

# 2017 Adopted Operating Budget

Photo: Jerry Ting



*Martin Luther King Jr. Regional Shoreline, Oakland*

**East Bay**   
Regional Park District  
**Healthy Parks Healthy People**

# 2017 Adopted Operating Budget



## Board of Directors

*L – R: Whitney Dotson, Ward 1; Ayn Wieskamp, Ward 5; Beverly Lane, Ward 6; Robert E. Doyle, General Manager; Dennis Waespi, Ward 3; Dee Rosario, Ward 2; Ellen Corbett, Ward 4; Colin Coffey, Ward 7*

## Budget Team

*Robert E. Doyle, General Manager  
Ana Alvarez, Deputy General Manager  
Debra Auker, Assistant General Manager, Finance  
and Management Services Division  
Deborah Spaulding, Assistant Finance Officer  
Pam Burnor, Budget Manager  
Nadine Vargas, Administrative Analyst II*



**Healthy Parks Healthy People**

## DISTRICT VISION AND MISSION

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### **The Mission statement defines the essential role of the District:**

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

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

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

### **To achieve this Vision the District will:**

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



## **EAST BAY REGIONAL PARK 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. These Board Members will serve their respective wards in 2017:

Whitney Dotson	Ward 1 – includes the communities of Albany, Berkeley, Emeryville, El Cerrito, El Sobrante, Kensington, a majority of Pinole, Richmond and San Pablo
Dee Rosario	Ward 2 – includes the communities of Oakland, Piedmont, Canyon, Lafayette, Moraga, Orinda, Rossmoor and a portion of Walnut Creek
Dennis Waespi	Ward 3 – includes the communities of Castro Valley, Hayward, Union City and portions of Cherryland, Fremont and Dublin
Ellen Corbett	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 – includes the communities of Brightside, most of Dublin, part of Fremont, Livermore, Newark, Pleasanton, Scott's Corner and Sunol
Beverly Lane	Ward 6 – includes the communities of Alamo, Blackhawk, Clayton, Concord, Danville, Diablo, Pleasant Hill, San Ramon, Tassajara, and a portion of Walnut Creek
Colin Coffey*	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

\*Mr. Coffey was appointed to serve out the remaining term of Diane Burgis, who was elected to a county government position in November 2016.

### **Executive Team:**

Robert Doyle	General Manager
Ana M. Alvarez	Deputy General Manager, Executive & Legislative Division
Bob Nisbet	Assistant General Manager, Acquisition, Stewardship & Development Division
Carol Johnson	Assistant General Manager, Public Affairs Division
Carol Victor	Assistant General Manager/District Counsel, Legal Division
Debra Auker	Assistant General Manager/Chief Financial Officer, Finance & Management Services Division
Jim O'Connor	Assistant General Manager, Operations Division
Tim Anderson	Assistant General Manager, Public Safety Division



# EAST BAY REGIONAL PARK DISTRICT PROFILE

## EAST BAY REGIONAL PARK DISTRICT



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

## **EAST BAY REGIONAL PARK DISTRICT PROFILE**

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

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

**CLIMATE:** The San Francisco Bay Area enjoys a “Mediterranean” climate that is temperate year round. Along the East Bay shoreline, the average 2016 temperature was 60 degrees (with a high of 94 and a low of 32 degrees). Travel inland just 20 miles, and the East Bay’s coastal range results in less moderate temperatures, averaging 64 degrees, with a high’s in the low 100’s and lows in the 20’s degrees.

**DESCRIPTION:** East Bay Regional Park District (EBRPD) is a system of beautiful public parks and trails in Alameda and Contra Costa counties. As of December 31, 2016, the District owns or operates 120,931 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 25 million visitors each year. The District includes:

- over 1,250 miles of trails within the parklands
- 6 freshwater lake swim beaches
- 3 large swim lagoons
- 2 San Francisco Bay beaches
- 3 disabled access swimming pools
- 40 lake fishing docks
- 3 bay fishing piers
- 235 family campsites
- 42 youth camping areas
- 21 backpacking camps
- 7 equestrian camps
- 2 golf courses
- 134 group picnic sites subject to reservation
- 10 interpretive and education centers
- 18 children’s play areas
- 2 mobile exhibits
- wedding, meeting and banquet facilities

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

## EAST BAY REGIONAL PARK DISTRICT PROFILE

**PUBLIC MEETINGS:** The Board of Directors holds regular public meetings the first and third Tuesday of each month at the District's headquarters Board Room located at 2950 Peralta Oaks Court in Oakland, California. A full schedule of public meetings may be found on the District's website: <http://www.ebparks.org/about/meetings/>

**DEMOGRAPHICS:** The quality of life available in the San Francisco Bay Area, and the East Bay in particular, is well documented as fundamental to its vital, innovative, and diverse economy. This quality of life is afforded by a Mediterranean climate, easily accessible high-quality parklands, open spaces, waterways, world-class educational and cultural/arts institutions, a culturally diverse and well-educated work force, vital urban centers, and transportation connectivity. As a result, it has attracted the best and brightest employers, workers and students from around the world, while also creating economic opportunities.

Data Item, Year	Alameda County	Contra Costa County
January 1, 2016 population"	1,627,765	1,123,429
January 1, 2015 population"	1,607,863	1,110,956
Population % Change 2015-16"	1.06%	1.12%
Housing units, 2015*	595,822	408,748
Persons per household, 2010-14*	2.77	2.82
Median household income, 2010-14*	\$73,775	\$79,799
High school graduates, age 25+, 2010-14*	86.7%	88.9%
Bachelor's degree or higher, age 25+, 2010-14*	42.1%	39.4%
Language other than English at home, 2010-14*	43.4%	33.5%
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, 2010-14*	29.5	34.3

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

Employment by Industry 2015**		
Industries	Alameda County	Contra Costa County
Number of Residents Employed**	790,000	525,000
Trade, Transportation & Utilities	9.61%	16.74%
Professional & Business Services	9.34%	13.47%
Government	8.40%	13.25%
Educational & Health Services	8.06%	17.15%
Goods Producing (manufacturing)	7.89%	10.14%
Leisure & Hospitality	4.78%	10.30%
Mining, Logging and Construction	2.86%	6.09%
Financial Activities	1.65%	7.03%
Other Services	1.79%	3.38%
Information	0.99%	2.23%
Agriculture	0.03%	0.21%
Unemployment Rates, December 2016**		
Unemployment	3.8%	4.0%

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



## **EAST BAY REGIONAL PARK DISTRICT PROFILE**

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### **CHANGING POPULATION:**

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

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

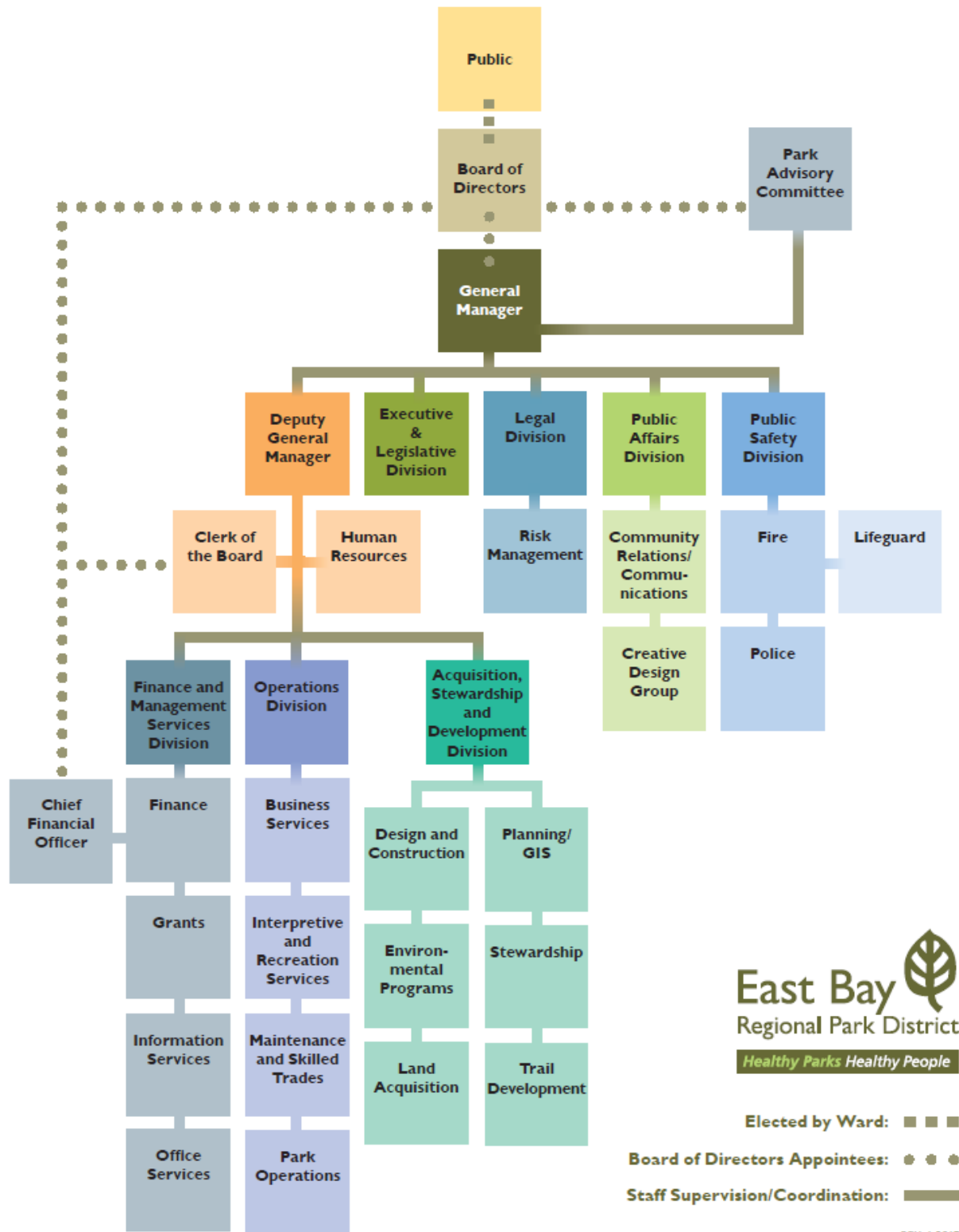
Since the economic downturn (2008-2012), the number of people at the lower end of the income scale is increasing. For many economically disadvantaged urban residents, especially youth, the elderly and those without vehicles, transportation and access to parks is an issue.

