums convenient to serve all wards.</p> <p>Develop online tool for public input, as well as regular update page on website regarding the Master Plan process.</p> <p>Develop presentation for use in Speakers' Bureau effort; plan calendar for taking to community groups.</p> <p>Oversee development of the 2012 Master Plan Update document.</p>

PUBLIC AFFAIRS

3. Environmental Graphics/Signage Objective: Meet the needs for safety and functional signage at all regional parks, as well as access/egress points.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Review and improvement of destination and in-park signage that reflect District brand.	Produced 10,330 units in first six months. Won 1 st place awards at Alameda County Fair for District exhibit. Curated photo exhibition at Martinez History Center.	Review model signage programs from other jurisdictions. Provide educational signage in key parks to reduce user conflicts. Ensure consistent signage on District vehicles, buildings, etc., to reflect District brand.

4. Regional Parks Foundation:

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Staff the Regional Parks Foundation, and develop and implement fund-raising programs and initiatives. Increased visibility of Foundation activities and programs, among general public.	\$1 million raised.	Raise \$1 million in 2012. Finalize Regional Parks Foundation strategic plan Re-brand Regional Parks Foundation and all collateral
Promote and increase participation in Trails Challenge program.	9,500 TC registrants. Better experience and savings engendered: Registrants can now download the 2011 Trails Challenge app to access the Trails Challenge program on either an iPhone or an android phone.	Increase participation / registration to 10,000. Despite the challenged economy, maintain partnerships and underwriting support to \$50,000. Maintain outreach to at least eight corporate and community fairs /special events. Develop and implement a new "Trails Challenge Membership Program" designed to offer a lower cost alternative to visiting Trails Challenge featured parks with frequency.

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PUBLIC SAFETY DIVISION

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET
OPERATING BUDGET:				
Personnel Services	\$ 17,281,324	\$ 17,366,460	\$ 17,678,890	\$ 18,185,350
Supplies	772,275	766,165	786,300	841,300
Services	1,333,561	1,241,287	1,555,500	1,588,270
Equipment	304,867	-	59,150	59,150
Debt Service/Leases	794,066	794,064	794,200	794,070
Intra-District Charges	606,691	1,888,758	1,420,740	1,982,510
Total	\$ 21,092,784	\$ 22,056,735	\$ 22,294,780	\$ 23,450,650
PROJECT BUDGET:				
Personnel Services	\$ 370,376	\$ 318,142	\$ 367,890	\$ 700,840
Supplies	282,192	7,289	-	-
Services	369,555	178,913	216,770	551,330
Land, Construction	21,314	29,568	-	-
Total	\$ 1,043,437	\$ 533,913	\$ 584,660	\$ 1,252,170
Subtotal Operating/Capital	\$ 22,136,221	\$ 22,590,647	\$ 22,879,440	\$ 24,702,820
DEPARTMENTS:				
Administration	\$ 4,283,103	\$ 7,266,985	\$ 6,564,700	\$ 6,501,590
Aquatics	1,791,997	1,848,946	1,960,660	2,012,220
Fire	3,996,966	3,072,605	3,335,260	4,205,990
Police	12,064,155	10,402,111	11,018,820	11,983,020
Total	\$ 22,136,221	\$ 22,590,647	\$ 22,879,440	\$ 24,702,820
FUNDING SOURCES:				
101 General Fund	\$ 20,859,950	\$ 21,785,549	\$ 22,015,010	\$ 23,143,880
226 Measure CC	232,834	271,185	279,770	306,770
333 Capital	21,314	29,568	-	-
336 OTA Projects	1,022,123	504,345	584,660	1,252,170
Total	\$ 22,136,221	\$ 22,590,647	\$ 22,879,440	\$ 24,702,820
STAFFING:				
Regular/Permanent	110.06	110.79	103.33	104.33
Seasonal/Temporary	40.78	40.72	35.86	35.86
Total	150.84	151.51	139.19	140.19
Unfunded position in 2010 budget:		11.21		
Total funded positions in 2010:		140.3		

PUBLIC SAFETY DIVISION ROLE

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

ADMINISTRATION ROLE

Public Safety Administration provides support for the various functions and activities of the various departments and units within the Public Safety Division. Administration includes the division’s Communications Unit, Professional Standards Unit, and the Personnel and Training Unit.

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 17,281,324	\$ 17,366,460	\$ 17,678,890	\$ 18,185,350	2.9%
Supplies	772,275	766,165	786,300	841,300	7.0%
Services	1,333,561	1,241,287	1,555,500	1,588,270	2.1%
Equipment	304,867	-	59,150	59,150	0.0%
Debt Service/Leases	794,066	794,064	794,200	794,070	0.0%
Intra-District Charges	606,691	1,888,758	1,420,740	1,982,510	39.5%
Total	\$ 21,092,784	\$ 22,056,735	\$ 22,294,780	\$ 23,450,650	5.2%
PROJECT BUDGET:					
Personnel Services	\$ 370,376	\$ 318,142	\$ 367,890	\$ 700,840	90.5%
Supplies	282,192	7,289	-	-	0.0%
Services	369,555	178,913	216,770	551,330	154.3%
Land, Construction	21,314	29,568	-	-	0.0%
Total	\$ 1,043,437	\$ 533,913	\$ 584,660	\$ 1,252,170	114.2%
Subtotal Operating/Capital	\$ 22,136,221	\$ 22,590,647	\$ 22,879,440	\$ 24,702,820	8.0%
DEPARTMENTS:					
Administration	\$ 4,283,103	\$ 7,266,985	\$ 6,564,700	\$ 6,501,590	-1.0%
Aquatics	1,791,997	1,848,946	1,960,660	2,012,220	2.6%
Fire	3,996,966	3,072,605	3,335,260	4,205,990	26.1%
Police	12,064,155	10,402,111	11,018,820	11,983,020	8.8%
Total	\$ 22,136,221	\$ 22,590,647	\$ 22,879,440	\$ 24,702,820	8.0%
FUNDING SOURCES:					
101 General Fund	\$ 20,859,950	\$ 21,785,549	\$ 22,015,010	\$ 23,143,880	5.1%
226 Measure CC	232,834	271,185	279,770	306,770	9.7%
333 Capital	21,314	29,568	-	-	0.0%
336 OTA Projects	1,022,123	504,345	584,660	1,252,170	114.2%
Total	\$ 22,136,221	\$ 22,590,647	\$ 22,879,440	\$ 24,702,820	8.0%
STAFFING:					
Regular/Permanent	110.06	110.79	103.33	104.33	1.00
Seasonal/Temporary	40.78	40.72	35.86	35.86	-
Total	150.84	151.51	139.19	140.19	1.00
Unfunded position in 2010 budget:		11.21			
Total funded positions in 2010:		140.3			

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.

PUBLIC SAFETY ADMINISTRATION KEY OBJECTIVES

- 1. Maintain the communications infrastructure and two-way radios District wide and meet the FCC compliance mandates.**

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Continue the narrow-banding process of the VHF radios as mandated by the Federal Communications Commission.	Completed Phase 1: Re-banding of the fire radios of outside agencies' frequencies.	Initiate and complete Phase II: Narrow-banding of District radio frequencies and in-vehicle repeaters.

- 2. Enhance police resources through geographic crime analysis and provide officers with mobile access.**

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Implement a geographic mapping system for our public safety database and a mobile data computer system in the police patrol units.	Identified sole source vendor to provide geographic mapping system capable of outlining public safety activity throughout the District.	Work with contractor, Omega Group Mapping system, to create a map outlining public safety activity throughout the District.
Continue to work with different wireless vendors to find a suitable carrier to allow mobile access for the computer network.	Conducted tests of different wireless systems to determine best coverage for District use and identified a suitable vendor.	Receive in-car policy and procedures for users from vendor.

- 3. Maintain the CALEA process to ensure high levels of efficiency and effectiveness.**

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Continue the CALEA process to attain re-accreditation in 2013.	100% compliance with year one of the accreditation cycle.	Maintain the 388 standards that we comply with and have the second year's worth of proofs completed by April 2012.

4. Examine different models of responding to alarm calls.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Continue to review the District's alarm systems and evaluate the ("no close") responses.	Conducted evaluation of District alarm survey. Created a response policy which reduced the amount of time expended on false alarms and alarms not set by staff.	Monitor implementation of new "verified response" policy for effectiveness and make any necessary changes. Continue to advocate camera-surveillance alarm monitoring.

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

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
In accordance with Peace Officer Standards and Training (POST) and the Department's Master Training Plan, provide job specific dispatch training throughout the winter focus training schedule.	Revised Master Training Plan to enhance Communications Training.	The Training Committee will meet quarterly to formulate an interagency training consortium to develop dispatchers' skills and abilities and provide professional growth opportunities.
Provide continuing professional training as required by POST for all sworn and dispatch personnel.	Provide a minimum of 10 hours of POST certified training for sworn and dispatch personnel.	Provide a minimum of 14 hours of POST certified training for sworn and dispatch personnel.

PUBLIC SAFETY DIVISION**FIRE DEPARTMENT****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.

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 2,636,329	\$ 2,081,328	\$ 1,990,560	\$ 1,823,820	-8.4%
Supplies	74,096	113,357	110,990	108,990	-1.8%
Services	388,581	240,777	402,580	402,580	0.0%
Intra-District Charges	146,283	135,450	246,470	618,430	150.9%
Total	\$ 3,245,289	\$ 2,570,913	\$ 2,750,600	\$ 2,953,820	7.4%
PROJECT BUDGET:					
Personnel Services	\$ 370,376	\$ 318,142	\$ 367,890	\$ 700,840	90.5%
Supplies	31,753	4,637	-	-	0.0%
Services	366,555	178,913	216,770	551,330	154.3%
Land, Construction	(17,007)	-	-	-	0.0%
Total	\$ 751,677	\$ 501,693	\$ 584,660	\$ 1,252,170	114.2%
Subtotal Operating/Capital	\$ 3,996,966	\$ 3,072,605	\$ 3,335,260	\$ 4,205,990	26.1%
DEPARTMENTS:					
Fire	\$ 3,996,966	\$ 3,072,605	\$ 3,335,260	\$ 4,205,990	26.1%
Total	\$ 3,996,966	\$ 3,072,605	\$ 3,335,260	\$ 4,205,990	
FUNDING SOURCES:					
101 General Fund	\$ 3,245,289	\$ 2,570,913	\$ 2,750,600	\$ 2,953,820	7.4%
333 Capital	(17,007)	-	-	-	0.0%
336 OTA Projects	768,684	501,693	584,660	1,252,170	114.2%
Total	\$ 3,996,966	\$ 3,072,605	\$ 3,335,260	\$ 4,205,990	26.1%
STAFFING:					
Regular/Permanent	15.75	15.25	14.75	15.75	1.00
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	15.75	15.25	14.75	15.75	1.00
Unfunded position in 2010 budget:		0.50			
Total funded positions in 2010:		14.75			

SERVICE DESCRIPTION

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; 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.

FIRE DEPARTMENT KEY OBJECTIVES

- 1. 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.**

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Ensure adequate staffing, training and equipment to respond to fire emergencies.	Presented the District's Fire Danger Operating and Preparedness Plan to park supervisors and District employees. Hired, trained and equipped 9 industrial firefighters in an Industrial Firefighter Academy. Initiated reporting to National Incident Reporting System (NFIRS). Started process of FF1 certification for all Industrial Firefighters.	Replace one aging fire engine with one modern engine. Achieve full permanent staffing by filling FF1 vacancy.
Maintain required certifications and equipment for qualified staff.	Conducted one Emergency Medical Technician (EMT) Refresher course. Serviced and replenished Emergency Medical Service (EMS) equipment for 12 fire apparatus.	Deploy 15 AEDs onto 15 apparatus funded by the Assistance to Firefighter's Grant program. Conduct one EMT course. Service and replenish EMS equipment for 12 fire apparatus.
Maintain operational readiness to respond to emergency hazardous material incidents.	Provided 8 hours of Hazardous Materials training to District firefighters in March 2011.	Provide eight hours of Hazardous Materials training annually to all firefighters.
Provide quality training relevant to search and rescue operations.	Provided 8 hours of Auto Extrication and 8 hours of Rope Rescue to District firefighters in August and September 2011.	Conduct eight hours of rope rescue and auto extrication for as required for fire staff.