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

### **CHANGING CLIMATE:**

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

# EAST BAY REGIONAL PARK DISTRICT ORGANIZATION CHART



REV. 1-2017



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**East Bay Regional Park District  
California**

For the Fiscal Year Beginning

**January 1, 2016**

Executive Director



## HOW TO USE THIS BOOK

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### HOW TO USE THIS BOOK

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

The Operating Budget is arranged in four sections:

- **Section A – General Manager’s Message:** This section provides an executive summary of the budget, highlighting the status of the District, its accomplishments and future key initiatives. New for 2017, performance measures are previewed in the message section, then broken down by responsible division in section C.
- **Section B – Budget Overview:** This section contains budget summary, tables, graphs, financial information and other data useful in understanding the intricacies of the District’s budget. The summary tables, such as Budget at a Glance, Total Resources and Total Uses are especially helpful in gaining an understanding of the District’s overall budget. Additionally, schedules listing budget by fund, separated by fund type, with explanation of each fund’s function is included in this section.
- **Section C – Division Summaries and Objectives:** This section includes a description of each division and department role, service description and performance measures in the form of key performance indicators and key performance objectives, with anticipated completion dates. Comparative financial and budget data and staffing levels for each division, department and unit are also included. Section C begins with the Executive & Legislative Division, and then is sorted alphabetically by division, department, unit, and park location (the unit and park location is included only for the Operations Division). Each division begins with a schedule that summarizes the operating and capital fund budgets for the division as a whole, and the funding sources used to support the division’s activities.
- **Section D – Supplemental Information:** This section contains a summary of the District’s key fiscal policies, including the basis of accounting and the budget process. Legal debt limits and California appropriation limit calculation are also included. A description of the District’s partnership with another local special park district is covered, as well as additional information on the District’s volunteer programs. A schedule of personnel by full time equivalents (FTEs) is contained in Section D, including three years of historical information. The section includes a comprehensive Salary Schedule for all bargaining and exempt employment groups. Finally, a glossary of terms concludes this section of the operating budget book.

The Project Budgets Five-Year Expenditure Plan includes two sections:

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

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# General Manager's Message



*Huckleberry Regional Botanic Preserve, Oakland*

## GENERAL MANAGER'S MESSAGE

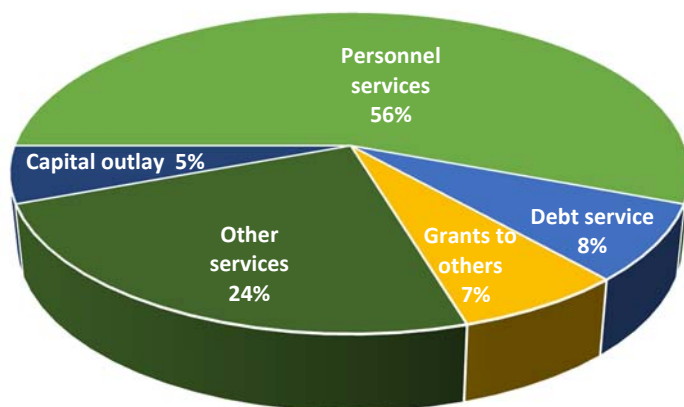
### An introduction to the East Bay Regional Park District 2017 Proposed Budget

To the Board of Directors:

I am pleased to present the 2017 Adopted Operating and Project Budget. This Budget presents a funding plan for the coming year that embodies the mission of the East Bay Regional Park District to preserve natural and cultural resources, and provide open space, parks, trails, recreation, and environmental education. The annual budget process is a critical link in enacting the policies and vision of the Board of Directors and fulfilling the District's Master Plan. This 2017 Budget presents a balanced financial plan to guide our agency during the coming year and maintains high levels of support in critical areas such as (1) environmental restoration and (2) safety in parks and on trails; (3) makes limited strategic investments; (4) continues the Park District's commitment to addressing its long-term liabilities; and (5) builds on the record of strong fiscal management.

### 2017 Proposed Expenditures by Major Expenditure Category

#### 2017 District-wide Appropriations



To provide a well-managed system of open space parklands, the District allocates over half (56%) of its annual funding for a workforce committed to District's mission. Other major resources are dedicated to maintaining parks (24%), the District-wide capital program (5%), debt service on bonds (8%), providing grants to other agencies (7%), and funding long-term liabilities.

### FISCAL PRESSURES FACING THE PARK DISTRICT

After conducting operational reviews on the District's largest Divisions and reviewing fiscal capacity, growing fiscal pressure is anticipated resulting from the following:

1. Fulfilling commitments to voters under Measures AA, CC and WW to leverage key property acquisitions and construct park facilities
2. Managing hazardous fuels/vegetation in sensitive areas within regional parks
3. Increasing costs of land acquisitions and environmental permits
4. Growing operational costs and necessary safety & security improvements related to opening new parks to the public
5. Modernizing current park facilities for future sustainability
6. Unfunded long-term cost of environmental mitigation and ecological restoration
7. Increased healthcare costs
8. Unfunded pension obligations



## GENERAL MANAGER'S MESSAGE

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### 2017 PRIORITIES AND PERFORMANCE GOALS

Highlights of some key District-wide priorities and performance goals for 2017 are listed below and the complete list is defined in detail following the General Manager's Budget Message.

#### Improve access to public parklands and outreach to under-represented groups



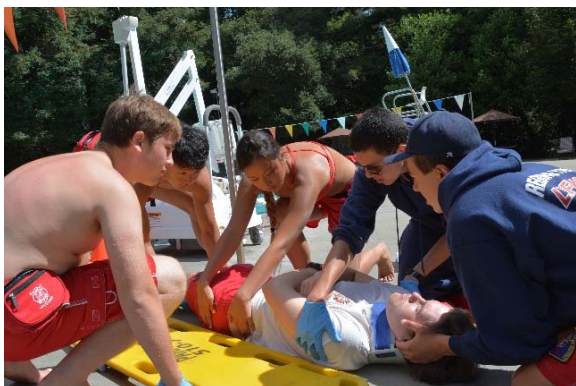
- Extension of the San Francisco Bay Trail from Pinole Shores to Bay Front Park
- Completion of the new access and staging area for Point Pinole Regional Shoreline at Atlas Road Bridge
- Implementing convenience camping cabins at Del Valle Regional Park
- Completion and implementation of land use plans

#### Attract and retain a workforce of excellence



- Hire and train Public Safety employees representative of the community
- Provide professional development for the many new District employees and managers
- Allocate necessary staff for new park openings
- Continue to provide staff facility improvements
- Continue District efforts to promote and hire an increasingly diverse staff

#### Foster a safe visitor experience



- Advance trail safety programs
- Continue providing swim lessons and personal flotation devices
- Study District-wide radio system to improve communication
- Upgrade Public Safety helicopter unit
- Increased staffing to manage new acquisitions and public needs

## GENERAL MANAGER'S MESSAGE

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### Restore, preserve, protect and maintain scenic, natural & cultural resources



BEFORE

AFTER

- Continue implementation of the Wildfire Hazard Fuels/Vegetation Reduction and Resource Management Plan in order to reduce hazardous fuels in the East Bay Hills and along the wildland urban interface
- Pond Dredging at Tilden Nature Area to reduce the sedimentation into Jewel Lake and improve habitat for the California red-legged and western pond turtle
- Shoreline restoration and public access improvements at Encinal Beach, west of Crown Memorial State Beach
- Stabilize water systems at Las Trampas Regional Wilderness and Del Valle Regional Park

### Ensure fiscal health of the District



- Seek innovations and efficiencies to manage operating costs throughout the Park District
- Continue to leverage District funds by seeking grants for road and trail maintenance from Alameda and Contra Costa counties, and shoreline restoration from SF Bay Restoration Authority
- Partner with East Contra Costa Habitat Conservancy to obtain grants for acquisitions to protect habitat and develop trail connections
- Implement funding policies for long-term liabilities such as pensions and maintaining park facilities for the future generations



## GENERAL MANAGER'S MESSAGE

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### Plan for climate change resiliency



- Complete 1.2 megawatt solar panel installation at Shadow Cliffs Regional Park
- Complete the marsh restoration at the Dotson Family Marsh (formerly Breuner)
- Develop plan for restoration of Hayward Marsh
- Inventory greenhouse gas emissions and develop reduction targets leading towards carbon neutrality
- Establish a District-wide Climate Action Team to finalize climate strategy to build resiliency

### Park Advisory Committee Priorities

- Provide review and comments on the updated Economic Impact Report
- Provide input on the public information plan for a possible renewal of Measure CC
- Provide comments on the District's climate resiliency strategy and partner with the District to improve the permitting processes for resiliency projects

## 2016 MAJOR ACCOMPLISHMENTS

### Celebrating Milestones

The District celebrated several milestones over the past year including:

- The 100<sup>th</sup> anniversary of the National Park Service with a co-hosted commemoration of Port Chicago at Concord Hills and celebration of the future Regional Park, including Interior Secretary Sally Jewell's second visit to the land;
- Tilden Park's 80<sup>th</sup> anniversary and NPS centennial with an unveiling of a restored historic relief map of the East Bay Hills – a 1936 gift from National Parks and creation of Ansel Hall – which helped launch the East Bay Regional Park District; and highlighting the Park District's direct NPS lineage by underscoring the contributions of Robert Law Olmsted, his son Robert Law Olmsted, Jr. and Ansel Hall in the creation of the Park District.
- The 80<sup>th</sup> anniversary of the Grand Opening event at Redwood Bowl in celebration of the opening of the first three parks in the District: Wildcat Canyon (now Tilden), Round Top (now Sibley) and Temescal.
- The 75<sup>th</sup> Anniversary of the opening of the Brazilian Room, a gift from the nation of Brazil in 1939 for the Golden Gate International Exposition, dedicated in 1941.
- The 50<sup>th</sup> anniversary of Lake Chabot becoming part of the Park District with a public festival.
- The 25<sup>th</sup> anniversary of the Oakland Hills Firestorm with public information outreach and an agreement for the Park District to Chair the Hills Emergency Forum, a consortium of several land management agencies committed to supporting the reduction of hazardous fuels in the East Bay Hills.

## GENERAL MANAGER'S MESSAGE

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### 2016 Major Accomplishments

- In 2016, the Park District acquired, optioned or leased nearly 1,200 acres of open space and parklands, and continued to leverage the District's Measure AA and WW bond funds with grants and partnerships with other agencies.
- Received national recognition for water efficiency efforts at the White House Water Summit and continued throughout the year to implement drought recovery and water efficiency plans.
- Completion of several project funded by Measure CC, including upgrades to public access, restrooms and picnic area at Huckleberry Regional Preserve, upgrades at Miller-Knox Regional Shoreline, including new paths and restroom renovations, retrofit of the Doolittle Drive boat launch facilities at Martin Luther King Jr. Regional Shoreline, and completion of the exhibits and lighting at the Environmental Education Center in the Tilden Nature Area.
- Completed Albany Beach habitat restoration and public access improvements at McLaughlin Eastshore State Park.
- Opened a new temporary loop trail at the McCosker property in Sibley Volcanic Regional Preserve.
- Implemented the last phase of the executive level restructuring plan for the District by hiring the new Deputy General Manager.

### **2017 BUDGET HIGHLIGHTS**

The District's 2017 budget of \$231 million (including transfers) is balanced, taking into account the General, special revenue, debt service, and project funds. General Fund appropriations and transfers out total \$136.3 million, an \$8.6 million (6.8%) increase over the 2016 Adopted Budget. The increase is funded by both base resources, mainly property tax increases, and one-time funds.

Budgeted revenue reflects approximately 7.1% growth in property tax for the 2017 budget; none the less, the District continues to carry long-term unfunded liabilities. The growth in property tax revenue is attributed to the recovery in real estate market values in both Alameda and Contra Costa counties. Properties that were afforded reduced assessments in prior years due to market value declines have now recovered their assessed values bringing them back to pre-recession levels and, due to rising market values, many property values are also being increased by the compounded 2% annual increases as permitted under Proposition 13. Therefore, the aggregated property tax revenue increase for the year is expected to exceed the statutory 2% growth rate. The property tax growth rate is expected to be lower in future years, closer to the 4% to 5% annual rate predicted by the revenue projection provided annually to the District by Beacon Economics.

The 2017 budget includes an increase of 21 positions or full time equivalents (FTEs) bringing the total of FTEs to 805, a 2.8% annual increase. Four of these new positions fulfill "pipeline" requests, which are increases in staffing directly associated with the opening of new District facilities and property. Additional positions have been added to accommodate growth in service needs, or expanded programs. Complete staffing schedules are located in the supplemental

## GENERAL MANAGER'S MESSAGE

information section of this document.

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

Trends (in millions)	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Proposed Budget
District Resources* **	\$ 184	\$ 178	\$ 159	\$ 161
District Uses**^	\$ 202	\$ 190	\$ 200	\$ 187
General Fund Appropriations/Expenditures	\$ 124	\$ 128	\$ 127	\$ 136
Project Appropriations/Expenditures#	\$ 46	\$ 36	\$ 19	\$ 23
FTE (Permanent and Temporary)	741	762	784	805

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

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

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

# excludes transfers in/out

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

- **General Reserve Fund Balance Policy:** The General Fund Reserve (Unassigned) Fund Balance Policy was updated in 2014 to establish clear targets for the retention of prudent reserve fund levels. The target is set every five years under specific criteria analyzed by the District's Chief Financial Officer, and is currently 32% of annual revenues. Fund balance surpluses above this target may then be considered for one-time appropriations.
- **Balanced Budget Policy:** The Balanced Budget Policy was adopted in 2009 and updated in 2016 to clearly state that financial resources are required to equal or exceed uses at the time of budget adoption.
- The District continues to seek the best governmental financial practices to stabilize or reduce future annual costs, and implement other long-term strategies. The District has received the Distinguished Budget Award and Certificate of Achievement for Financial Reporting, annually for the past several years. The District also maintains an excellent bond rating of AAA from Standards and Poor's (S&P) and Aaa from Moody's Investor Services.

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

## GENERAL MANAGER'S MESSAGE

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### LONG-TERM GOALS AND STRATEGIES

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

The District's overriding long-term organizational strategic goal is to fulfill the requirements of the District's enabling legislation (California Public Resources Code Article 3, 5500 et al), which states that the District has the power to "... acquire land... develop and operate a system of public parks... for the use and enjoyment of all inhabitants of the District, to conduct programs and classes in outdoor science education and conservation... to employ a police force... to prevent and suppress fire..."

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

### PERFORMANCE MEASURES

#### *New District-Wide Performance Goals*

This year, for the first time, the District identified District-wide Performance Goals which tie to the District's Mission and Vision Statements and demonstrates the District's commitment to continual improvement with an emphasis on results. These Performance Goals are structured to achieve a cohesive reporting structure that is easily accessed and understood by District constituents. A subsection immediately following this budget message provides an easy-to-follow guide to the Park District's 2017 Performance Goals. The intent of these entity-wide measures and key objectives is to broaden the value of the information, increasing accountability and transparency, while leading to District-wide learning and process improvements.

The divisional performance goals associated with these key indicators and objectives are included in Section C - Division Summaries and Performance Measures.

### CONCLUSION

The District is fortunate to be governed by directors who are committed to sound financial management policies and long range strategic planning in order to preserve our beautiful land for the public's enjoyment.

Looking to the future, the District is committed to preserving natural and cultural resources and providing open space, parks, trails, safe and healthful recreation and environmental education. We depend on the support of our constituents and park visitors to help the East Bay Regional Park District be one of the best park districts in the nation.

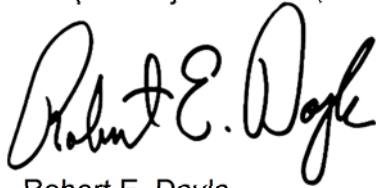
In closing, this budget presents a sound fiscal plan that continues the District's commitment to our constituents and the policies of its Board of Directors. I would like to acknowledge the staff members of the Finance Department, as well as the staff of all divisions within the District, who

## GENERAL MANAGER'S MESSAGE

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have worked hard to advance the excellence of the District's budget process, and the improvement of this budget document.

Respectfully submitted,

A handwritten signature in black ink that reads "Robert E. Doyle". The signature is written in a cursive, flowing style.

Robert E. Doyle  
General Manager

**DISTRICT-WIDE PERFORMANCE MEASURES**

This year for the first time, the District identified eight District-wide Performance Goals, which tie to the District’s Mission and Vision Statements. These Performance Goals are depicted below.



The District reports on performance in two ways: **Key Performance Indicators** show progress towards the eight Goals, and one-time **Key Performance Objectives** highlight specific tasks and actions to be taken. **New appropriations** above \$100,000 are also linked to Performance Goals.

**Mission Statement**

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

**Vision Statement**

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

**From the District’s 2013 Master Plan:** *“The District is committed to highlighting performance and results; using the annual budget process to determine goals, allocate resources and measure outcomes. This process keeps the District accountable for performance improvement and exhibits the District’s accomplishments in attaining results that are important to stakeholders.”*

**Goal - Improve access to public parklands and outreach to underrepresented groups**



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

Key Performance Indicators:

Indicator:	Actual 2015	Target 2016	Actual 2016	Target 2017
Miles of new trail opened	5	5	6	5
Number of Healthy Parks Healthy People programs conducted annually to engage under-resourced communities	8	24	16	24
Number of youth served via Youth Engagement programming for under-served urban youth	10	12	12	15
Number of interpretive programs provided for school groups	2,325	2,500	2,056	2,600
Number of exhibits made more accessible with audio and multilingual messages	2	6	8	12
Number of “Park Prescription” partnerships implemented with community health providers	1	4	11	14
Number of park special events and festivals hosted by Park Ambassador volunteers	55	60	65	65

Key Performance Objectives:

Div.	Description:	Completion:
ASD	Complete new access and staging area via the Atlas Road Bridge at Point Pinole Regional Shoreline	2017
OPS	Create Adventure Crew Pilot Program to focus on under-resourced communities (City of Richmond area), to promote health, fitness and leadership skills through outdoor recreation and community service learning projects	2017
OPS	Implement a convenience camping pilot program at Del Valle Regional Park with up to six cabin-style units to expand camping to new group of campers	2017
PA	Formalize a Multicultural Advisory Committee (MAC) of community leaders to expand engagement with diverse communities	2017
PA	Partner with the Regional Parks Foundation to provide scholarships to allow 10,000 youth to attend park programs, including environmental camps	2017



**Goal – Attract and retain a workforce of excellence**

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



Key Performance Indicators:

Indicator:	Actual 2015	Target 2016	Actual 2016	Target 2017
Number of job fairs attended or held to outreach and secure talent	7	10	15	15
Number of job recruitments completed	52	NA	75	50
Average number of days from vacancy to new hire	NA	NA	90	90
Number of in-service professional development opportunities available to employees	100	200	95	100
Percent of <i>good</i> or <i>excellent</i> ratings in the annual Office Services (facilities, reception, central stores, mail & copy services) internal customer survey	83%	80%	89%	85%
Average time for an Information Services help desk ticket/work request to be resolved	35 hours	35 hours	52 hours	30 hours
Maintain Professional Standards of Commission on Accreditation for Law Enforcement Agencies (CALEA) certification	YES	YES	YES	YES

Key Performance Objectives:

Div.	Description:	Completion:
E&L	Develop an Employee Survey Index to strengthen internal communication and collaboration, as well as, increase organizational efficiency	2017
E&L	Streamline the process for filling transfers and acting assignments by implementing an online applicant tracking system	2017
E&L	Develop annual work objectives to be incorporated in the employee appraisal review process and strengthen performance planning	2017
FMS	Complete Peralta Oaks Administration Building parking lot expansion and elevator modernization project to increase ADA accessibility	2017
FMS	Complete installation of fiber communication infrastructure at 40 remote sites to improve network speed, capacity and efficiency at staff facilities	2017
Legal	Identify and develop qualified staff to serve as trainers on the safe use of tools and equipment from the Recreation Areas Unit; develop and implement a new hands-on equipment trailer towing and equipment tie-down class	2017
Legal	Update in-house “equipment operator safety card” which serves to verify employee competence with specific pieces of equipment	2017
PA	Implement youth web portal to provide information about Park District job opportunities to young people in underserved areas	2017
PA	Provide one media training for supervisors and managers and train 25 park district staff to become social media web administrators	2017
PS	Identify a new Public Safety Headquarters facility	2017

**Goal - Restore, preserve and protect scenic, natural & cultural resources**

Manage, maintain, and restore East Bay parklands in order to retain their important values.