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

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Maintain mutual aid equipment and associated training.	Added 1 additional "Rescue I" trained firefighter to operate the state mutual aid provided engine. Provided Alameda FD with Open Water Rescue Training in the aftermath of the Crown Beach incident.	Conduct at least 2 mutual aid field training exercises.

3. Fire Prevention and Fuels Management: Reduce the potential for wildland fire impact and promote healthy forest habitats within the District's parklands through public education, fire investigation and treatment of potential hazard areas.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Work closely with Park Operations and the Stewardship Department to monitor fuels management implementation, delivery and funding.	Met regularly with the group and developed a 2012 fuels management and implementation plan approved by the Board.	Conduct maintenance treatments to reduce hazardous fuels on at least 600 acres.
Improve park visitor awareness of fire danger conditions during their visit so they may take precautions to prevent fire occurrences.	An intern completed a public information project on fire danger awareness. Erected 7 fire danger warning signs in high fire danger areas. Created and distributed an informational brochure at two high fire danger parks in English and Spanish.	Recruit and hire an intern to develop a public information video on fire danger and prevention for the District website.

**PUBLIC SAFETY DIVISION
FIRE DEPARTMENT**

LIFEGUARD SERVICES UNIT

LIFEGUARD SERVICES UNIT 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.

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 1,685,558	\$ 1,719,282	\$ 1,847,960	\$ 1,877,520	1.6%
Supplies	74,478	102,488	75,770	97,770	29.0%
Services	31,961	27,176	36,930	36,930	0.0%
Total	\$ 1,791,997	\$ 1,848,946	\$ 1,960,660	\$ 2,012,220	2.6%
PROJECT BUDGET:					
Personnel Services	\$ -	\$ -	\$ -	\$ -	0.0%
Total	\$ -	\$ -	\$ -	\$ -	0.0%
Subtotal Operating/Capital	\$ 1,791,997	\$ 1,848,946	\$ 1,960,660	\$ 2,012,220	2.6%
DEPARTMENTS:					
Lifeguard Services	\$ 1,791,997	\$ 1,848,946	\$ 1,960,660	\$ 2,012,220	2.6%
Total	\$ 1,791,997	\$ 1,848,946	\$ 1,960,660	\$ 2,012,220	
FUNDING SOURCES:					
101 General Fund	\$ 1,791,997	\$ 1,848,946	\$ 1,960,660	\$ 2,012,220	2.6%
Total	\$ 1,791,997	\$ 1,848,946	\$ 1,960,660	\$ 2,012,220	2.6%
STAFFING:					
Regular/Permanent	4.50	4.50	4.50	4.50	-
Seasonal/Temporary	34.93	34.93	31.93	31.93	-
Total	39.43	39.43	36.43	36.43	-

Unfunded position in 2010 budget: 3.00
Total funded positions in 2010: 36.43

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.

LIFEGUARD SERVICES UNIT KEY OBJECTIVES

- 1. Emergency Response & Prevention: 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.**

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Staff all swim areas and special events with qualified lifeguards to minimize swim area accidents and injuries through preventative contacts and appropriate recognition and response.	Hired and successfully trained over 160 lifeguards for 11 swim facilities. Provided lifeguard service for more than 12 special events with no significant injuries. Distributed over 1,000 water safety flyers that were developed in conjunction with Public Affairs. Loaned free lifejackets to over 18,000 visitors.	Perform over 50,000 public contacts intended to prevent an accident or injury. Deliver over 500 safety talks to daycare and camp swim groups.
Ensure adequate levels of durable and disposable equipment such as medical packs, AED, and swim masks and fins, for rendering medical aid and performing search and rescues.	Ensured at least one rescue board was available where needed; provided a mask and fins for each on-duty lifeguard.	Replace lifeguard boat and motor at Shadow Cliffs with a suitable boat, and implement training for staff.

- 2. District-Wide Training: Provide training and certification to non-lifeguard staff and community education on first aid and infection control.**

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Work in cooperation with HR and Risk Management to establish classes at various times and venues for non-lifeguard staff.	Issued over 300 first aid certificates to non-lifeguard District staff.	Update instructor staff in revised American Red Cross Emergency Medical Response class materials.

- 3. Aquatic Programs: Provide a full range of swimming lessons, junior lifeguard programs and water safety education to the general public taught by well qualified staff.**

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Using internal and external funding sources and in cooperation with other departments, provide a variety of learn to swim and water safety classes to members of the public.	Provided over 1500 swim lessons, and enrolled over 700 children in the Junior Guard program.	Present water safety information to 35 elementary school classes and one school assembly. Certify 50 junior lifeguards in first aid and/or CPR.

POLICE DEPARTMENT ROLE

The role of the Police Department 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.

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 9,819,488	\$ 8,447,553	\$ 9,275,680	\$ 9,877,240	6.5%
Supplies	353,969	348,224	387,460	387,460	0.0%
Services	371,029	392,129	481,450	483,520	0.4%
Equipment	296,458	-	59,150	59,150	0.0%
Debt Service/Leases	794,066	794,064	794,200	794,070	0.0%
Intra-District Charges	390,824	405,574	20,880	381,580	1727.5%
Total	\$ 12,025,834	\$ 10,387,544	\$ 11,018,820	\$ 11,983,020	8.8%
PROJECT BUDGET:					
Land, Construction	\$ 38,321	\$ 14,568	\$ -	\$ -	0.0%
Total	\$ 38,321	\$ 14,568	\$ -	\$ -	0.0%
Subtotal Operating/Capital	\$ 12,064,155	\$ 10,402,111	\$ 11,018,820	\$ 11,983,020	8.8%
DEPARTMENTS:					
Police	\$ 12,064,155	\$ 10,402,111	\$ 11,018,820	\$ 11,983,020	8.8%
Total	\$ 12,064,155	\$ 10,402,111	\$ 11,018,820	\$ 11,983,020	
FUNDING SOURCES:					
101 General Fund	\$ 11,793,000	\$ 10,116,358	\$ 10,739,050	\$ 11,676,250	8.7%
226 Measure CC	232,834	271,185	279,770	306,770	9.7%
333 Capital	38,321	14,568	-	-	0.0%
Total	\$ 12,064,155	\$ 10,402,111	\$ 11,018,820	\$ 11,983,020	8.8%
STAFFING:					
Regular/Permanent	66.81	66.04	59.08	59.08	-
Seasonal/Temporary	1.10	1.04	0.93	0.93	-
Total	67.91	67.08	60.01	60.01	-
Unfunded position in 2010 budget:		5.96			
Total funded positions in 2010:		61.12			

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 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.

POLICE DEPARTMENT KEY OBJECTIVES

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

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Develop a working group with Park Operations, Risk Management and Information Services to coordinate the requirements for the video surveillance system.	Installed a verified response alarm system at Contra Loma Substation as a pilot for future installations at District facilities.	Continue participation in District evaluation of video surveillance systems and seek funding for more beta sites.

- 2. Provide additional life-saving equipment to patrol officers.**

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
In conjunction with the Fire Department, build a program to purchase and deploy AED in patrol vehicles.	Officers have been trained and a policy developed. Deployed 9 AEDs for officer use in the field.	Purchase up to 5 additional AEDs for use in patrol vehicles as budget constraints allow.

- 3. Maintain and foster open communication and cooperative working relations within the District and with police and criminal justice agencies in both counties.**

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Review mutual aid agreements with outside agencies to insure currency and appropriateness.	Assisted the Alameda Fire Department in the aftermath of the Crown Beach incident.	Commanders will meet regularly with their counterparts in other law enforcement agencies to maintain high levels of communication.
In conjunction with other agencies, coordinate a workshop for the Alameda County Operations Working Group (OWG) to develop protocols for handling law enforcement situations in a consistent manner.	The workshop has been delayed due to budget constraints. Participated in a similar group for Contra Costa County.	Continue to work with Alameda and Contra Costa police agencies in developing protocols for joint-operations. Attend the monthly meetings of the OWG.

<i>KEY INDICATORS</i>	<i>2011 ACCOMPLISHMENTS</i>	<i>2012 TARGETS</i>
Coordinate with other District divisions to provide input and communicate regarding issues that impact public safety on District lands.	Sergeants were assigned as liaisons to park operations units through 2011 and provided an exchange of information on a monthly basis. Presented 7 training and information sessions at the District Safety Academy and front line training. Prepared over 10 impact analysis reports on District land acquisitions.	Provide analysis of the impact upon police services of new District acquisitions and developments. Present at least two training or information sessions to District staff. Assign patrol sergeants to liaison monthly with 6 Park Operations Units.

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NON-DEPARTMENTAL DIVISION

	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	2,199,188	\$ (700,000)	\$ -	\$ -	0.0%
Services	3,312,631	76,411	40,000	-	-100.0%
Inter-agency Agreements	-	-	100,000	-	-100.0%
Equipment	-	-	455,000	926,000	103.5%
Debt Service/Leases	53,747,476	34,743,134	30,626,200	24,485,270	-20.1%
Intra-District Charges	462,243	115,000	115,000	115,000	0.0%
Transfers Out	-	-	7,426,750	8,507,470	14.6%
Total	\$ 59,721,538	\$ 34,234,545	\$ 38,762,950	\$ 34,033,740	-12.2%
PROJECT BUDGET:					
Services	\$ 5,309	\$ -	\$ -	\$ -	0.0%
Transfers Out	-	6,914	35,523,290	23,059,300	-35.1%
Total	\$ 5,309	\$ 6,914	\$ 35,523,290	\$ 23,059,300	-35.1%
Subtotal Operating/Capital	\$ 59,726,847	\$ 34,241,459	\$ 74,286,240	\$ 57,093,040	-23.1%
DEPARTMENTS:					
Nondepartmental	\$ 59,726,847	\$ 34,241,459	\$ 74,286,240	\$ 57,093,040	-23.1%
Total	\$ 59,726,847	\$ 34,241,459	\$ 74,286,240	\$ 57,093,040	-23.1%
FUNDING SOURCES:					
101 General Fund	\$ 2,216,574	\$ (700,000)	\$ 4,597,920	\$ 5,314,540	15.6%
220 Two County LLD	224,406	-	-	-	0.0%
221 ECCC LLD	237,837	115,000	115,000	215,000	87.0%
226 Measure CC	100,000	100,000	2,279,050	2,898,930	27.2%
254 Ardenwood/Coyote Hills	-	-	40,000	40,000	0.0%
259 ECCC HCP Properties	-	-	101,000	124,000	22.8%
336 OTA Projects	5,309	6,914	-	-	0.0%
337 Meas WW Bond Proceeds	-	-	35,523,290	23,059,300	-35.1%
552 Workers' Comp	3,486,803	-	-	-	0.0%
554 Equip Replacement	-	-	940,780	926,000	-1.6%
556 Employee Benefits	(1,840)	-	-	-	0.0%
620 Brushy Peak-Dyer	-	-	4,200	6,250	48.8%
621 Brushy Peak-Weaver	-	-	3,800	6,250	64.5%
630 ESSP-Berkeley Meadow Ph 1	-	-	650	-	-100.0%
631 ESSP-Berkeley Meadow Ph 2	-	-	3,350	-	-100.0%
640 Hayward Shoreline-Ora Loma	-	-	5,500	5,000	-9.1%
641 Hayward Shoreline-Any	-	-	500	-	-100.0%
650 Morgan Territory-Elsworthy	-	-	3,500	6,250	78.6%
651 Morgan Territory-Day	-	-	1,500	6,250	316.7%
810 '2002' Bond Debt Svc	1,203,815	1,276,511	1,233,500	1,193,990	-3.2%
812 Meas AA Debt Svc	51,655,277	30,598,597	26,202,400	20,060,980	-23.4%
813 Meas WW Debt Svc	598,666	2,844,437	3,230,300	3,230,300	0.0%
Total	\$ 59,726,847	\$ 34,241,458	\$ 74,286,240	\$ 57,093,040	-23.1%
STAFFING:					
Regular/Permanent	-	-	-	-	-
Seasonal/Temporary	-	-	-	-	-
Total	-	-	-	-	-

NON-DEPARTMENTAL DIVISION

NON-DEPARTMENTAL DIVISION ROLE

Within the East Bay Regional Park District financial accounting system, the Non-Departmental Division is used to record budget and actual transactions that service or benefit multiple divisions and, or, the entire entity. Examples of budgets that are recorded as Non-Departmental include property tax and assessment revenue. Transfers between funds and debt expenditures are also recorded as Non-Departmental Division transactions. Some personnel costs may be adjusted as Non-Departmental however no staffing is assigned under this division.