Key Performance Indicators:

Indicator:	Actual 2015	Target 2016	Actual 2016	Target 2017
Total acres of land owned or under management by the Park District	119,890	121,000	120,931	121,400
Number of trail miles maintained or restored	NA	NA	NA	50
Percent of projects bid on schedule	85%	90%	91%	90%
Number of hours monitoring and assessing biological resources and water quality	NA	NA	NA	5,000
Number of trail maintenance Ivan Dickson Program volunteers restoring District trails	451	500	582	600
Average rating of the District-wide Pavement Condition Index (PCI) of roads and trails	64	68	72	72
Average rating of the Facilities Condition Index (FCI) for District structures and utilities	45	72	50	72
Completed oral histories of key contributors to the Park District legacy	12	12	14	17

Key Performance Objectives:

Div	Description:	Completion:
ASD	Construct a bridge over Havey Creek in Wildcat Canyon Regional Park to restore safe public access to the north side of the park	2017
ASD	Implement the Encinal Beach restoration project to improve habitat quality, provide water access to kayakers, and better public access to the shoreline	2017
E&L	Advance development of a regional park at Alameda Point by facilitating transfer of naval base lands and developing a MOU with the City of Alameda	2017-2025
E&L	Facilitate transfer of naval weapons station lands to create new regional park at Concord Hills	2017-2025
OPS	Conduct feasibility study at Redwood Canyon Public Golf Course to evaluate event center expansion and capacity to support public and community events	2017
OPS	Stabilize Del Valle water system in order to ensure clean and safe drinking water at the park	2017
OPS	Update the District's Cultural Atlas to ensure that best practices are followed in managing cultural and historic resources and facilities	2017
PA	Train staff on use of new centralized archive database to streamline the cataloguing of District's historical artifacts, documents and photos	2017
PS	Begin initial vegetative fuels treatments in FEMA grant funded areas to support hazardous fuels reduction in the East Bay hills	2017

ASD-Acquisition, Stewardship & Development, E&L-Executive & Legislative, FMS-Finance & Management Svc, OPS-Operations, PA-Public Affairs, PS-Public Safety

**Goal – Balance environmental considerations and outdoor recreational opportunities**



Balance the need for environmental protection with the need for people to have access to healthy outdoor recreation in regional parklands.

Key Performance Indicators:

Indicator:	Actual 2015	Target 2016	Actual 2016	Target 2017
Percentage of Alameda & Contra Costa County residents surveyed indicating that they somewhat or strongly view the Park District as a valuable public resource	97	97	96	97
Number of plans and policies completed to guide District land use	5	8	6	4
Habitat restorations completed	N/A	N/A	N/A	4
Recreation enhancements completed	N/A	N/A	N/A	4

Key Performance Objectives:

#	Description:	Completion:
ASD	Complete the Concord Hills Land Use Plan to guide implementation of public access and resource conservation measures	2017
ASD	Complete the Black Diamond Mines Land Use Plan Amendment to incorporate lands into the existing regional park	2017
ASD	Develop a District-wide Bike Loop Trail brochure	2017
E&L	Conduct advance planning for development of the future Gateway Park at the Oakland Army Base, to facilitate the transfer of army base lands	2017-2025
Legal	Support the development of Concord Hills Regional Park by reviewing land and environmental documents	2017
Legal	Support the Stanford Avenue Staging Area Expansion Project at Mission Peak Regional Preserve by providing legal advice and review	2017
OPS	Remodel, expand, and install new exhibits in the Del Valle Visitor Center to allow for increased interpretive and recreational experiences for park visitors	2019
FMS	Complete Point Isabel kayak launch to provide environmentally appropriate non-motorized access to the bay and meet public demand	2018
PA	Develop informational material to educate the public on high profile projects including fuels management, Vargas access, and Mission Peak.	2017

ASD-Acquisition, Stewardship & Development, E&L-Executive & Legislative, FMS-Finance & Management Svc, OPS-Operations, PA-Public Affairs, PS-Public Safety

**Goal – Foster a safe visitor experience**

Provide programs and undertake practices that will facilitate and foster a safe visitor experience in regional parks.



Key Performance Indicators:

Indicator:	Actual 2015	Target 2016	Actual 2016	Target 2017
Continually improve communication infrastructure in accordance with replacement plan and FCC mandates	Yes	Yes	Yes	Yes
Percent of approved Public Safety positions filled	N/A	100%	88%	100%
Public Safety air-patrol hours	934	900	892	900
Acres protected and natural resources improved through vegetative fuels management	1,020	1,101	1100	1155+5%
Percent of users surveyed satisfied with Police Department efforts to promote safe and pleasant parks	71%	75%	68%	85%
Number of safety trainings provided to employees	NA	NA	10	8
Number of swim lesson participants	1,589	1,500	1,791	1,550
Number of personal flotation devices provided at Lake Del Valle through the “Vamos a Aprender” program	NA	600	700	1,000
Number of events promoted through outreach and social media to enhance Public Safety relationship with the community	5	5	5	5
Percent of users feeling extremely or quite safe when visiting the Parks	87%	85%	85%	85%

Key Performance Objectives:

Div	Description:	Completion:
E&L	Advance trail safety messaging with partners including BART and other transportation agencies	2017
FMS	Complete study for wireless network installation at campground facilities to provide better communication options	2017
PA	Increase park safety messaging in multiple languages via media and outreach	2017
PS	Conduct a District-wide study of the current radio system and implement recommendations to improve operability and communication	2018
PS	Complete implementation of Public Safety CAD RMS system to update the current computer aided dispatch and records management systems	2017
PS	Inspire trust and reduce criminal victimization by conducting community outreach and education at five schools and five public outreach events	2017

ASD-Acquisition, Stewardship & Development, E&L-Executive & Legislative, FMS-Finance & Management Svc, OPS-Operations, PA-Public Affairs, PS-Public Safety

**Goal – Enhance visitors’ relationship to nature**

Deepen understanding and appreciation for the East Bay’s open space and its wild inhabitants.



Key Performance Indicators:

Indicator:	Actual 2015	Target 2016	Actual 2016	Target 2017
Number of Interpretive & Recreation programs provided to the public	2,830	NA	3,220	3,490
Number of community outreach programs and special events via Mobile Education Center	109	36	83	100
Number of park interpretive panels updated	NA	NA	40	50
Annual number of reservations for recreation, aquatic or visitor center programs	10,282	10,000	15,643	15,750
Annual number of community volunteer hours recorded	151,084	152,000	158,072	155,000

Key Performance Objectives:

Div	Description:	Completion:
E&L	Plan renovations to Crown Memorial State Beach, including integrating recently acquired GSA properties	2017
PA	Create a signage plan to enhance consistency and improve educational communication with park users and reduce “sign clutter”	2018
PA	Launch the new ebparks.org website, with advanced architecture to improve functionality to improve user experience	2017
PA	Design the new Del Valle Visitor Center information panels to enhance visitor understanding of the park and its inhabitants	2017
PA	Conduct six multicultural park walks to promote health and wellness and social interactions	2017
PA	Design the Black Diamond Coal Mine Visitors Center information exhibits and panels to educate and highlight the coal mining industry	2017
PA	Create two new multilingual interpretive displays to enhance experience for visitors	2017

ASD-Acquisition, Stewardship & Development, E&L-Executive & Legislative, FMS-Finance & Management Svc, OPS-Operations, PA-Public Affairs, PS-Public Safety

**Goal – Ensure the fiscal health of the District**

Take actions and maintain practices that safeguard the long-term financial viability of the Park District



Key Performance Indicators:

Indicator:	Actual 2015	Target 2016	Actual 2016	Target 2017
Percent of acquisitions leveraged with funding from non-District sources	18%	30%	50%	25%
Amount of dollars for land acquisition from non-District sources	\$2.4 m	\$3.0 m	\$6.0 m	\$1.8 m
Number of successful grant applications submitted	26	20	26	25
Grantor payments received	\$9.2 m	\$10.0 m	\$15.8 m	\$10.0 m
Amount of investment to the Major Infrastructure Renovation and Replacement fund	\$5.5 m	\$6.0 m	\$3.1 m	\$5 m
Received the <i>Distinguished Budget Presentation Award</i> from the Government Finance Officers Association (GFOA)	Yes	Yes	Yes	Yes
Bond Rating from Standard and Poor's rating agency	AAA	AAA	AAA	AAA
<i>Certificate of Achievement for Excellence in Financial Reporting</i> awarded to the District by GFOA for the annual financial report (CAFR)	Yes	Yes	Yes	Yes
General Fund reserve balance policy targets met at year-end	Yes	Yes	Yes	Yes

Key Performance Objectives:

Div	Description:	Completion:
ASD	Conduct a review and assessment of year-one of the Job Order Contracting Program	2017
E&L	Advance State Park Bond with funds for per capita grants, Coastal Conservancy Bay Area Programs, and agencies operating State Parks	2018
E&L	Achieve ongoing funding commitment for paved trail maintenance from Alameda and Contra Costa counties	2017
E&L	Advance District's interests in potential bridge toll revenue measure	2018
FMS	Virtualize 90% of network servers throughout the District to create redundancy, increase efficiency and reduce costs	2017
FMS	Develop a policy to create baseline funding to stabilize pension costs and reduce unfunded pension liabilities	2017
Legal	Update standard construction and maintenance agreement templates to comply with new laws and regulations and minimize risk and exposure	2017
PA	Increase contributions from the Regional Parks Foundation to expand Interpretation & Recreation and Stewardship programming	2017



**Goal – Plan for climate change resiliency**

Prepare the District for a changing climate and take positive actions to reach resiliency and carbon neutrality.



Key Performance Indicators:

Indicator:	Actual 2015	Target 2016	Actual 2016	Target 2017
Acres of creeks restored or enhanced to improve habitat and water quality	NA	NA	NA	1.2
Acres of wetlands acquired, created, restored or enhanced to protect the shoreline and to adapt to sea level rise and protect from flooding	NA	NA	NA	99
Percent of paper reduction by implementing electronic document storage systems and other methods	NA	NA	23%	50%
Number of vehicles replaced with more fuel efficient vehicles	4	4	7	4
Number of ecologically friendly vault restroom facilities installed	5	5	6	5
Solid waste diversion rate	NA	3%	3%	5%
Reduction in water usage District-wide using 2013 as a baseline	27%	25%	33%	25%

Key Performance Objectives:

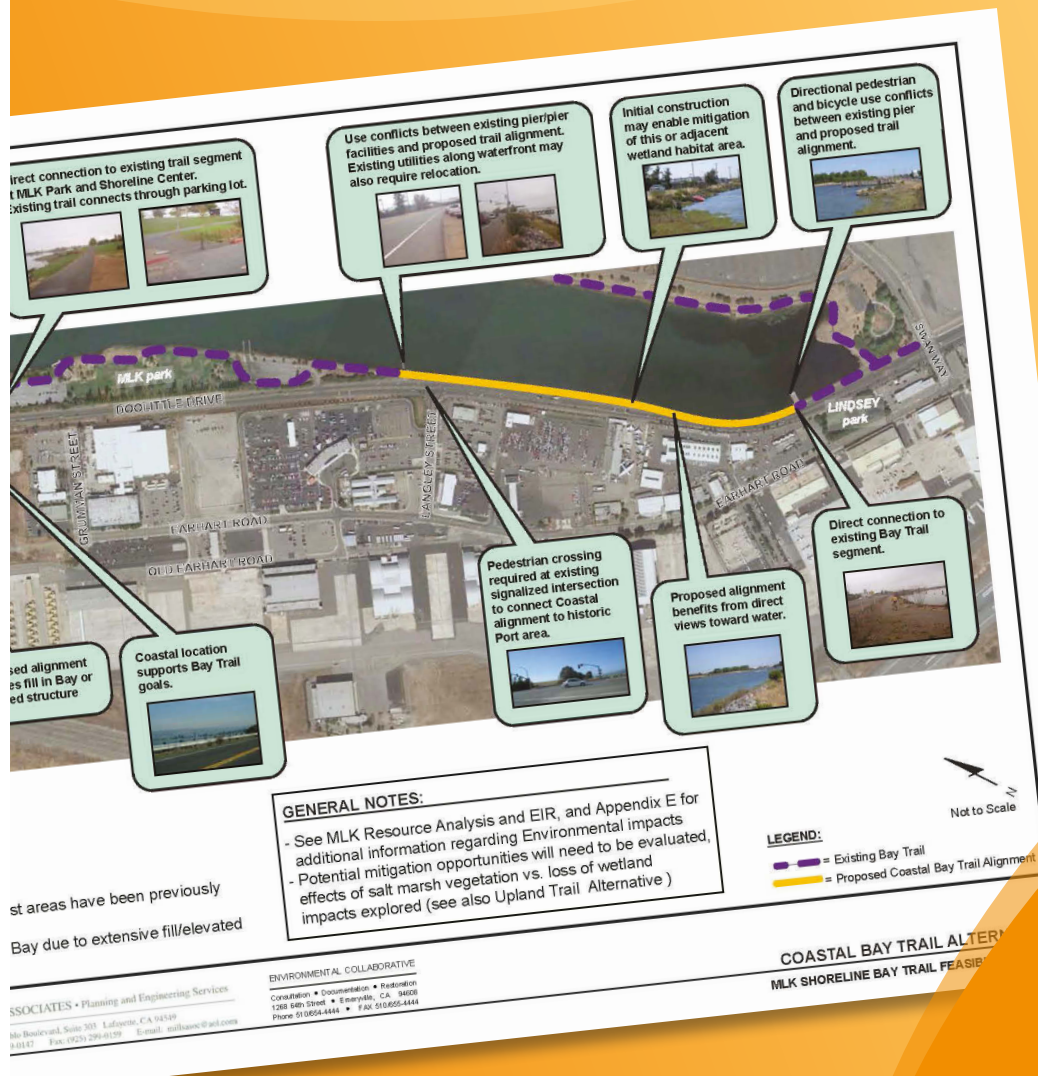
Div	Description:	Completion:
ASD	Complete marsh restoration project at the Dotson Family (formerly Breuner) Marsh to reduce the impact of anticipated sea level rise	2017
ASD	Develop conceptual restoration plan for the Hayward Marsh to address habitat restoration needs and protect against sea level rise	2017
E&L	Inventory greenhouse gas emissions and develop reduction targets leading towards carbon neutrality	2017
E&L	Develop a District-wide sustainability plan to reduce the District’s carbon footprint, save energy costs through energy efficiency projects, and capitalize on the benefits provided by the District’s natural infrastructure	2017
E&L	Conduct a trail user survey to determine current usage and enhance use of trails as a green transportation corridor	2017
FMS	Reduce natural gas costs at the Peralta Oaks Administration Building & Trudeau Training Center by 25% of 2014 levels to increase energy efficiency	2017
FMS	Complete Shadow Cliffs solar panel project which will generate 1.2 megawatts of power to offset District energy costs and usage	2017
PA	Develop key messaging and communication tools to showcase the District’s leadership in climate change adaptation and resiliency	2017
PA	Produce three videos with Park District leaders on adaptive management, resiliency and climate change	2017

ASD-Acquisition, Stewardship & Development, E&L-Executive & Legislative, FMS-Finance & Management Svc, OPS-Operations, PA-Public Affairs, PS-Public Safety

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# Budget Overview



## **BUDGET OVERVIEW**

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### **2017 Budget Summary**

The East Bay Regional Park District's 2017 adopted budget is structurally balanced and in compliance with the District's Balanced Budget Policy, which was adopted December 2009. This policy states that financial resources are required to equal or exceed uses at the time of budget adoption. It further states that the fund balance or net assets (amount by which fund assets exceed fund liabilities) in the special revenue funds, debt service funds, capital project funds and proprietary funds may be used as a resource to achieve a balanced budget. Furthermore, the Board of Directors has committed General Fund fund balance for various purposes. Finally, the Balanced Budget Policy states that unassigned fund balance "may be proposed for use as a resource to achieve a balanced budget to address temporary shortfalls in the General Fund, when, in the General Manager's determination, it is necessary to continue essential services."

The District's budgeted resources for all funds total \$210.3 million (including transfers of \$ 37.3 million) which is 3.4% more than the 2016 budget. The slight increase in revenue is attributed mainly to an increase in property tax revenue resulting from increases in assessed valuation as the local economy continues to improve.

The District's budget uses for all funds total \$231.0 million (including transfers of \$37.3 million), which is \$7 million or 2.9% less than the prior year budget. Increases in operating and capital costs were offset by a reduction of \$17.3 million in funding required for debt service payments on the District's outstanding debt.

The difference between District resources and uses will be funded through the planned use of fund balance. Project funds will utilize \$26.6 million of fund balance. Measure AA, Measure WW Series 2009, 2013 and the 2012 Promissory Note bond proceeds are recorded in fund balance. These bond proceeds will fund capital projects and the local grant program in 2017.

The 2017 General Fund budgeted revenue of \$136.3 million is \$8.7 million greater than the prior year budgeted revenue. The increase is attributed mainly to the 7.5% increase in budgeted property tax revenue.

General Fund appropriations total \$136.3 million (including transfers out of \$11.8 million), as compared to \$127.1 million in the prior year, a 7.3% increase. The increase in appropriations is attributed to the following:

- 2.5% increase personnel costs
- 7.8% increase in supplies/services
- 25.1% increase in capital outlay
- 1.5% increase to Intra-District Charges

The 2017 transfers out of the General Fund total \$11.8 million, compared to \$6.9 million in the prior year. This increase reflects an increase in one-time project funding to the Capital and Other Than Assets Funds, increased funding for future infrastructure renovation or replacement costs and funding for pension liabilities.

## **BUDGET OVERVIEW**

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### **Long-term and Current Priorities and Accomplishments**

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

The District's 2016 Accomplishments are outlined below:

#### *Leveraging Financial Resources and Fiscal Responsibility*

The East Bay Regional Park District awarded more than \$6.5 million in WW Local Grant Program funds to 26 local community park and recreation projects. These funds are available through the Measure WW Bond funds, approved by the voters in Alameda and Contra Costa counties. To date, almost \$76 million of the original \$125 million in Measure WW Local Grant funds have been dispersed throughout the communities in Alameda and Contra Costa counties.

The Park District was the recipient of budget awards from the Government Finance Officers Association for the Certificate of Achievement for Excellence in Financial Reporting for the 15<sup>th</sup> consecutive year, and the Distinguished Budget Presentation Award for the 12<sup>th</sup> consecutive year.

In addition, in 2016 the District:

- Worked to advance the efforts towards a State bond measure with per capita funding for regional agencies to help offset the over \$5 million per year we incur operating State parks. The District will continue these efforts in 2017.
- Received 20 State and Federal grants valued at over \$5.3 million, including over \$2.7 million for the McCosker Creek restoration at Sibley Regional Preserve.
- Implemented new GASB accounting standards for pension liabilities and discussed long-term funding strategies.
- Updated Board Operating Guidelines covering policies for purchasing, contracting and agreements.
- Managed and updated special use agreements for concessionaire businesses, including equestrian centers, food providers, golf and sports activities, increasing revenue to the District and adding protections related to long-term maintenance.
- Supported the San Francisco Bay Restoration Authority's ballot measure to provide funds for restoration projects throughout the Bay Area which includes a minimum of \$90 million for the East Bay.
- Worked with the Contra Costa County Transportation Authority to ensure the District receives over \$38 million over the life of the tax for the development and rehabilitation of paved regional trails.
- Successfully negotiated of an updated MOU with the Union Pacific RR for property rights and \$3.9 million toward urban shoreline access and Bay Trail projects.
- Installed a 1.2 megawatt solar array at Shadow Cliffs Regional Park which will nearly zero out the Park District's electric footprint in support of our strategic energy plan.

## **BUDGET OVERVIEW**

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### *Acquisition of New Parkland*

In 2016, the Park District acquired, optioned or leased over 2,000 acres of open space and parklands, continuing its commitment to protect significant biologic, recreational, and historic resources, clean up park boundaries and provide public access and trail connections throughout the Park District.