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 request 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.

Budget Calendar

February-May	Board of Director workshops
May	Review prior year end audit results. 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	Distribute base budget instructions to field.
September	Review and prioritize budget requests.
October	Prepare budget, review preliminary budget with Board Finance Committee.
November	Present proposed budget to Board Finance Committee and Park Advisory Committee.
December	Present proposed budget at the first Board of Director meeting in December, which is a public hearing. The budget is adopted at the second Board meeting in December, which is also a public hearing.
January	The budget becomes effective January 1.

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

Budget Policy

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

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

1. Any increase in total appropriations.
2. A budget transfer from one fund to another, or between divisions for amounts exceeding \$25,000.
3. Transfers of the Board contingency funds exceeding \$5,000.

The General Manager or his designee may, by notice in writing to the CFO/Controller, adjust operating funds, expenditure categories, and capital accounts by amounts which do not exceed \$25,000 or conflict with the intentions or directives of the Board. The General Manager, or his designee, is specifically authorized to subdivide Board-approved capital projects into one or more subprojects, or between capital and other than asset accounts, as may be required to

efficiently account for multiple funding sources, project phases, departmental assignments or similar project criteria, provided that the subprojects do not expand, move to other locations, or modify a capital project from the original project scope.

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

The District has implemented General Fund designated fund balances for the following:

- Disaster Recovery (\$1.4 million) funds will be used in the event of a catastrophic event that necessitates the availability of resources to cover large unexpected expenditures
- Economic Uncertainty (\$9.6 million) funds were designated to ensure that resources were available, thus providing financial stability, and guarding against potential volatility of revenue sources. These funds are available in the event of State or other agency action which negatively impacts the District's resources, such as ERAF.
- "Smoothing" (\$9 million) funds were designated in 2009 and will be used over the next three or four years to cover the "pothole" in operational revenues due to the decline in property tax revenues.
- Legal Contingency (\$1 million) was designated in 2010 to cover unanticipated, large legal costs, thus freeing annual budget appropriations in excess of normal and usual legal costs.
- First Quarter Expenditures (\$25 million) designated in 2010 to cover first quarter expenditures and total 25% of the annual General Fund budget. 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 first quarter of the succeeding year's expenditures, as the second property tax payment is not received until April. By designating the fund balance it is evident that these resources are committed and not available for expenditure.

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, as authorized to do all acts and things which may be done by the legislative branch of cities, towns, and municipal corporations in the incurring of indebtedness and the issuance and sale of bonds.

The District’s total debt of \$130,645,000 is less than the \$50 billion (15% of \$185.6 billion Alameda County (without regard to RDA) plus \$145.3 billion Contra Costa County (without regard to RDA) of assessed valuation).

Appropriation Limit

The voters of California during a special election in 1979 approved Article XIII-B of the State of California Constitution. This legislation, commonly referred to as either “Proposition 4” or the “Gann Initiative,” restricts the total amount of appropriations allowed in any given fiscal year from the “proceeds of taxes.” In 1980, the State Legislature added Section 9710 to the Government Code which required the governing body of each local jurisdiction to establish, by resolution, an appropriations limit for the following year. The appropriation limit for any fiscal year was equal to the previous year limit, adjusted for population changes and the change in the U.S. Consumer Price Index (or California per Capita Personal Income, if less). The necessary statistical information is provided each year by the California Department of Finance.

In June 1990, the voters modified the original Article XIII-B (Proposition 4) with the passage of Proposition 111 and its implementing legislation (Senate Bill 88). Beginning with the 1990-91 appropriations limit, an agency may choose annual adjustment factors. The adjustment factors include the growth in the California Per Capita Income or the growth in non-residential assessed valuation due to construction within the jurisdiction and population growth within the County. Under Proposition 4, if an agency ends the fiscal year having more proceeds of taxes than the limit allows, it must return the excess to the taxpayers within two years (either by reducing taxes levied or fees charged).

Calculation of Limitation

Appropriation Limit for 2011		\$296,283,790
Adjustment Factors:		
Population Factor (Alameda/Contra Costa Combined)	0.973303	
Economic Factor	1.0251	
Calculation of Factor for 2012 (Population x Economic Factors)	0.9977	
Appropriation Limit for 2012		\$ 295,612,122

The appropriation limit of \$295,612,122 far exceeds the applicable District appropriations of \$88,909,353 in the 2012 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.

EAST BAY REGIONAL PARK DISTRICT

RESOLUTION NO.: 2011-12 - 312

December 20, 2011

ADOPTION OF THE 2012 OPERATING AND PROJECT BUDGETS FOR THE
EAST BAY REGIONAL PARK DISTRICT

WHEREAS, staff has prepared and submitted a 2012 Proposed Operating and Project Budgets in accordance with the requirements of state law and the Board Operating Guidelines; and

WHEREAS, on November 15, 2011 the Board Finance Committee noted the inclusion of the 2012 California Article XIII B Appropriations Limit within the 2012 budget document; and

WHEREAS, on November 15, 2011 the Board Finance Committee reviewed and commented on the 2012 Proposed Operating and Project Budget and unanimously recommended its adoption by the Board of Directors; and

WHEREAS, on November 28, 2011 the Park Advisory Committee reviewed and commented on the 2012 Proposed Operating and Project Budgets and recommended its adoption by the Board of Directors; and

WHEREAS, the District duly noticed and held public hearings on the 2012 Proposed Operating and Project Budgets on December 6 and December 20, 2011, 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 2012 Operating and Project Budgets in substantially final form as presented to the Board of Directors on December 6 and December 20, 2011 including language consistent with comments and corrections as identified and described in this material;
2. Authorizes the total appropriation of \$176,836,148 for the General Fund, special revenue funds, debt service funds, internal service funds, permanent funds and project funds;
3. Authorizes the General Manager, or his designee, to increase appropriations in the 2012 budget in an amount not to exceed the "Reserve for Encumbrances", the amount to be established at the end of the 2011 fiscal year;

BE IT FURTHER RESOLVED, that a copy of this resolution be transmitted to the Board of Supervisors of Alameda and Contra Costa Counties requesting said counties collect and apportion to the District its due share of property tax revenues for 2012, 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 Sutter, seconded by Director Siden, and adopted this 20th day of December, 2011, by the following vote:

FOR: Whitney Dotson, Beverly Lane, Ted Radke, Doug Siden, Carol Severin, John Sutter.

AGAINST: NONE.

ABSTAIN: NONE.

ABSENT: Ayn Wieskamp.



Beverly Lane, Board President

CERTIFICATION

I, Allen Pulido, Clerk of the Board of Directors of the East Bay Regional Park District, do hereby certify that the above and foregoing is a full, true and correct copy of Resolution No. 2011-12-312 adopted by the Board of Directors at a regular meeting held on DEC. 20, 2011.



SUPPLEMENTAL INFORMATION

LIVERMORE AREA RECREATION AND PARK DISTRICT

Livermore Area Recreation and Park District

In the fall of 1992, the District annexed the eastern portion of Alameda County. This 276-square mile annexation allowed the District to expand and provide regional parks, open space and trail services throughout all of Alameda County. The annexation was negotiated through a liaison committee consisting of Livermore Area Recreation and Park District (LARPD) and District Board members. LARPD and the District worked together and determined that the most effective, appropriate means for providing a proper level of parks, recreation and open space facilities and services to the people of Murray Township was for each agency to take primary responsibility for facilities most in alignment with its core mission.

This liaison resulted in an ongoing cooperative effort by both agencies. The District assumed responsibility for acquisition and development of future regional parks, open space areas and trails within Murray Township and for related maintenance and operations. LARPD continued to assume primary responsibility for existing LARPD facilities and programs as well as for all future Murray Township community and local parks and recreation facilities, and related maintenance and operations. The Liaison Committee meets regularly to address matters of concern with respect to implementation of the cooperative and complementary functions of the two districts.

Since 1993, the District has received a share of Murray Township property tax revenues as General Fund revenue to support this program. This financial approach has not and will not increase the tax burden of Murray Township residents, and represents a 3% allocation of the assessed valuation that exceeds the Base Year. In 2010 the District intends to continue operating several major parks and facilities within and directly serving Murray Township, including Del Valle, Camp Arroyo at Del Valle, Shadow Cliffs and Brushy Peak. The District budgets operating funding for trail grading and paving, maintenance and repairs, mowing, sanitation, police and fire services, lifeguards, utilities, signage, brochures and similar park expenses. Operating budgets for Del Valle, Camp Arroyo, Brushy Peak and Shadow Cliffs Recreation area currently exceed \$4 million per year.

Starting from the initial joint acquisition of the first parcel of Brushy Peak in the early 1990's, both agencies have successfully pursued the opening of Brushy Peak, North of Livermore. In 2006, following ten years of effort, the District completed the acquisition of over 1,500 acres at a cost of \$5 million, completed restoration, planning, construction of parking, fencing, trail and roadway improvements and opened Brushy Peak to the public. In 2009, continued cooperation and joint funding has resulted in the acquisition of the final intervening parcel of land between Camp Arroyo and Veteran's Park; which will preserve and expand lands adjacent to Sycamore Grove and allow construction of one of the last remaining gaps in the Shadow Cliffs to Del Valle Regional Trail in the coming years. Both agencies are now cooperating on the final roadway under-crossing and trail construction necessary to complete this important trail link.

The 2012 budget includes a continuing annual appropriation of \$200,000 in the General Fund for payment to LARPD to provide continued assistance with priority projects, and to provide operating support for our cooperative interests in the area.

The District's Volunteer Program is comprised of 15 volunteer programs: 14 programs are park or program specific; 1 District-wide. All of the programs have set ambitious goals for 2012. Inter-departmental coordination is provided through bi-annual coordinators meetings facilitated by the Recreation Services Manager. Several key program objectives are specifically described in each department's budget objectives. Program highlights have been summarized below to demonstrate inter-departmental coordination and recognize the significant contributions made by volunteers. The Park District anticipates the 15 programs will contribute over 125,000 hours of volunteer service to the community in 2012.

Ardenwood Historic Farm Volunteer Program

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

Black Diamond Mines

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

Botanic Garden

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

Community Volunteer Resources Program

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

Coyote Hills Regional Park

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

Crab Cove Marine Protected Area

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

Garin & Dry Creek Pioneer Regional Parks

Volunteers will assist with the maintenance of the historic apple orchard; weeding, pruning and planting in the Dry Creek Garden; and participating in the annual Garin Apple Festival.

Ivan Dickson Volunteer Trail Maintenance Program

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

Operations' Volunteer Program

A number of projects are planned for 2012. Projects will range from a variety of District managed improvement and maintenance activities coordinated through the Habitat Restoration and Resource Enhancement programs. These will include invasive plant removal, resource protection, blue bird and/or bat box monitoring and building as well as trail maintenance. Ongoing programs also include; French broom removal at Redwood, weeding at Huckleberry Preserve, and removal of various plants at Point Pinole, Miller Knox, Martin Luther King Jr. Shoreline, Crown Beach and Eastshore State Park. In addition, a number of volunteer group and Eagle Scout projects will be coordinated throughout the year.

Regional Park Ambassador

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

Sunol-Ohlone Regional Wilderness Volunteer Program

Volunteers will assist in the Spring Wildflower Festival which would not be possible without the able assistance of volunteers. Several volunteer training and resource protection opportunities will also be provided by naturalist staff in 2012.

Tilden Nature Area

Docents will assist naturalists with educational programs at the Little Farm, Native Plant Butterfly Garden, and the Environmental Educational Center. Docents will also help children handle small, live animals in the farm classroom.

Wildlife Volunteer Program

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

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

Volunteer Trail Safety Patrol

The 2012 budget includes a separate budget program for volunteer safety patrollers, which enhances the volunteer coordinator's ability to track program expenses and support the needs of the volunteers. The Volunteer Trail Safety Patrol is comprised of volunteer hikers, equestrians, bicyclists and companion dog patrollers. The Volunteer Trail Safety Patrol contributes over 25,000 hours annually, assisting the Public Safety Department and the Park District.

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SECTION D-2
SUPPLEMENTAL INFORMATION

PERSONNEL
BY
DEPARTMENT

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2009	2010	2011	2012	Change
EXECUTIVE & LEGISLATIVE DIVISION							
2010	000	Administration					
		General Manager	1.000	1.000	1.000	1.000	0.000
		Asst Gen Manager - Public Affairs	0.500	0.500	0.500	0.000	(0.500)
		Community Relations Manager	0.500	0.500	0.500	0.000	(0.500)
		Legislative Admin. Manager	1.000	1.000	1.000	1.000	0.000
		Administrative Support Manager	1.000	1.000	1.000	1.000	0.000
		Confidential Legal Assistant	1.000	1.000	1.000	1.000	0.000
		Confidential Secretary	3.000	3.000	3.000	3.000	0.000
		Division Total	8.000	8.000	8.000	7.000	(1.000)
		Permanent Staff	8.000	8.000	8.000	7.000	(1.000)
		Seasonal/Temporary Staff	0.000	0.000	0.000	0.000	0.000
		All Personnel	8.000	8.000	8.000	7.000	(1.000)
FINANCE & MANAGEMENT SERVICES DIVISION							
4110	000	Administration					
		Assistant General Manager	1.000	1.000	1.000	1.000	0.000
		Administrative Analyst II	1.000	1.000	1.000	1.000	0.000
		Dept Total	2.000	2.000	2.000	2.000	0.000
4120	000	Clerk of the Board					
		Clerk of the Board	1.000	1.000	1.000	1.000	0.000
		Confidential Secretary	1.000	1.000	1.000	1.000	0.000
		Dept Total	2.000	2.000	2.000	2.000	0.000
4130	000	Grants					
		Grants Manager	1.000	1.000	1.000	1.000	0.000
		Administrative Analyst II	1.000	1.000	1.000	1.000	0.000
		Account Clerk	1.000	1.000	1.000	1.000	0.000
		Dept Total	3.000	3.000	3.000	3.000	0.000
4140	000	Finance (department number changed from 4310)					
		Chief Financial Officer/Controller	1.000	1.000	1.000	1.000	0.000
		Assist Financial Officer	1.000	1.000	1.000	1.000	0.000
		Audit Manager	1.000	1.000	1.000	1.000	0.000
		Finance Analyst/Budget Manager	1.000	1.000	1.000	1.000	0.000
		^Confidential Secretary	0.750	0.750	0.750	0.750	0.000
		^Administrative Analyst I	1.000	1.000	1.000	1.000	0.000
		Administrative Analyst II	1.000	1.000	1.000	1.000	0.000
		Accounting Supervisor	3.000	3.000	3.000	3.000	0.000
		Accountant	1.000	1.000	1.000	1.000	0.000
		^Account Clerk	7.534	7.534	7.534	7.534	0.000
		*Account Clerk	0.000	0.000	0.000	0.500	0.500
		Dept Total	18.284	18.284	18.284	18.784	0.500
4150	000	Information Services					
		Information Services Manager	1.000	1.000	1.000	1.000	0.000
		Information Services Network Manager	1.000	1.000	1.000	1.000	0.000
		Systems Administrator	1.000	1.000	1.000	1.000	0.000
		Information Systems Analyst	1.000	1.000	1.000	1.000	0.000
		Info Systems Support Technician II	3.000	3.000	3.000	3.000	0.000
		Dept Total	7.000	7.000	7.000	7.000	0.000
4160	000	Office Services					
		Facilities Manager	1.000	1.000	1.000	1.000	0.000
		Building/Grounds Aide	1.000	1.000	1.000	1.000	0.000
		Messenger	1.000	1.000	1.000	1.000	0.000
		Office Assistant	2.000	2.000	2.000	2.000	0.000
		Office Services Assistant	1.000	1.000	1.000	1.000	0.000
		*Office Assistant	0.720	0.720	0.720	0.720	0.000
		Unit Total	6.720	6.720	6.720	6.720	0.000
4161	000	Central Stores (department number changed from 4340)					
		Stores Supervisor	1.000	1.000	1.000	1.000	0.000
		Stock Clerk/Driver	2.000	2.000	2.000	2.000	0.000
		Unit Total	3.000	3.000	3.000	3.000	0.000
		Dept Total	9.720	9.720	9.720	9.720	0.000
		Division Total	42.004	42.004	42.004	42.504	0.500
		Permanent Staff	41.284	41.284	41.284	41.284	0.000
		Seasonal/Temporary Staff	0.720	0.720	0.720	1.220	0.500
		All Personnel	42.004	42.004	42.004	42.504	0.500

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2009	2010	2011	2012	Change
HUMAN RESOURCES DIVISION							
2210	000	Human Resources					
		Assistant General Manager	1.000	1.000	1.000	1.000	0.000
		Human Resources Officer	3.000	3.000	3.000	3.000	0.000
		Benefits Manager	1.000	1.000	1.000	1.000	0.000
		Human Res Tech, Confidential	1.000	1.000	1.000	1.000	0.000
		Human Resources Assistant	2.000	2.000	2.000	2.000	0.000
		Senior Office Specialist	1.000	1.000	1.000	1.000	0.000
		Office Assistant	1.000	1.000	1.000	1.000	0.000
		*Intern	3.800	3.800	3.800	3.800	0.000
		Division Total	13.800	13.800	13.800	13.800	0.000
		Permanent Staff	10.000	10.000	10.000	10.000	0.000
		Seasonal/Temporary Staff	3.800	3.800	3.800	3.800	0.000
		All Personnel	13.800	13.800	13.800	13.800	0.000
LAND DIVISION							
6310	000	Administration					
		Assistant General Manager	1.000	1.000	1.000	1.000	0.000
		Administrative Analyst II	0.000	0.000	0.000	1.000	1.000
		Secretary	1.000	1.000	1.000	1.000	0.000
		Office Assistant	0.500	0.500	0.500	0.500	0.000
		Dept Total	2.500	2.500	2.500	3.500	1.000
6350	000	Environmental Programs					
		Environmental Program Manager	1.000	1.000	1.000	1.000	0.000
		Senior Planner	1.000	1.000	1.000	1.000	0.000
		GIS Analyst	1.000	1.000	1.000	1.000	0.000
		GIS Technician	1.000	1.000	1.000	1.000	0.000
		Dept Total	4.000	4.000	4.000	4.000	0.000
6320	000	Interagency Planning					
		Interagency Planning Manager	1.000	1.000	1.000	1.000	0.000
		Senior Planner	2.000	2.000	2.000	2.000	0.000
		Dept Total	3.000	3.000	3.000	3.000	0.000
6330	000	Land Acquisition					
		Land Acquisition Manager	1.000	1.000	1.000	1.000	0.000
		Senior Right of Way Agent	1.000	1.000	1.000	1.000	0.000
		Right of Way Agent	3.000	3.000	3.000	3.000	0.000
		Resource Analyst	0.000	0.000	0.000	0.000	0.000
		Administrative Analyst II	1.000	1.000	1.000	0.000	(1.000)
		Dept Total	6.000	6.000	6.000	5.000	(1.000)
6340	000	Trails Development					
		Trails Development Program Manager	1.000	1.000	1.000	1.000	0.000
		Trails Coordinator	1.000	1.000	1.000	1.000	0.000
		Resource Analyst	1.000	1.000	1.000	1.000	0.000
		Senior Planner	0.000	0.000	0.000	0.000	0.000
		Dept Total	3.000	3.000	3.000	3.000	0.000
		Division Total	18.500	18.500	18.500	18.500	0.000
		Permanent Staff	18.500	18.500	18.500	18.500	0.000
		Seasonal/Temporary Staff	0.000	0.000	0.000	0.000	0.000
		All Personnel	18.500	18.500	18.500	18.500	0.000
LEGAL DIVISION							
2120	000	District Counsel					
		Asst Gen Manager	1.000	1.000	1.000	1.000	0.000
		Asst District Counsel	1.000	1.000	1.000	1.000	0.000
		Dept Total	2.000	2.000	2.000	2.000	0.000
2130	000	Risk Management					
		Risk & Safety Manager	1.000	1.000	1.000	1.000	0.000
		Confidential Secretary	1.000	1.000	1.000	1.000	0.000
		Administrative Analyst II	2.000	2.000	2.000	2.000	0.000
		*Worker's Comp Backfill	3.450	3.450	3.450	3.450	0.000
		Dept Total	7.450	7.450	7.450	7.450	0.000
		Division Total	9.450	9.450	9.450	9.450	0.000
		Permanent Staff	6.000	6.000	6.000	6.000	0.000
		Seasonal/Temporary Staff	3.450	3.450	3.450	3.450	0.000
		All Personnel	9.450	9.450	9.450	9.450	0.000

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION		2009	2010	2011	2012	Change
OPERATIONS DIVISION						
ADMINISTRATION						
5010	000					
	Assistant General Manager	1.000	1.000	1.000	1.000	0.000
	Executive Secretary	1.000	1.000	1.000	1.000	0.000
	Revenue Manager	1.000	1.000	1.000	1.000	0.000
	Revenue Analyst II	1.000	1.000	0.000	0.000	0.000
	Administrative Analyst II	1.000	1.000	2.000	2.000	0.000
	Secretary	2.000	1.000	2.000	2.000	0.000
	Senior Office Assistant	1.000	1.000	0.000	0.000	0.000
	*Fish Exhibit Naturalist	0.000	0.000	0.000	0.000	0.000
	Dept Total	8.000	7.000	7.000	7.000	0.000
PARK OPERATIONS DEPARTMENT						
5110	000					
	Park Operations Administration					
	Chief	1.000	1.000	1.000	1.000	0.000
	*Park Ranger I	5.000	4.250	4.250	4.250	0.000
	*Student Laborer	0.000	0.000	4.000	10.540	6.540
	Unit Total	6.000	5.250	9.250	15.790	6.540
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	102					
	Black Diamond					
	Park Supervisor	1.000	1.000	1.000	1.000	0.000
	Park Ranger II	2.750	2.750	3.750	4.000	0.250
	*Gate Attendant	0.280	0.280	0.280	0.280	0.000
	Location Total	4.030	4.030	5.030	5.280	0.250
5161	130					
	Briones					
	Park Supervisor	1.000	1.000	1.000	1.000	0.000
	Park Ranger II	3.000	3.000	2.750	2.750	0.000
	*Gate Attendant	0.750	0.750	0.750	0.750	0.000
	Location Total	4.750	4.750	4.500	4.500	0.000
5161	150					
	Brushy Peak					
	Park Ranger II	0.000	0.000	1.000	1.000	0.000
	Location Total	0.000	0.000	1.000	1.000	0.000
5161	603					
	Calaveras Ridge Trail					
	Park Ranger II	0.550	0.550	0.550	0.550	0.000
	Location Total	0.550	0.550	0.550	0.550	0.000
5161	136					
	Coyote Hills					
	Park Supervisor	1.000	1.000	1.000	1.000	0.000
	Park Ranger II	2.780	2.780	2.750	2.750	0.000
	Park Ranger I	1.000	1.000	0.000	0.000	0.000
	Gardener	0.750	0.750	1.000	1.000	0.000
	*Gate Attendant	0.350	0.350	0.350	0.350	0.000
	Location Total	5.880	5.880	5.100	5.100	0.000
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
	*Student Laborer	0.250	0.250	0.000	0.000	0.000
	Location Total	2.250	2.250	2.000	2.000	0.000
5161	160					
	Dublin Hills					
	Park Ranger II	0.250	0.250	0.250	0.250	0.000
	Location Total	0.250	0.250	0.250	0.250	0.000
5161	125					
	Garin					
	Park Supervisor	1.000	1.000	1.000	1.000	0.000
	Park Ranger II	2.750	2.750	2.750	3.000	0.250
	*Gate Attendant	0.380	0.380	0.380	0.380	0.000
	Location Total	4.130	4.130	4.130	4.380	0.250
5161	170					
	Las Trampas					
	Park Supervisor	1.000	1.000	1.000	1.000	0.000
	Park Ranger II	2.000	2.000	2.000	2.000	0.000
	Location Total	3.000	3.000	3.000	3.000	0.000
5161	114					
	Mission Peak					
	Park Ranger II	1.000	1.000	1.000	1.000	0.000
	Location Total	1.000	1.000	1.000	1.000	0.000
5161	118					
	Morgan Territory					
	Park Ranger II	1.000	1.000	0.000	0.000	0.000
	Location Total	1.000	1.000	0.000	0.000	0.000