Some of the notable land acquisitions, options and leases include:

- The 26.87-acre donation of property at Hayward Regional Shoreline which will be incorporated into the adjacent Resource Protected Area for the preservation and enhancement of salt marsh harvest mouse habitat and ultimately become part of a larger wetland restoration project.
- The purchase of a 20-acre inholding at Point Pinole Regional Shoreline's Dotson Family (formerly Breuner) Marsh which will enhance the District's marsh restoration and public access project while protecting the property from future development.
- The purchase of the 10-acre Patterson Ranch "church parcels" property at Coyote Hills Regional Park, one of the few remaining tracts of the historic Patterson Ranch still under ownership by the Patterson family that will serve to extend the eastern Coyote Hills boundary and preserve the contiguous open space stretching west from Ardenwood Boulevard and Paseo Padre Parkway.
- The purchase of three properties and the option of one property in partnership with the East Contra Costa Habitat Conservancy using both State and Federal grant funds, providing opportunities to protect habitat, seasonal drainages and associated special-status plant and animal species, and develop possible trail connections to other open space:
  - The 646-acre Nunn property north of Brentwood in the Delta Access Regional Recreation Area (purchase)
  - The 76.5-acre Hanson Ranch property north of Marsh Creek Road in East Contra Costa County from previous owners, Save Mount Diablo (purchase)
  - The nearly 200-acre Coehlo Machado property at Vasco Hills Regional Preserve with additional grant funding provided by NextEra (purchase)
  - The 10.5-acre Nortonville property located near the secondary entrance to Black Diamond Mines Regional Preserve (option).
- The acceptance of a 4.88-acre trail easement at McLaughlin Eastshore State Park, between Buchanan and Gilman streets, from Golden Gate Fields as part of a settlement agreement related to a condemnation action to close a significant gap in the San Francisco Bay Trail.
- The continuation of our lease of nearly 20 acres of property at the former Oakland Army Base south of the Bay Bridge take-off which positions the Park District to acquire the property once the Department of the Army completes its environmental mitigation via an approved Public Benefit Conveyance.
- The purchase, in partnership with the State Department of Parks and Recreation Habitat Conservation Fund grant program, of the historic 191.45-acre Moller Ranch property at the main Somersville Road entrance to Black Diamond Mines Regional Preserve, protecting riparian habitat and associated historic structures.
- The transfer of the approximately 17 acres of real property donated to the Park District by the Armand Borel Trust in 2009 has been upheld by the Court of Appeal after a lengthy



## **BUDGET OVERVIEW**

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litigation challenge by a local developer. The Park District will undertake a planning process to determine future uses for the property including the development of an agricultural park that was envisioned by the Trust.

- The conveyance of 28.5 acres of property at Coyote Hills Regional Park to the Alameda County Flood Control and Water Conservation District (ACFCD), which will allow the ACFCD to widen an important flood control channel and construct a 47-acre wetland mitigation project on a portion of the recently acquired historic Patterson Ranch property, possibly also including public trail access.

### Expanded Access to Parks and Trails

Thanks to the efforts of our officials elected to the State Assembly and State Senate and the U.S. Senate and Congress, the Park District recently secured approximately \$9.3 million in growth funds for parks and trails. Some projects underway or completed in 2016 are:

- Continuing to actively pursue the no cost-transfer of 2,700 acres of federally owned land at the Concord Naval Weapons Station for a new regional park.
- Completion of Albany Beach habitat restoration and public access phase 1 improvements at McLaughlin Eastshore State Park for a cost of almost \$5 million with \$2.7 million in funding from grants.
- Completed grading and phase 1 land work at the Brickyard area of McLaughlin Eastshore State Park for a cost of \$1.2 million funded entirely by a grant from State Parks.
- Continued work on new access to Point Pinole Regional Shoreline via construction of the Dotson Family Marsh Wetland Restoration and San Francisco Bay Trail project.
- Progress on the Pinole Shores to Bayfront Park Bay trail segment of the San Francisco Bay Trail is expected to cost approximately \$11 million. The project received \$4 million in Active Transportation Program funding by the Metropolitan Transportation Commission as well as \$1.3 million in Recreational Trail Program funding from State Park and may receive additional funding from other grants.
- State Parks awarded the District \$337,973 for a restroom replacement project at Del Valle Regional Park, \$200,000 for construction of the Tyler Ranch Staging Area at Pleasanton Ridge Regional Park, \$200,000 to replace four bridges at Garin/Dry Creek Regional Park and \$281,480 for Quagga Muscle prevention at the District's lakes.
- Of the \$10 million total in Measure J funding allocated to the District from the Contra Costa Transportation Authority (CCTA), the District uses approximately \$500,000 per year for trails maintenance in Contra Costa County. The District received two grants from the California Natural Resources Agency: \$500,000 from the River Parkways Program for restoration of McCosker Creek in Sibley Regional Preserve and \$198,000 from the Proposition 40 Cultural and Historical Endowment for renovations at the Crab Cove Visitor Center at Crown Memorial State Beach.

Additionally, the District:

- Obtained shoreline access by negotiating new agreements with the Union Pacific Railroad and secured \$3.9 million for six crossings, access and trail improvements in north Alameda and west Contra Costa counties, including critical segments of the San Francisco Bay and Wildcat Creek Regional trails.

## BUDGET OVERVIEW

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- Opened a new temporary loop trail at McCosker property in Sibley Volcanic Regional Preserve. Creek restoration and additional improvements are scheduled in 2017, during which time, the area will be temporarily closed for construction.

### District Leadership and Model Practices

- Two new Board Members were elected in November to succeed long-time retiring Board Members John Sutter and Doug Siden. Doug Siden served on the Park District Board for 24 years and recently received the *2016 Board Member of the Year* award from the California Special Districts Association. John Sutter served for 20 years with the Park District and received the *2016 Outstanding Board Member* award from the California Association of Recreation and Park Districts and the *Cornelius Pugsley and Legend* awards from the American Academy of Parks and Recreation Administration.

The District also accomplished the following:

- The District received national recognition for water efficiency efforts at the White House Water Summit and continued throughout the year to implement drought recovery and water efficiency plans.
- The Operations Division received the *Creating Community Award of Excellence* from California Special Districts Association for Interpretive and Recreation Services' youth development program *Teen Eco Action*.
- Continued the national model program *Healthy Parks Healthy People* Bay Area, creating regular healthy hiking activities throughout regional parks in both Alameda and Contra Costa counties.
- Expanded the *Parks Prescriptions Rx* and *Stay Healthy in Nature Every Day (SHINE)* programs, in collaboration with pediatricians at UCSF Benioff Children's Hospital Oakland, to prescribe nature and outdoor exercise to at-risk children and families served in the hospital's emergency rooms and clinics.
- Expanded multi-cultural outreach to many Bay Area communities, providing wellness walks, and celebrating cultural heritage events.
- Continued valuable community programs such as Kids Healthy Outdoor Challenge, Outdoor Recreation, and highly attended community events throughout the District.
- Updated Ordinance 38- outlining District-wide Policies and Procedures, to include strict limitations on smoking and drone use in Regional Parks.
- Hired and integrated a new Deputy General Manager into the organizational structure to oversee the Operations Division, Acquisition, Stewardship & Development Division, Finance & Management Services Division and the Human Resources Department completing the executive level restructuring plan for the District.
- Completed the reorganization of the Finance & Management Services Division, combining two executive level positions and adding an additional Chief position to reduce duplication of duties and increase productivity.
- Successful completion of the hiring process for several key positions vacated due to retirements, including Assistant General Manager of Finance & Management Services/CFO, Chief of Park Operations, and Assistant Finance Officer.

## **BUDGET OVERVIEW**

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- Continued development of succession planning for pending retirements.
- Implementation of several Human Resources services to assist employees and managers with hiring and understanding benefits.
- Hired 34 and promoted 25 regular staff in the last year. 35% of new hires were minorities, a 41% of promotions were female and 22% were minorities

### Infrastructure Improvements and Efficiencies

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

- Vegetation/fuels management work at Wildcat Canyon, Anthony Chabot, Sibley, Claremont Canyon, Huckleberry, Point Pinole, and Redwood Regional Parks.
- Safety, operations, and maintenance services on trails at Martin Luther King Jr. Regional Shoreline, Crown Memorial State Beach, and McLaughlin Eastshore State Park.
- Support for Crab Cove Visitor Center operations at Crown Memorial State Beach.
- Renovating public access, restrooms and picnic area at Huckleberry Regional Preserve.
- Major infrastructure upgrades at Miller-Knox Regional Shoreline, including new paths and restroom renovations in accordance with the Americans with Disabilities Act.
- Wetland restoration and public access at the Dotson Family Marsh at Point Pinole Regional Shoreline.
- Retrofit of the Doolittle Drive boat launch facilities at Martin Luther King Jr. Regional Shoreline.
- Completion of the exhibits and lighting at the Environmental Education Center in the Tilden Nature Area.

The District also accomplished the following:

- Completed maintenance and/or replacement of 1.1 million square feet of the District's paved network for approximately \$1.5 million.
- Continued the District's Major Maintenance program including updating chemical toilets to vault toilets, and providing remodels and office improvements to several District facilities.
- Continued facilities inventory and assessment project completing seven additional parks for total assessments on approximately 40% of the District facilities.

### Keeping our Parks Safe

In this regard, the District:

- Coordinated closure of Anthony Chabot Marksmanship Range as of October 2016, and is developing environmental mitigation plans to meet long-term closure requirements.
- Continued vegetation/fuels management work on over 1,000 acres to reduce hazardous fuels in Regional Parks.
- Implemented surveillance and monitoring programs for algae toxins in all District recreational swim areas and continued to research and develop new methods of treatment.
- For the 7th consecutive year there were no drowning deaths in District swim areas with lifeguards on watch.

## **BUDGET OVERVIEW**

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- The Police Department received recertification, with excellence, through the Commission on Accreditation for Law Enforcement Agencies (CALEA) which is the gold standard for public safety.
- Completed hiring and initial phase of training for 13 new industrial firefighters.
- District fire and police dispatchers handled more than 8,310 calls for service. The Police Department responded to 6,301 incidents and closed over 5,790 cases.

### **Park Advisory Committee 2016 Accomplishments**

In 2016, the twenty-one member Park Advisory Committee (PAC) studied issues impacting the Park District and made recommendations on a spectrum of policy and fiscal issues, including:

- Reviewed issues related to crime and safety in regional parks and on regional trails.
- Hosted a regional public hearing on Regional Conservation Frameworks which could increase the District's ability to receive additional mitigation funding.
- Reviewed the District's capital projects and advanced planning processes.

### **Short and Long-term Financial Outlook for the District:**

#### **National Outlook**

The slow U.S. economic expansion that has been underway for the past seven years is expected to continue into 2017. Despite the uncertainty created by the outcome of the presidential election, most economists agree that the fundamentals underlying the US economy are fairly healthy, if not robust, and that headwinds from global financial crises are behind us. In December 2016, the Federal Open Market Committee (FOMC) predicted that US Gross Domestic Product (GDP) for 2017 will be slightly above two percent, and inflation will also be in the 1.9 percent range in the coming year.