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

<u>DEPARTMENT/LOCATION/DESCRIPTION</u>			<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>Change</u>
5161	159	Pleasanton Ridge					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	2.050	2.050	2.050	2.050	0.000
		Location Total	3.050	3.050	3.050	3.050	0.000
5161	117	Round Valley					
		Park Ranger II	1.250	1.250	1.000	1.000	0.000
		Location Total	1.250	1.250	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	0.750	0.750	0.000	0.000	0.000
		*Gate Attendant	0.850	0.850	0.850	0.850	0.000
		Location Total	5.600	5.600	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 Corridor					
		Park Supervisor	0.000	0.000	1.000	1.000	0.000
		Location Total	0.000	0.000	1.000	1.000	0.000
		Unit Total	39.740	39.740	39.460	39.960	0.500
LAKES UNIT							
5140	000	Lake Unit Manager					
		Unit Manager	1.000	1.000	1.000	1.000	0.000
		Senior Office Assistant	1.000	1.000	1.000	1.000	0.000
		Location Total	2.000	2.000	2.000	2.000	0.000
5141	150	Brushy Peak					
		Park Ranger II	1.000	1.000	0.000	0.000	0.000
		Location Total	1.000	1.000	0.000	0.000	0.000
5141	204	Arroyo Del Valle Camp (moved to Facilities Dept)					
		Park Craft Specialist	0.000	0.000	0.000	0.000	0.000
		*Park Ranger II	0.000	0.000	0.000	0.000	0.000
		Location Total	0.000	0.000	0.000	0.000	0.000
5141	203	Del Valle					
		Park Supervisor IV	1.000	1.000	1.000	1.000	0.000
		Park Supervisor I	1.000	1.000	0.000	0.000	0.000
		Park Craft Specialist	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	5.250	5.250	6.250	6.250	0.000
		Park Ranger I	3.500	3.500	3.500	3.500	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	0.750	0.750	0.000	0.000	0.000
		Location Total	15.800	15.800	15.050	15.050	0.000
5141	216	Lake Chabot					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Craft Specialist	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	3.750	3.750	3.750	3.750	0.000
		Park Ranger I	1.750	1.750	1.750	1.750	0.000
		*Gate Attendant	0.750	0.750	0.750	1.090	0.340
		*Student Laborer	0.400	0.400	0.000	0.000	0.000
		Location Total	8.650	8.650	8.250	8.590	0.340
5141	242	Quarry Lakes					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Gardener	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	2.000	2.000	2.000	2.000	0.000
		Park Ranger I	2.750	2.750	2.750	2.750	0.000
		*Gate Attendant	1.420	1.420	1.420	1.420	0.000
		*Student Laborer	0.750	0.750	0.000	0.000	0.000
		Location Total	8.920	8.920	8.170	8.170	0.000
5141	260	Contra Loma (moved to Recreation Parks Unit)					
		Park Supervisor	0.000	0.000	0.000	0.000	0.000
		Park Craft Specialist	0.000	0.000	0.000	0.000	0.000
		Park Ranger II	0.000	0.000	0.000	0.000	0.000
		Park Ranger I	0.000	0.000	0.000	0.000	0.000
		*Gate Attendant	0.000	0.000	0.000	0.000	0.000
		*Student Laborer	0.000	0.000	0.000	0.000	0.000
		Location Total	0.000	0.000	0.000	0.000	0.000

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2009	2010	2011	2012	Change
5141	281	Shadow Cliffs					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		*Park Ranger II	3.830	3.750	3.750	3.750	0.000
		Park Ranger I	4.250	4.250	4.250	4.250	0.000
		*Gate Attendant	0.160	0.160	0.160	0.160	0.000
		*Student Laborer	0.750	0.750	0.000	0.000	0.000
		Location Total	9.990	9.910	9.160	9.160	0.000
		Unit Total	46.360	46.280	42.630	42.970	0.340
MINING UNIT							
5112	102	Mining Unit					
		Mine Manager	1.000	1.000	1.000	1.000	0.000
		Mining Operations Supervisor	1.000	1.000	1.000	1.000	0.000
		Mining Technician	2.000	2.000	1.000	1.000	0.000
		Unit Total	4.000	4.000	3.000	3.000	0.000
PARKLAND UNIT							
5120	000	Parkland Unit Mgr					
		Unit Manager	1.000	1.000	1.000	1.000	0.000
		Senior Office Assistant	1.000	1.000	1.000	1.000	0.000
		Location Total	2.000	2.000	2.000	2.000	0.000
5121	175	Anthony Chabot					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Craft Specialist	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	3.750	3.750	3.750	3.750	0.000
		Park Ranger I	2.500	2.500	2.500	2.500	0.000
		Office Assistant	0.375	0.375	0.375	0.375	0.000
		*Gate Attendant	0.500	0.500	0.500	0.600	0.100
		*Student Laborer	0.250	0.250	0.000	0.000	0.000
		Location Total	9.375	9.375	9.125	9.225	0.100
5121	149	Botanic Garden					
		Park Supervisor	2.000	2.000	2.000	2.000	0.000
		Sr. Office Assistant	0.500	0.500	0.500	0.500	0.000
		Gardener	3.750	3.750	3.750	3.750	0.000
		*Student Aide	0.865	0.865	0.865	0.865	0.000
		*Student Laborer	0.350	0.350	0.000	0.000	0.000
		Location Total	7.465	7.465	7.115	7.115	0.000
5121	112	Redwood					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Craft Specialist	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	2.750	2.750	2.750	2.750	0.000
		*Gate Attendant	0.340	0.340	0.340	0.340	0.000
		Location Total	5.090	5.090	5.090	5.090	0.000
5121	134	Sibley/Claremont					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	2.750	2.750	2.750	2.750	0.000
		Location Total	3.750	3.750	3.750	3.750	0.000
5121	105	Tilden					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Craft Specialist	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	6.500	6.500	6.500	6.500	0.000
		Park Ranger I	0.000	0.000	0.000	0.000	0.000
		Gardener	1.000	1.000	1.000	1.000	0.000
		Office Assistant	0.375	0.375	0.375	0.375	0.000
		*Gate Attendant	0.830	0.830	0.830	0.730	(0.100)
		*Student Laborer	0.420	0.420	0.000	0.000	0.000
		Location Total	11.125	11.125	10.705	10.605	(0.100)
5121	178	Wildcat Canyon					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Craft Specialist	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	2.500	2.500	2.500	2.500	0.000
		*Gate Attendant	0.250	0.250	0.250	0.250	0.000
		Location Total	4.750	4.750	4.750	4.750	0.000
		Unit Total	43.555	43.555	42.535	42.535	0.000
RECREATION AREAS UNIT							
5130	000	Recreation Area Unit Manager					
		Unit Manager	1.000	1.000	1.000	1.000	0.000
		*Senior Office Assistant	1.000	1.000	1.000	1.000	0.000
		Location Total	2.000	2.000	2.000	2.000	0.000

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2009	2010	2011	2012	Change
5131	145	Diablo Foothill (includes Castle Rock)					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		^Park Ranger II	1.750	1.830	1.830	2.830	1.000
		*Park Ranger I	0.000	0.000	0.000	0.150	0.150
		*Gate Attendant	0.380	0.380	0.380	0.380	0.000
		*Student Laborer	0.250	0.250	0.000	0.000	0.000
		Location Total	3.380	3.460	3.210	4.360	1.150
5131	260	Contra Loma (formerly part of the Lakes Unit)					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Craft Specialist	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	4.250	4.250	4.250	4.250	0.000
		Park Ranger I	3.000	3.000	3.000	3.000	0.000
		*Gate Attendant	0.850	0.850	0.850	0.850	0.000
		* Student Laborer	0.750	0.750	0.000	0.000	0.000
		Location Total	10.850	10.850	10.100	10.100	0.000
5131	239	Cull Canyon					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	3.250	3.250	3.250	3.250	0.000
		*Gate Attendant	0.500	0.500	0.500	0.500	0.000
		*Student Laborer	0.250	0.250	0.000	0.000	0.000
		Location Total	5.000	5.000	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	3.610	3.610	3.500	3.500	0.000
		*Gate Attendant	0.500	0.500	0.500	0.500	0.000
		*Student Laborer	0.500	0.500	0.000	0.000	0.000
		Location Total	5.610	5.610	5.000	5.000	0.000
5131	151	Kennedy Grove					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	2.750	2.750	2.750	2.750	0.000
		*Gate Attendant	0.350	0.350	0.350	0.350	0.000
		*Student Laborer	0.760	0.760	0.000	0.000	0.000
		Location Total	4.860	4.860	4.100	4.100	0.000
5131	124	Roberts					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	3.500	3.500	3.500	3.500	0.000
		*Park Ranger II	0.000	0.000	0.000	0.000	0.000
		*Gate Attendant	0.750	0.750	0.750	0.750	0.000
		*Student Laborer	0.250	0.250	0.000	0.000	0.000
		Location Total	5.500	5.500	5.250	5.250	0.000
5131	240	Temescal					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		^Gardener	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	3.000	3.000	3.000	3.000	0.000
		Park Ranger I	0.000	0.000	0.000	0.000	0.000
		*Gate Attendant	0.500	0.500	0.500	0.500	0.000
		*Gate Attendant	1.000	1.000	1.000	1.000	0.000
		*Student Laborer	0.750	0.750	0.000	0.000	0.000
		Location Total	7.250	7.250	6.500	6.500	0.000
5132	000	Volunteer Resources					
		Park Ranger II	1.000	1.000	1.000	0.000	(1.000)
		Location Total	1.000	1.000	1.000	0.000	(1.000)
		Unit Total	45.450	45.530	41.910	42.060	0.150
REGIONAL TRAILS & ALTERNATIVE WORK PROGRAM UNIT							
5170	000	Regional Trails Unit Manager					
		Unit Manager	1.000	1.000	1.000	1.000	0.000
		Senior Office Assistant	0.000	0.750	0.750	1.000	0.250
		Location Total	1.000	1.750	1.750	2.000	0.250
5171	308	Alameda County Regional Trails					
		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
5171	498	Antioch					
		Park Ranger II	1.250	1.250	1.000	1.000	0.000
		Location Total	1.250	1.250	1.000	1.000	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

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

<u>DEPARTMENT/LOCATION/DESCRIPTION</u>			<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>Change</u>
5171	429	Big Break Park Ranger II					
		Location Total	1.750	1.750	1.750	1.750	0.000
5171	651	Contra Costa Trails Park Supervisor Park Craft Specialist ^Park Ranger II ^Office Assistant	1.000 1.000 5.800 0.500	1.000 1.000 5.500 0.000	1.000 1.000 5.500 0.000	1.000 1.000 5.500 0.000	0.000 0.000 0.000 0.000
		Location Total	8.300	7.500	7.500	7.500	0.000
5171	606	Delta DeAnza Park Ranger II					
		Location Total	0.100	0.100	0.100	0.100	0.000
5171	654	East Contra Costa Trails Park Supervisor Park Ranger II	1.000 2.950	1.000 2.950	1.000 2.950	1.000 2.950	0.000 0.000
		Location Total	3.950	3.950	3.950	3.950	0.000
5172	308	Alternative Work-Ala. Supervisor					
		Location Total	1.000	1.000	1.000	1.000	0.000
5173	310	Alternative Work-CCC Supervisor					
		Location Total	1.000	1.000	1.000	1.000	0.000
		Unit Total	23.100	23.050	22.800	23.050	0.250
SHORELINE UNIT							
5150	000	Shoreline Unit Manager Unit Manager Senior Office Assistant	1.000 1.000	1.000 1.000	1.000 1.000	1.000 1.000	0.000 0.000
		Location Total	2.000	2.000	2.000	2.000	0.000
5151	469	Carquinez Strait Park Ranger II Park Ranger I	2.000 0.750	2.000 0.750	2.000 0.750	2.000 0.750	0.000 0.000
		Location Total	2.750	2.750	2.750	2.750	0.000
5151	484	Crockett Hills (C&H) Park Ranger II					
		Location Total	0.750	0.750	0.750	0.750	0.000
5151	409	Crown Beach Park Supervisor Park Ranger II Park Ranger I *Gate Attendant *Student Laborer	1.000 6.750 0.000 0.870 0.750	1.000 6.750 0.000 0.870 0.750	1.000 6.750 0.000 0.870 0.000	1.000 6.750 0.000 0.870 0.000	0.000 0.000 0.000 0.000 0.000
		Location Total	9.370	9.370	8.620	8.620	0.000
5151	423	East Shore State Park Park Ranger II					
		Location Total	2.000	2.000	2.000	2.000	0.000
5151	468	Hayward Shoreline Park Supervisor Park Ranger II	1.000 3.000	1.000 3.000	1.000 3.000	1.000 3.000	0.000 0.000
		Location Total	4.000	4.000	4.000	4.000	0.000
5151	437	Martin Luther King Jr. Park Supervisor Park Ranger II Park Ranger I Park Craft Specialist *Student Laborer	1.000 5.000 1.000 0.000 0.750	1.000 5.000 1.000 0.000 0.750	1.000 4.000 1.000 1.000 0.000	1.000 4.000 1.000 1.000 0.000	0.000 0.000 0.000 0.000 0.000
		Location Total	7.750	7.750	7.000	7.000	0.000
5151	483	Martinez Shoreline Park Supervisor Park Ranger II *Student Laborer	1.000 1.800 0.250	1.000 1.800 0.250	1.000 1.750 0.000	1.000 1.750 0.000	0.000 0.000 0.000
		Location Total	3.050	3.050	2.750	2.750	0.000
5151	415	Middle Harbor (contract with Port of Oakland ended 12/31/2010) Park Supervisor Park Craft Specialist ^Park Ranger II ^Gardener *Student Laborer	1.000 1.000 2.500 1.000 0.250	1.000 1.000 1.750 0.000 0.250	0.000 0.000 0.000 0.000 0.000	0.000 0.000 0.000 0.000 0.000	0.000 0.000 0.000 0.000 0.000
		Location Total	5.750	4.000	0.000	0.000	0.000

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2009	2010	2011	2012	Change
5151	465	Miller/Knox					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	3.550	3.550	3.500	3.500	0.000
		Gardener	1.000	1.000	1.000	1.000	0.000
		*Student Laborer	0.750	0.750	0.000	0.000	0.000
		Location Total	6.300	6.300	5.500	5.500	0.000
5151	473	Oyster Bay					
		Park Ranger II	2.000	2.000	2.000	2.000	0.000
		Location Total	2.000	2.000	2.000	2.000	0.000
5151	496	Pt. Pinole					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	4.000	4.050	3.750	3.750	0.000
		Park Ranger I	1.750	1.750	1.750	1.750	0.000
		*Gate Attendant	0.200	0.200	0.200	0.200	0.000
		*Student Laborer	0.460	0.460	0.000	0.000	0.000
		Location Total	7.410	7.460	6.700	6.700	0.000
5151	133	Waterbird					
		Park Ranger II	0.250	0.250	0.000	0.000	0.000
		Location Total	0.250	0.250	0.000	0.000	0.000
		Unit Total	53.380	51.680	44.070	44.070	0.000
		Dept Total	261.585	259.085	245.655	253.435	7.780
INTERPRETIVE & RECREATION SERVICES DEPARTMENT							
5210	000	Interpretive & Recreation Administration					
		Chief	1.000	1.000	1.000	1.000	0.000
		Community Outreach Coordinator	0.750	0.750	1.000	1.000	0.000
		Unit Total	1.750	1.750	2.000	2.000	0.000
INTERPRETIVE SERVICES UNIT							
5240	000	Interpretive Services Manager					
		Manager	1.000	1.000	1.000	1.000	0.000
		Senior Office Assistant	0.500	0.500	0.500	0.500	0.000
		Supervising Naturalist I	1.000	1.000	0.000	0.000	0.000
		Resource Analyst	0.000	1.000	0.000	0.000	0.000
		*Temp Naturalist Fish Exhibit	0.500	0.000	0.000	0.000	0.000
		Location Total	3.000	3.500	1.500	1.500	0.000
5241	585	Ardenwood					
		Supervising Naturalist	1.000	1.000	1.000	1.000	0.000
		Senior Office Assistant	1.000	1.000	1.000	1.000	0.000
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Naturalist	3.000	3.000	2.750	2.750	0.000
		Park Ranger II	2.000	2.000	2.000	2.000	0.000
		Park Ranger I	1.750	1.750	1.750	1.750	0.000
		Farm Technician	1.750	1.750	1.750	1.750	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	1.760	1.760	1.715	1.715	0.000
		*Gate Attendant	0.480	0.480	0.480	0.480	0.000
		*Student Laborer	0.250	0.250	0.000	0.000	0.000
		Location Total	14.990	14.990	14.445	14.445	0.000
5241	529	Big Break Science Center					
		*Supervising Naturalist	0.000	0.000	0.000	0.500	0.500
		*Naturalist	0.000	0.000	0.000	0.500	0.500
		*Interpretive Student Aide	0.000	0.000	0.000	2.000	2.000
		Location Total	0.000	0.00	0.000	3.00	3.000
5241	502	Black Diamond Center					
		Supervising Naturalist	1.000	1.000	1.000	1.000	0.000
		Senior Office Assistant	0.750	0.750	0.750	0.750	0.000
		*Office Assistant-Oral History Project	0.218	0.218	0.218	0.218	0.000
		Naturalist	3.750	3.750	3.750	3.750	0.000
		Park Ranger I	0.750	0.750	0.750	0.750	0.000
		*Student Aide	1.250	1.250	1.500	1.500	0.000
		*Intern-Oral History Project	0.000	0.000	0.000	0.000	0.000
		Location Total	7.718	7.718	7.968	7.968	0.000

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

<u>DEPARTMENT/LOCATION/DESCRIPTION</u>			<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>Change</u>
5241	536	Coyote Hills Center					
		Supervising Naturalist	1.000	1.000	1.000	1.000	0.000
		Senior Office Assistant	1.500	1.500	1.000	1.000	0.000
		Naturalist	2.750	2.750	2.750	2.750	0.000
		*Student Aide	1.600	1.600	1.400	1.400	0.000
		*Dept Tech/Senior Intern	0.100	0.100	0.100	0.185	0.085
		Location Total	6.950	6.950	6.250	6.335	0.085
5241	509	Crab Cove Center					
		Supervising Naturalist	1.000	1.000	1.000	1.000	0.000
		Senior Office Assistant	1.000	1.000	1.000	1.000	0.000
		Naturalist	2.750	2.750	2.750	2.750	0.000
		Office Assistant	0.750	0.750	0.000	0.000	0.000
		*Student Aide	1.550	1.550	1.400	1.400	0.000
		Location Total	7.050	7.050	6.150	6.150	0.000
5241	415	Middle Harbor					
		Naturalist	0.750	0.750	0.000	0.000	0.000
		Outreach Coordinator	0.250	0.250	0.000	0.000	0.000
		Location Total	1.000	1.000	0.000	0.000	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	2.500	2.500	1.750	1.750	0.000
		*Student Aide	0.905	0.905	1.000	1.000	0.000
		Location Total	5.405	5.405	4.750	4.750	0.000
5241	505	Tilden Nature Area					
		Supervising Naturalist	1.000	1.000	1.000	1.000	0.000
		Senior Office Assistant	2.000	2.000	2.000	2.000	0.000
		Naturalist	4.000	4.000	3.750	3.750	0.000
		Park Ranger II	1.000	1.000	1.000	1.000	0.000
		Farm Technician	1.000	1.000	1.000	1.000	0.000
		Building/Grounds Aide	1.000	1.000	1.000	1.000	0.000
		*Student Aide	3.300	3.300	2.350	2.350	0.000
		Location Total	13.300	13.300	12.100	12.100	0.000
5241	555	Mobile Education Outreach					
		Supervising Naturalist I	0.000	0.00	0.000	1.00	1.000
		Resource Analyst	0.000	0.00	0.000	1.00	1.000
		Location Total	0.000	0.00	0.000	2.00	2.000
5241	555	Mobile Fish Exhibit					
		Supervising Naturalist I	0.000	0.000	1.000	0.000	(1.000)
		Resource Analyst	0.000	0.000	1.000	0.000	(1.000)
		Location Total	0.000	0.000	2.000	0.000	(2.000)
5242	000	Exhibit Design					
		Exhibit Supervisor	1.000	1.000	1.000	1.000	0.000
		Exhibit Technician	2.000	2.000	2.000	2.000	0.000
		Location Total	3.000	3.000	3.000	3.000	0.000
		Unit Total	62.413	62.913	58.163	61.248	3.085
RECREATION SERVICES UNIT							
5220	000	Recreation Services Manager					
		Manager					
		Location Total	1.000	1.000	1.000	1.000	0.000
5221	000	Outdoor Recreation					
		Recreation Supervisor	1.000	1.000	1.000	1.000	0.000
		Outdoor Recreation Coordinator	0.000	0.000	1.000	1.000	0.000
		^Office Assistant	1.000	1.000	1.000	1.000	0.000
		Recreation Assistant	1.000	1.000	1.000	1.000	0.000
		*Recreation Leader IV	0.500	0.500	0.450	0.450	0.000
		*Recreation Leader III	1.000	1.000	1.000	1.000	0.000
		*Recreation Leader II	1.400	1.400	1.260	1.510	0.250
		*Recreation Leader I	0.600	0.600	0.540	0.540	0.000
		Location Total	6.500	6.500	7.250	7.500	0.250
5224	000	Reservations					
		Reservations Supervisor	1.000	1.000	1.000	1.000	0.000
		Reservations Coordinator	1.000	1.000	1.000	1.000	0.000
		Reservations Support Technician	1.000	1.000	1.000	1.000	0.000
		Office Specialist/Reservations	3.000	3.000	3.250	3.750	0.500
		*Office Specialist	0.750	0.750	0.500	0.400	(0.100)
		Location Total	6.750	6.750	6.750	7.150	0.400

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

<u>DEPARTMENT/LOCATION/DESCRIPTION</u>			<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>Change</u>
5225	000	Community/Volunteer Resource Analyst					
		Location Total	0.750	0.750	1.000	1.000	0.000
5226	000	Park Express					
		Administrative Aide	1.000	1.000	1.000	1.000	0.000
		Office Specialist	0.750	0.750	0.750	0.750	0.000
		Location Total	1.750	1.750	1.750	1.750	0.000
5227	000	Facilities					
		Facilities Supervisor	1.000	1.000	1.000	1.000	0.000
		Secretary	0.000	1.000	1.000	1.000	0.000
		*Building/Grounds Aide	0.000	0.000	0.500	0.500	0.000
		Building/Grounds Aide	3.500	3.500	3.000	3.000	0.000
		Location Total	4.500	5.500	5.500	5.500	0.000
5227	204	Arroyo Del Valle Camp					
		Park Craft Specialist	1.000	1.000	1.000	1.000	0.000
		*Park Ranger II	0.500	0.500	0.500	0.500	0.000
		Location Total	1.500	1.500	1.500	1.500	0.000
		Unit Total	22.750	23.750	24.750	25.400	0.650
		Dept Total	86.913	88.413	84.913	88.648	3.735

**MAINTENANCE & SKILLED TRADES DEPARTMENT
ADMINISTRATION**

5910	000	Administration					
		Chief	1.000	1.000	1.000	1.000	0.000
		Contract Supervisor	1.000	1.000	1.000	1.000	0.000
		Administrative Analyst II	1.000	1.000	1.000	1.000	0.000
		Administrative Analyst I	1.000	1.000	1.000	1.000	0.000
		Senior Office Specialist	1.000	1.000	1.000	1.000	0.000
		Unit Total	5.000	5.000	5.000	5.000	0.000

FLEET MANAGEMENT UNIT

5930	000	Fleet Management					
		Fleet Manager	0.000	0.000	1.000	1.000	0.000
		Maintenance Superintendent	1.000	1.000	0.000	0.000	0.000
		Senior Office Specialist	1.000	1.000	1.000	1.000	0.000
		Administrative Analyst II	1.000	1.000	0.000	0.000	0.000
		Location Total	3.000	3.000	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
5932	000	Road & Trails (Moved to Public Works Unit 5944)					
		Roads & Trails Supervisor	1.000	1.000	0.000	0.000	0.000
		Heavy Equipment Operator	4.210	4.050	0.000	0.000	0.000
		Equipment Operator Apprentice	0.750	0.750	0.000	0.000	0.000
		Park Craft Specialist	2.000	2.000	0.000	0.000	0.000
		Park Ranger II	5.500	5.500	0.000	0.000	0.000
		Location Total	13.460	13.300	0.000	0.000	0.000
5934	000	Sanitation (Moved to Public Works Unit 5943)					
		Sanitation/Recycling Supervisor	1.000	1.000	0.000	0.000	0.000
		Sanitation Truck Driver	3.750	3.750	0.000	0.000	0.000
		Park Ranger II	0.000	0.500	0.000	0.000	0.000
		Location Total	4.750	5.250	0.000	0.000	0.000
		Unit Total	36.210	36.550	17.000	17.000	0.000