Growth in 2016 was primarily driven by consumers, yet was offset by anemic inventory and infrastructure investment by business and government. The strength of the US dollar along with instability in Europe and the continuing slowdown in China impacted exporters, and led to a widening trade deficit. According to the advance estimate by the U.S. Bureau of Economic Analysis, the nation's real gross domestic product (GDP) increased at an annual rate of 1.9% in the third quarter of 2016, and 1.6% overall in the preceding four quarters. GDP is one of the primary indicators used to gauge the health of a country's economy.

The nation's unemployment rate dipped to 4.9 percent in July and August, but rose again in the third quarter to five percent. According to a forecast from Kiplinger, steady job growth is helping part-time workers find full-time work, and many unemployed individuals are re-entering the job market. So while unemployment rates nationwide are largely unchanged from the prior year, the length of the average workweek and wage growth is steadily increasing. This trend is expected to continue in 2017.

According to Beacon Economics, building construction and continued investment in homes were bright spots in the US economy in 2016, and this is likely to continue in 2017. Sales of new and existing homes remained at high levels due to continued low interest rates, limited inventories, and gains in employment. This trend is expected to continue in 2017 as a millennials reach prime home buying years and a larger number of new household are formed.

Kiplinger's November 2016 Economic Outlook predicts a national economic growth rate of 2% for 2017, a slight increase from the 2016 increase of 1.5%, with the national unemployment rate

## **BUDGET OVERVIEW**

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declining to 4.6% by the end of 2017. Long-term interest rates are expected to stay near 2.5% and the overall 2017 inflation rate is predicted to be 2.4%.

Consumer Confidence, as reported by The Conference Board, retreated in October after several back-to-back increases. Some economists suggest that this decrease in confidence was related to the uncertainty of the November election. Overall, at 98.6 percent, the index reflects consumers' current assessment that the outlook for the economy remains generally positive. Consumer confidence is an economic indicator which measures the degree of optimism that consumers feel about the state of the economy as well as their personal financial situation.

### **California's Economic Outlook**

California's economic activity continued to out-perform the nation during 2016, with the highest growth rate of all 50 states. The state-wide labor market has also continued to improve from the prior year. As of July 2016, California had added back 2.2 million jobs since the recession – far more than the 1.3 million it lost during the downturn. In September, California accounted for 20% of all the new jobs added in the nation. California's unemployment rate stands at 5.5% - above the national average of 5.0 percent, but 0.3% better than where it was a year ago. Beacon Economics projects a continuation of the positive trajectory of the California economy in 2017, boosted by continued gains in the Tech sector, though that growth will be slower than in 2016, due to the constraints of full employment.

The statewide median home price in California and number of single family homes sold were roughly unchanged from the prior year. The supply of homes continues to be less than needed to meet demand, and there is continued concern in many metro areas regarding unaffordable housing for the working poor. According to CoreLogic, the number of California foreclosures and mortgage delinquencies declined 30 percent from July 2015.

### **Local Economic Outlook**

The local East Bay economic trend has continued its upward movement through 2016. The total number of jobs in Alameda and Contra Costa county was up 2.3%, between September 2015 and September 2016, with 29,000 jobs added. September unemployment rates in Alameda and Contra Costa counties were 4.3% and 4.5% respectively, unchanged from one year ago. The East Bay unemployment rates remain slightly higher than San Francisco County (3.3%) and Santa Clara County (3.7%) but are better than the state-wide rate of 5.5% and national unemployment rate of 5.0%.

Home prices in the East Bay continued to appreciate at above average rates over the past year. The September 2016 median price of all homes sold in Alameda County was \$728,300 which reflects a 6.4% increase over September 2015. The median price of all homes sold in Contra Costa County increased by 7.4% in a twelve month period to \$541,800 in September 2016. Interest rates have remained at historically low levels with no significant increases forecasted for the next year, which keeps homes more affordable as consumer incomes continue to rise.

Beacon Economics forecasts a positive outlook and increased growth for the East Bay economy as the real estate market continues to improve and more people choose to take advantage of the relatively lower home prices compared to the San Francisco and San Jose regions. As wealthier and more highly-skilled individuals move to the East Bay, commercial real estate prices should also continue to increase, as those new residents increasingly opt to eat and spend locally.



## **BUDGET OVERVIEW**

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### **District Impacts**

The East Bay Regional Park District enters the year in a good financial position. According to an August 2016 Beacon Economics report, the District's largest revenue source, property tax, is expected to increase by approximately six percent in the coming year, and at an average annual rate of between four to five percent over the next five years.

Additionally, District revenue sources include several operating and capital funds which are not impacted by fluctuations in the national and local economies:

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

### **Revenue Assumptions and Methodology**

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

The 2017 General Fund interest revenue budget is conservatively estimated to remain unchanged from 2016. The sustained forecast for 2017 is that the Federal Reserve Board's federal fund target rate will be set at between 0.75% and 1.5%. The District is actively managing cash and investments to maximize returns within the constraints of our investment policy.

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

### **Long-term Strategies that Address Long-term Concerns and Issues:**

#### **Organization Wide Goals and Policies**

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

## **BUDGET OVERVIEW**

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

- FR1: The District's financial planning and management decisions will be based on information and professional projections supporting a transparent system of policies and procedures. The delivery of long-term financial sustainability, solvency and resiliency will be the objectives of this process.
- FR2: The District will continue the practice of developing annual performance management goals, and budgeting to achieve the outcomes. These budgets will incorporate annual performance targets linked to the District's long-term planning goals. Goals will be transparent, outcomes will be measured and results will be communicated to stakeholders.
- FR3: The District is committed to the responsible stewardship of public funds and will operate in accordance with the best practices in the field of accounting and budgeting, and will also maintain a strong system of internal controls to ensure the security of all District assets. The annual external unqualified audit opinion of the District's financial records will be used to verify its fulfillment of this commitment.
- FR4: The District will continue the acquisition and development program and will issue bonds as permitted under law, and as may prove advantageous or necessary within the intent and authority of the District's programs. Where economically advantageous, the District may borrow to make major capital equipment or fixed asset purchases. The District may borrow funds on a short-term basis against anticipated revenue to fund annual operations.
- FR5: Leases of District assets may be negotiated to enhance park activities or value and to maximize revenue to the District. Revenues generated from leases will, at minimum, offset the direct and indirect administration costs of the lease and are expected to provide additional revenue to the General Fund.
- FR6: The District will continue administering the current benefit assessment districts and related zones of benefit, which support local open space and trail improvements. The District will consider establishing additional special assessment districts in support of local open space or recreational facilities when these areas are congruent with Master Plan objectives.
- FR7: The District will coordinate with and/or provide services to other agencies when the activities are related to the District's mission. Service agreements will include provision for payments to the District sufficient to support the direct and indirect cost of providing such services.

## **BUDGET OVERVIEW**

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- FR8: The District will seek opportunities to augment, and act to protect, any and all diversified, equitable, long-term funding sources that support the strategic goals described in this Master Plan.

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

### **Operating and Capital Strategies**

As part of the District's annual operating budget, long-term estimates of current revenue as well as an analysis of projected future resources is completed. For major resources -- such as property tax and interest revenue -- economic trends, expert opinions, and historical evidence are used to support a five-year projection. Other revenue sources, such as those arising from assessments and leases, are based upon existing contracts and can be determined for the next five to ten years. Charges for services fluctuate annually, and are highly susceptible to the weather; thus historical trends are used to forecast only for one year.

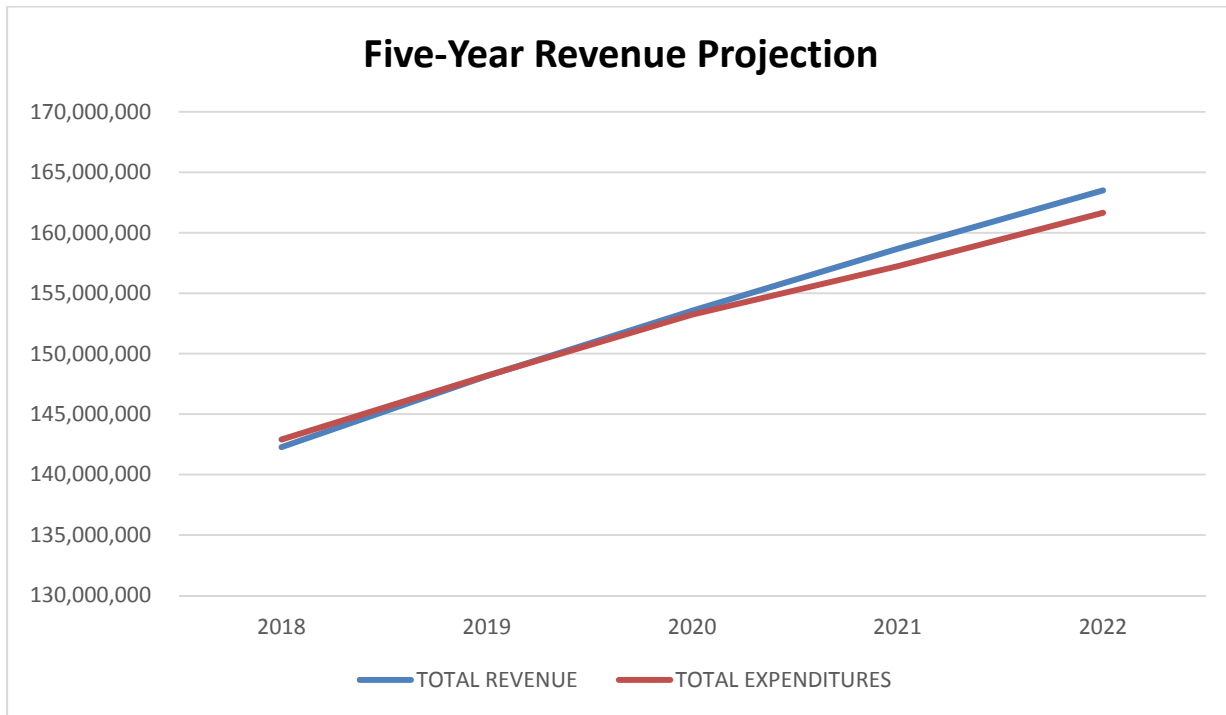
Following is the General Fund Five-Year Expected forecast. Assumptions used for revenue projections include:

1. Property tax projections increase based upon the mid-line annual forecast for the District's property taxes as prepared by Beacon Economics. The increase begins at 6.2% in 2018 and declines to 4.5% by 2022.
2. 1.7% increase in fees, charges, and other miscellaneous revenue, based on the prior 10-year trend.
3. Investment revenue increase from 1.1% return in 2018 to a 2.1% over the 5 year period.
4. Transfers-in to the General Fund consistent with prior years.