PUBLIC WORKS UNIT (Formerly Trades Unit)

5940	000	Public Works Administration					
		Maintenance Superintendent	0.000	0.000	0.000	1.000	1.000
		Senior Office Specialist	0.000	0.000	0.000	1.000	1.000
		*Administrative Analyst II	0.000	0.000	0.000	1.000	1.000
		Location Total	0.000	0.000	0.000	3.000	3.000

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION		2009	2010	2011	2012	Change
5942	000 Trades					
	Maintenance Superintendent	0.000	0.000	1.000	0.000	(1.000)
	Trades Manager	1.000	1.000	0.000	0.000	0.000
	Maint/Skilled Trades Supervisor	2.000	2.000	2.000	2.000	0.000
	Water Utilities Maintenance Supervisor	1.000	1.000	1.000	0.000	(1.000)
	Electrician	2.000	2.000	2.000	2.000	0.000
	Water Utilities Maintenance Technician	1.000	1.000	1.000	0.000	(1.000)
	Plumber	4.020	3.820	3.350	3.350	0.000
	Carpenter	9.000	9.000	9.000	9.000	0.000
	Painter	3.000	3.000	3.000	3.000	0.000
	Park Ranger II	5.000	5.000	5.000	5.000	0.000
	Senior Office Specialist	1.000	1.000	1.000	0.000	(1.000)
	*Administrative Analyst II	1.000	1.000	0.000	0.000	0.000
	Location Total	30.020	29.820	28.350	24.350	(4.000)
5943	000 Sanitation					
	Sanitation/Recycling Supervisor	0.000	0.000	1.000	1.000	0.000
	Recycling Coordinator	0.000	0.000	0.000	1.000	1.000
	Sanitation Truck Driver	0.000	0.000	3.750	3.250	(0.500)
	Park Ranger II	0.000	0.000	0.500	0.000	(0.500)
	Location Total	0.000	0.000	5.250	5.250	0.000
5944	000 Road & Trails					
	Roads & Trails Supervisor	0.000	0.000	1.000	1.000	0.000
	Heavy Equipment Operator	0.000	0.000	4.050	4.050	0.000
	Equipment Operator Apprentice	0.000	0.000	0.750	0.750	0.000
	Park Craft Specialist	0.000	0.000	2.000	2.000	0.000
	Park Ranger II	0.000	0.000	5.500	5.500	0.000
	Location Total	0.000	0.000	13.300	13.300	0.000
5945	000 Water Utilities					
	Water Utilities Maintenance Supervisor	0.000	0.000	0.000	1.000	1.000
	Water Utilities Maintenance Technician	0.000	0.000	0.000	1.000	1.000
	Location Total	0.000	0.000	0.000	2.000	2.000
	Unit Total	30.020	29.820	46.900	47.900	1.000
	Dept Total	71.230	71.370	68.900	69.900	1.000
	Division Total	427.728	425.868	406.468	418.983	12.515
	Permanent Staff	385.000	383.640	373.130	374.380	1.250
	Seasonal/Temporary Staff	42.728	42.228	33.338	44.603	11.265
	All Personnel	427.728	425.868	406.468	418.983	12.515

PLANNING/STEWARDSHIP & DEVELOPMENT DIVISION

7010	000 Administration					
	Assistant General Manager	1.000	1.000	1.000	1.000	0.000
	Secretary	0.533	0.533	0.533	0.533	0.000
	Senior Office Specialist	1.000	1.000	1.000	1.000	0.000
	Dept Total	2.533	2.533	2.533	2.533	0.000

DESIGN & CONSTRUCTION DEPARTMENT

7110	000 Administration					
	Chief	1.000	1.000	1.000	1.000	0.000
	Administrative Aide	1.000	1.000	1.000	1.000	0.000
	Administrative Analyst II	1.000	1.000	1.000	1.000	0.000
	Unit Total	3.000	3.000	3.000	3.000	0.000
7120	000 Design					
	Design Manager	1.000	1.000	1.000	1.000	0.000
	Architect	1.000	1.000	1.000	1.000	0.000
	Civil Engineer	3.000	2.000	2.000	3.000	1.000
	#Civil Engineer	0.000	1.000	0.000	0.000	0.000
	Drafting Technician	2.000	2.000	2.000	2.000	0.000
	Landscape Architect	2.000	2.000	2.000	2.000	0.000
	Senior Civil Engineering Technician	2.000	2.000	2.000	2.000	0.000
	Senior Park Designer	2.000	2.000	2.000	1.000	(1.000)
	Unit Total	13.000	13.000	12.000	12.000	0.000

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

<u>DEPARTMENT/LOCATION/DESCRIPTION</u>			<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>Change</u>
7130	000	Construction Management (department number changed from 7510)					
		Construction Manager	1.000	1.000	1.000	1.000	0.000
		Administrative Aide	1.000	1.000	1.000	1.000	0.000
		Senior Chief of Survey Party	1.000	1.000	1.000	1.000	0.000
		Field/Office Surveyor	1.000	1.000	1.000	1.000	0.000
		Senior Construction Inspector	1.000	1.000	1.000	1.000	0.000
		Construction Inspector	5.000	4.000	4.000	3.830	(0.170)
		#Construction Inspector	0.000	1.000	0.000	0.000	0.000
		Drafting Technician	1.000	1.000	1.000	1.000	0.000
		Survey Technician	2.000	2.000	2.000	2.000	0.000
		Unit Total	13.000	13.000	12.000	11.830	(0.170)
		Dept Total	29.000	29.000	27.000	26.830	(0.170)
PLANNING, STEWARDSHIP AND GIS DEPARTMENT							
7410	000	Administration					
		Chief	1.000	1.000	1.000	1.000	0.000
		Senior Park Planner	1.000	1.000	1.000	1.000	0.000
		Senior Park Designer	1.000	1.000	1.000	1.000	0.000
		Park Planner I	2.000	2.000	2.000	2.000	0.000
		Mapping Graphics Technician	1.000	1.000	1.000	1.000	0.000
		Unit Total	6.000	6.000	6.000	6.000	0.000
7420	000	Stewardship Manager					
		Stewardship Manager	1.020	1.020	1.020	1.020	0.000
		Ecological Services Coordinator	1.000	1.000	1.000	1.000	0.000
		Resource Analyst	1.000	1.000	1.000	1.000	0.000
		*Intern-2012 only	0.000	0.000	0.000	0.185	0.185
		Unit Total	3.020	3.020	3.020	3.205	0.185
7440	000	Grazing					
		Wildland Vegetation Program Mgr.	1.000	1.000	1.000	1.000	0.000
		Botanist	1.000	1.000	1.000	1.000	0.000
		Resource Analyst	1.000	1.000	1.000	1.000	0.000
		Unit Total	3.000	3.000	3.000	3.000	0.000
7450	000	Integrated Pest Mgmt Program					
		Integrated Pest Management Spec.	1.000	1.000	1.000	1.000	0.000
		Resource Analyst	1.000	1.000	1.000	1.000	0.000
		Unit Total	2.000	2.000	2.000	2.000	0.000
7455	000	Geographic Information System					
		GIS Coordinator	1.000	1.000	1.000	1.000	0.000
		GIS Technician	1.000	1.000	1.000	1.000	0.000
		GIS Programmer Analyst	1.000	1.000	1.000	1.000	0.000
		Unit Total	3.000	3.000	3.000	3.000	0.000
7460	000	Water Mgmt					
		Water Resources Manager	1.000	1.000	1.000	1.000	0.000
		Water Management Supervisor	1.000	1.000	1.000	1.000	0.000
		Water Management Assistant	1.100	1.100	1.100	1.100	0.000
		Unit Total	3.100	3.100	3.100	3.100	0.000
7465	000	Fisheries Mgmt					
		Fisheries Program Manager	1.000	1.000	1.000	1.000	0.000
		Resource Analyst	1.000	1.000	1.000	1.000	0.000
		*Resource Analyst	0.500	0.000	0.000	0.000	0.000
		Unit Total	2.500	2.000	2.000	2.000	0.000
7475	000	Wildlife Management					
		Wildlife Program Manager	1.000	1.000	1.000	1.000	0.000
		Resource Analyst	1.000	1.000	1.000	1.000	0.000
		Unit Total	2.000	2.000	2.000	2.000	0.000
		Dept Total	24.620	24.120	24.120	24.305	0.185
		Division Total	56.153	55.653	53.653	53.668	0.015
		Permanent Staff	55.653	55.653	53.653	53.483	(0.170)
		Seasonal/Temporary Staff	0.500	0.000	0.000	0.185	0.185
		All Personnel	56.153	55.653	53.653	53.668	0.015

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION		2009	2010	2011	2012	Change
PUBLIC AFFAIRS DIVISION						
3110	000 Public Affairs					
	Asst Gen Manager Public Affairs	0.500	0.500	0.500	1.000	0.500
	Community Relations Manager	0.500	0.500	0.500	1.000	0.500
	Development Officer	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	1.000	1.000	2.000	1.000
	#Administrative Analyst II	0.000	1.000	0.000	0.000	0.000
	Office Specialist	1.000	1.000	1.000	1.000	0.000
	Public Information Rep	1.000	1.000	1.000	1.000	0.000
	Publications Coordinator	1.000	1.000	1.000	1.000	0.000
	Graphic Designer	1.000	1.000	1.000	1.000	0.000
	Website Designer	1.000	1.000	1.000	1.000	0.000
	Senior Office Assistant	1.000	1.000	1.000	1.000	0.000
	Secretary	1.000	1.000	1.000	1.000	0.000
	Office Assistant/Membership	1.000	1.000	1.000	1.000	0.000
	Office Assistant	0.200	0.200	0.200	0.200	0.000
	Dept Total	13.200	13.200	12.200	14.200	2.000
3120	000 Environmental Graphics					
	Publications Coordinator	0.000	0.000	0.000	0.000	0.000
	Graphic Designer	0.000	0.000	0.000	0.000	0.000
	Web Designer/Analyst	0.000	0.000	0.000	0.000	0.000
	Env Graphics/Multi Media Supervisor	1.000	1.000	1.000	1.000	0.000
	Environmental Graphics Specialist	2.000	2.000	2.000	2.000	0.000
	Dept Total	3.000	3.000	3.000	3.000	0.000
	Division Total	16.200	16.200	15.200	17.200	2.000
	Permanent Staff	16.200	16.200	15.200	17.200	2.000
	Seasonal/Temporary Staff	0.000	0.000	0.000	0.000	0.000
	All Personnel	16.200	16.200	15.200	17.200	2.000
PUBLIC SAFETY DIVISION						
8110	000 Office of the Chief					
	Assist. General Mgr/Police Chief	1.000	1.000	1.000	1.000	0.000
	Confidential Secretary	1.000	1.000	1.000	1.000	0.000
	*Student Aide	4.750	3.000	3.000	3.000	0.000
	*Student Aide	0.000	1.750	0.000	0.000	0.000
	Unit Total	6.750	6.750	5.000	5.000	0.000
8120	000 Public Safety Admin. (department number changed from 8510)					
	Lieutenant	1.000	1.000	1.000	1.000	0.000
	Sergeant	2.000	2.000	2.000	2.000	0.000
	Public Safety Systems Administrator	0.000	0.000	0.000	1.000	1.000
	Administrative Analyst I	1.000	2.000	2.000	2.000	0.000
	Communications/Records Manager	1.000	1.000	1.000	1.000	0.000
	^Office Specialist	1.000	1.000	1.000	1.000	0.000
	Unit Total	6.000	7.000	7.000	8.000	1.000
8520	000 Communications & Records					
	Dispatch Supervisor	4.000	4.000	4.000	4.000	0.000
	Dispatcher/CSO	11.000	11.000	11.000	11.000	0.000
	Public Safety Systems Administrator	1.000	1.000	1.000	0.000	(1.000)
	Unit Total	16.000	16.000	16.000	15.000	(1.000)
	Dept Total	28.750	29.750	28.000	28.000	0.000
FIRE DEPARTMENT						
8310	000 Fire Operations					
	Fire Chief	1.000	1.000	1.000	1.000	0.000
	Assistant Fire Chief	1.000	1.000	1.000	1.000	0.000
	Fire Captain	4.000	4.000	4.000	4.000	0.000
	*Fire Captain (FEMA Grant)	0.000	0.000	0.000	1.000	1.000
	Firefighter II	6.000	6.000	6.000	6.000	0.000
	^Firefighter I	1.750	0.750	0.750	0.750	0.000
	#Firefighter I	0.000	0.500	0.000	0.000	0.000
	Secretary	1.000	1.000	1.000	1.000	0.000
	Administrative Analyst I	1.000	0.000	0.000	0.000	0.000
	Administrative Analyst II	0.000	1.000	1.000	1.000	0.000
	Unit Total	15.750	15.250	14.750	15.750	1.000

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

<u>DEPARTMENT/LOCATION/DESCRIPTION</u>			<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>Change</u>
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
		Field Coordinator	1.500	1.500	1.500	1.500	0.000
		*Lifeguard III	0.750	0.750	0.750	0.750	0.000
		*Lifeguard II	0.250	0.250	0.250	0.250	0.000
		*Lifeguard I	2.880	0.000	0.000	0.000	0.000
		*Lifeguard I	0.000	2.880	0.000	0.000	0.000
		Location Total	8.380	8.380	5.500	5.500	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	3.480	3.480	3.360	3.360	0.000
		Location Total	4.260	4.260	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	2.900	2.900	2.900	0.000
		*Lifeguard I	0.000	0.120	0.120	0.120	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	39.430	39.430	36.430	36.430	0.000
		Dept Total	55.180	54.680	51.180	52.180	1.000

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION		2009	2010	2011	2012	Change
POLICE DEPARTMENT						
8230	000 Public Safety Helicopter					
	Sergeant/Helicopter Pilot	1.000	0.000	1.000	1.000	0.000
	‡Sergeant/Helicopter Pilot	0.000	1.000	0.000	0.000	0.000
	Police Officer/Helicopter Pilot	3.000	3.000	2.000	2.000	0.000
	Office Assistant	0.000	0.000	0.000	0.000	0.000
	Helicopter Mechanic/IA	1.000	1.000	1.000	1.000	0.000
	Unit Total	5.000	5.000	4.000	4.000	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	30.160	26.730	27.730	27.730	0.000
	‡Police Officer	0.000	2.960	0.000	0.000	0.000
	Dispatcher/CSO	2.000	0.000	0.000	0.000	0.000
	‡Dispatcher/CSO	0.000	2.000	0.000	0.000	0.000
	*Seasonal Police Officer	1.100	1.040	0.930	0.930	0.000
	Unit Total	41.260	40.730	36.660	36.660	0.000
8410	415 Middle Harbor (contract with Port of Oakland ended 12/31/2010)					
	^Police Officer	2.300	2.000	0.000	0.000	0.000
	Dispatcher/CSO	0.000	0.000	0.000	0.000	0.000
	Unit Total	2.300	2.000	0.000	0.000	0.000
	Dept Total	67.910	67.080	60.010	60.010	0.000
	Division Total	151.840	151.510	139.190	140.190	1.000
	Permanent Staff	111.060	110.790	103.330	103.330	0.000
	Seasonal/Temporary Staff	40.780	40.720	35.860	36.860	1.000
	All Personnel	151.840	151.510	139.190	140.190	1.000
ALL DIVISIONS						
	Permanent Staff	651.697	650.067	629.097	631.177	2.080
	Seasonal/Temporary Staff	91.978	90.918	77.168	90.118	12.950
	All Personnel	743.675	740.985	706.265	721.295	
	‡Identified Unfunded Positions		-14.210			
	‡To Be Identified Unfunded Positions		-20.790			
	TOTAL FUNDED POSITIONS		705.985	706.265	721.295	15.030

" * " Indicates Seasonal/Temporary, or Limited Term FTE.
 " ^ " Indicates position change during 2010.
 " ‡ " Indicates vacant and unfunded position during 2010 budget year.

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 Naval 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 – Eastshore State Park.

Encumbrances – Commitments for unperformed contracts for goods and services.

FEMA - Federal Emergency Management Agency.

FFI – Fire Fighter I.

FTE – Full Time Equivalent.

FWS – U.S. Fish and Wildlife Service.

Federal Emergency Management Agency – Provides disaster related assistance for repair and reconstruction, as well as mitigation funds to reduce potential damage from future disasters.

Fiscal Year - A 12-month period to which the annual operating budget applies and at the end of which the District determines its financial position and the results of its operations. The District’s fiscal year is from January 1 through December 31.

Fixed Assets – Land and other long-lived assets, such as buildings, improvements, vehicles/equipment, with a value greater than the capitalization amount, stated in the District’s Capital Asset and Inventory Control Policy. In 2009 the policy was updated to capitalize vehicles/equipment with a cost exceeding \$25,000, and improvements/infrastructure with a cost exceeding \$100,000.

Fund – The accounts of the District are organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures.

Governmental resources are allocated to, and accounted for, in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled.

Fund Balance – Fund balance is the difference between governmental fund assets and fund liabilities.

Full-Time Equivalent – The measure of 1 full-time position based on either 1,950 or 2,080 hours per year, depending upon the position. For instance, 1.0 FTE Park Ranger II works 2,080 per year, while 1.0 FTE Senior Office Assistant works a maximum of 1,950 hours.

GAAP – Generally Accepted Accounting Principles.

GASB – Governmental Accounting Standards Board.

GFOA –Government Finance Officers’ Association.

GIS – Geographic Information System.

GL – General Ledger.

GPS – Global Positioning System.

GPWG – Gateway Park Working Group.

General Fund - The fund used to account for all financial resources, except those required to be accounted for in another fund.

Generally Accepted Accounting Principles – Uniform standards and guidelines for financial accounting and reporting.

Grants - Contributions or gifts of cash or other assets to/from another government agency, foundations or private entities, to be used for a specific purpose.

HASPA – Hayward Area Shoreline Planning Agency.

HCP – Habitat Conservation Plan.

HPHP – Healthy Parks Healthy People.

HR – Human Resources.

HVAC – Heating, Ventilation, Air Conditioning.

IFAS – accounting and HR software.

ININ – Individual Invoice.

IPM – Integrated Pest Management.

Intra-District Charges – Revenue in internal services funds received from governmental funds/divisions for services, for services provided by the internal service fund, which benefit these governmental funds/divisions.

Internal Service Funds - Funds used to account for the financing of goods or services provided by one fund to other funds/divisions on a cost-reimbursement basis.

JPA – Joint Powers Agreement.

LARPD – Livermore Area Recreation and Park Department.

LLD – Landscape and Lighting District.

LPG – Liquefied Petroleum Gas.

LUP – Land Use Plan.

LUPA – Land Use Plan Amendment.

Landscape and Lighting District – Under California Landscaping and Lighting Act of 1972, special assessments are levied upon parcels which receive special benefits. The assessments and related expenditures are accounted for in special revenue funds entitled LLDs.

MAST – Maintenance and Skilled Trades.

MFE – Mobile Fish Exhibit.

MHLT – Muir Heritage Land Trust.

MLK – Martin Luther King, Jr.

MM – Major Maintenance.

MOU – Memorandum of Understanding.

MTC – Metropolitan Transportation Commission.

Master Plan – The Master Plan is the District's priority setting document, which guides the long term implementation of the vision and mission of the District.

Measure AA – 1988 voter-approved General Obligation financing, totaling \$225 million, to be used to finance parkland acquisition, development and improvements to recreational open space.

Measure CC – 2004 voter-approved excise tax used to fund public access, wildfire protection, public safety and environmental maintenance of District parks and trails.

Measure WW – 2008 voter-approved General Obligation financing, totaling \$500 million, to be used to finance parkland acquisition and capital projects as well as grants to local agencies.

NCCP – Natural Community Conservation Plan.

NEPA – National Environmental Policy Act.

NFIRS – National 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, conduct multi-year and or benchmark comparisons. The collection and analysis of performance data is essential to developing strategic plans, measuring progress towards goals, assessing policy alternatives and making sound management decisions.

Personnel Services – This includes the cost of both wages and benefits paid to employees for work performed.

Pipeline Project - Term applied to capital construction, acquisition, or resource projects that will eventually require in future years a commitment of operating funds.

Program - Group activities, operations or organizational units directed to attaining specific purposes or objectives.

Program Purpose - A general statement explaining the reason why a particular program or division exists.

Prop 84 – California Clean Water, Parks and Coastal Protection Act.

Proposition 1A – Article 13, Sec. 25.5 of the California Constitution provides protection to local agencies against the modification of the allocation of ad valorem property tax by the State (i.e. reducing the allocation to the locals and increasing the allocation to the State.)

Prop 1A can be suspended only if three criteria (governor issues severe fiscal hardship proclamation, Legislature enacts an urgency statute by 2/3 vote, and full repayment statute is enacted) are met, and not more than twice in 10 years. The maximum amount the State can reallocate is 8%. The State met the three criteria, suspended Prop 1A, and “borrowed” 8% of local property tax during 2009-2010.

Proprietary Funds – Used to account for activities that are similar to activities that may be performed by a commercial enterprise. The purpose of the proprietary fund is to provide a service or product at a reasonable cost. The District’s only proprietary funds are internal service funds.

REP – Resource Enhancement Program.

RFP – Request for Proposal.

RGP – Regional General Permit.

RIN – Regional in Nature.

RMA – Routine Maintenance Agreement.

RMP – Resource Management Plan.

ROW – Right of Way.

RTIP – Regional Transportation Improvement Program.

RWQCB – San Francisco Bay Regional Water Quality Control Board.

Reimbursements – Repayments of amounts remitted on behalf of another fund or agency.

Reserve - (1) An account used to earmark a portion of fund balance to indicate that it is not appropriate for expenditure; and (2) an account used to earmark a portion of fund equity as legally segregated for a specific future use.

Reserved Fund Balance - The portion of fund balance that is not available to finance expenditures of the subsequent accounting period, including items such as encumbrances, inventory, prepaid items, and notes receivable.

Resources – Total revenue, inter-departmental charges and bond proceeds budgeted for the fiscal year.

Risk Management – The management efforts to protect the District from potential claims, including the avoidance of accidental loss or minimization of consequences if loss does occur.

SAFETEA-LU – U.S. Safe, Accountable, Flexible, Efficient, Transportation Equity Act: A Legacy for Users.

SB – California Senate Bill.

SCA – Student Conservation Association.

SCADA – Supervisory Control and Data Acquisition System.

SFPUC – San Francisco Public Utility Commission.

SIRE – Electronic document management software.

SOD – Sudden Oak Death.

SPCRR – Society for Preservation of Carter Railroad.

SRI – Strategy Research Institute.

STIP – State Transportation Improvement Program.

SWPPP – Storm Water Pollution Prevention Plan.

Self-Insurance – The District has retained risk of loss under certain circumstances and up to set dollar amounts. For example, the District is self-insured for the dental benefits offered to employees. The District does not transfer any risk for employee dental claims to a third party. The District is also self-insured for general liability up to \$500,000 limit for liability and \$25,000 for property.

The District has purchased insurance through a public entity risk pool for liability in excess of the self-insurance amount. Additionally, the District is self-insured for worker’s compensation claims up to \$350,000 per accident/employee. The excess worker’s compensation coverage is provided though another public entity risk pool.

Services – Services include many expenditure categories. The major services required by each division follow:

- Executive and Legislative Division
 - Other services
- Legal Division
 - Claims
 - Legal services
 - Other services
 - Insurance premiums
- Human Resources Division
 - Training
 - Claims
- Land Division
 - Other services
- Finance and Management Services Division
 - Support contracts
- Operations Division
 - Other services
 - Repairs and maintenance services
 - Water
- Planning/Stewardship and Development Division

- Other services
- Public Affairs Division
 - Reproductions
- Public Safety Division
 - Other services
 - Repairs and maintenance services

Special Revenue Fund - A fund used to account for the proceeds of specific revenue sources that are legally restricted to be used for specified purposes.

TAC – East Alameda County Conservation Strategy Technical Advisory Committee.

TCP – District Trails, Creek and Ponds.

TIGER – US Transportation Investment Generating Economic Recovery.

Transfer In/Out – Reallocation of resources between funds. Operating transfers are used to fund operating activities. Capital transfers are between bond proceed funds and funds which use bond proceeds are sources for funding bond approved projects.

UPS – United Parcel Service.

UPSP – 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.