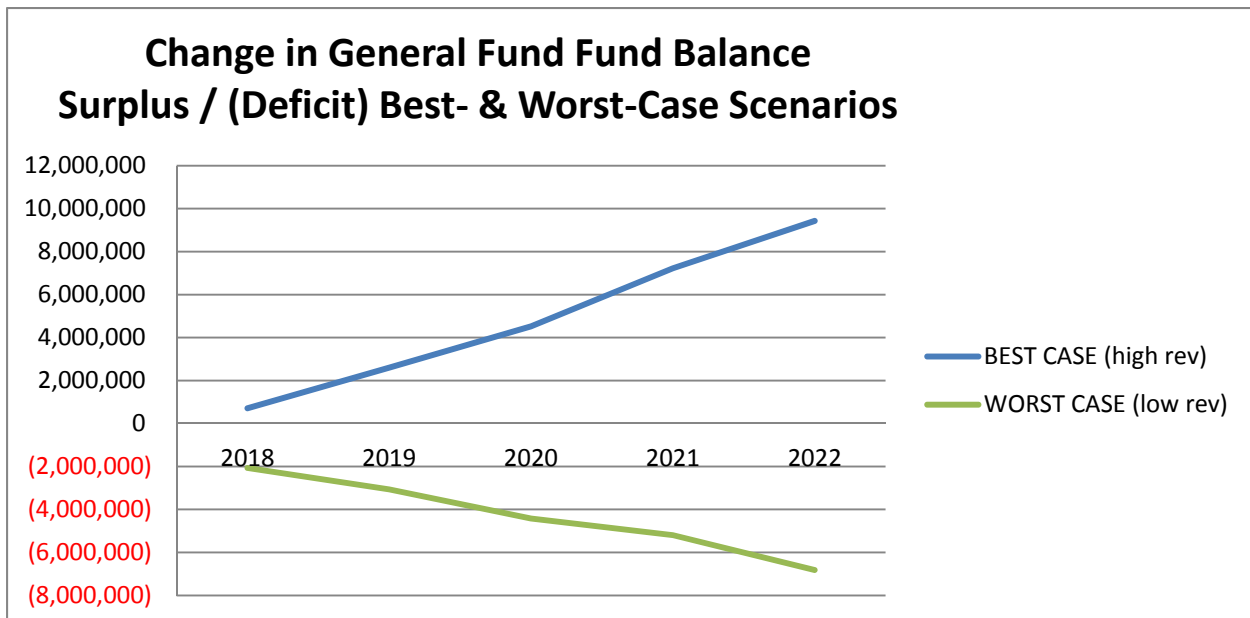
Assumptions used for expenditure projections include:

1. Salary increases for all staff based upon the most recent CPI-W for the Bay Area.
2. Benefit costs increase between 5 -6% annually.
3. Supplies & services increasing at the December US inflation rate.
4. Debt service is budgeted at and inter-agency agreement expenditures are consistent over the five-year period.
5. Recommended transfers to the Major Infrastructure Renovation and Replacement Fund of \$1.5 million in 2018, increasing by \$0.5 million each year to \$3.5 million by 2022.
6. Transfers to fund long-term liabilities as in the 2017 adopted budget.
7. Establishing a Pension Trust to set aside additional funds for anticipated pension cost increases.
8. Transfers-out based on increased salary and benefits costs for personnel costs in other funds.
9. No additional FTE added.

## BUDGET OVERVIEW



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



## **BUDGET OVERVIEW**

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Trends and external information are examined to determine cost trends for items not within the District's control, such as inflation, pension and health benefit costs. The District takes steps to proactively stabilize certain costs when it is possible, by setting aside additional funds for pension contributions, major equipment replacement and election costs. Additionally, the District uses a "pipeline" to track upcoming operating requirements resulting from the completion of capital projects and acquisitions.

### **Projects**

The District updates the five-year Capital Improvement Program (CIP) annually. This five year plan designates funding for land acquisition, construction, major maintenance of facilities, and other capital projects. Additionally, certain multi-year projects and programs that do not involve capital construction or acquisition are included in the CIP plan. These projects are called "Other Than Asset" or "OTA Projects," and are for multi-year tasks or assignments which will not result in a capital asset -- such as a wildlife impact study, or construction of a trail on non-District property. The District has 491 active projects, which are detailed in the District's second budget volume, 2017 Projects Budget - Five Year Expenditure Plan.

### **Performance Management**

The 2017 proposed budget continues the use of performance measures, begun in 2011. Beginning in 2017, however, the District has taken additional steps to align Key Performance Indicators and Key Performance Objectives with eight overall District-Wide Performance Goals, which come from the District's mission statement and Master Plan.

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

### **Distinguished Budget Award**

The District was awarded the Government Finance Officers Association's Distinguished Budget Presentation for the prior year, 2016 Operating and Capital Budget. The District has received this award annually since 2005. This award represents a significant achievement by the District and reflects the commitment of the Board and staff to meeting the highest principles of governmental budgeting, including the enhanced understanding of the District's budget by the average reader.

### **Concluding Comments**

The District's ability to serve our growing population and manage our increasing natural resources and lands will require careful planning and projection of long-term financial conditions. Although staff has worked diligently to estimate 2017 revenues and expenditures, external events may affect actual results. We are encouraged as 2017 appears to be on track to maintain slow steady growth. Throughout 2017, 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 2017 budget.



## **BUDGET OVERVIEW**

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### **The District's Partnership with the Regional Parks Foundation**

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

In 2016 the Foundation raised approximately \$1.6 million on behalf of the District (contributions, membership and grants). A breakdown of the estimated 2016 funding support for the Park District parks and programs is as follows:

<b>Regional Parks Foundation 2016 Support to EBRPD</b>	<b>Amount</b>
<b>DIRECT FUNDING TO DISTRICT:</b>	
Unrestricted Grant to EBRPD General Fund	\$ 330,000
Membership Fees Passed to EBRPD	58,569
Youth Scholarships for EBRPD Interp & Rec/Aquatic Programs	182,083
Total Revenue to District	\$ 570,651
<b>INDIRECT FUNDING SUPPORT FOR DISTRICT:</b>	
Park Support (Supplies, Services, Equipment & Capital Improvements)	\$ 499,231
Other Discretionary Support to Park District Programs	52,191
**Youth Scholarships Paid to Other Organizations	132,349
Foundation Fundraising and Administrative Expenses	509,552
Land donation pass-through	3,750,000
Total Indirect Support to District	\$ 4,943,323
Total Foundation Support Directly To, or On Behalf of EBRPD	\$ 5,513,974

\*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 & Carol Severin Scholarship at UCSF.

## **BUDGET OVERVIEW**

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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.

In the District's Adopted Budget, all funds are presented on the modified accrual basis of accounting. However, in the District's Comprehensive Annual Financial Report (CAFR), the government-wide statements are presented using the full accrual basis of accounting, as is 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 in the CAFR on full accrual basis of accounting in the Statement of Net Assets and the Statement of Revenues, Expense and Changes in Net Assets, and the Statement of Cash Flow in the financial statements, in contrast to the presentation in the budget document.

Additionally, not all funds are subject to annual appropriation. For example, the District OPEB Trust and the District's sole employer EBRPD Retirement Plan Trust are not included in this document because they contain neither assets nor liabilities of the District. These funds are included in the District's CAFR, 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 Fund and the Project Fund are all major funds under GASB 34. The Special Revenue and Permanent funds are non-major funds.

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

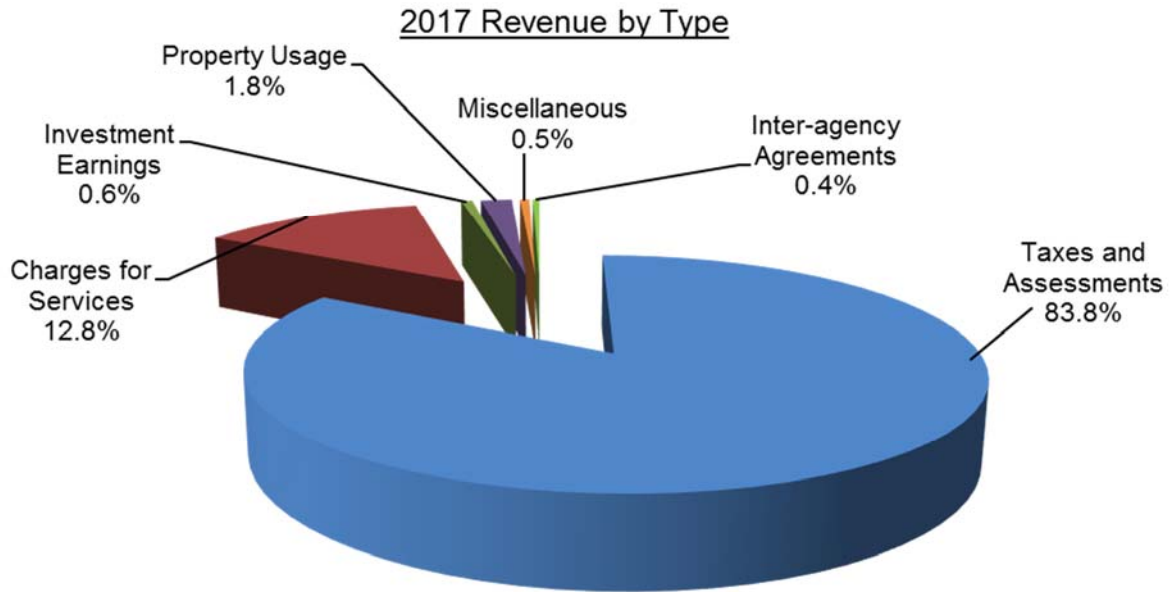
<b><u>Fund Group</u></b>	<b><u>Fund Number and Name</u></b>
General Fund	101 – General Fund
Special Revenue Funds	220 – Two County LLD 221 – East Contra Costa County LLD 222 – Five Canyons Zone of Benefit 223 – Dublin Hills Zone of Benefit 224 - Walpert Ridge Zone of Benefit 225 – San Ramon Hills Zone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

## **BUDGET OVERVIEW**

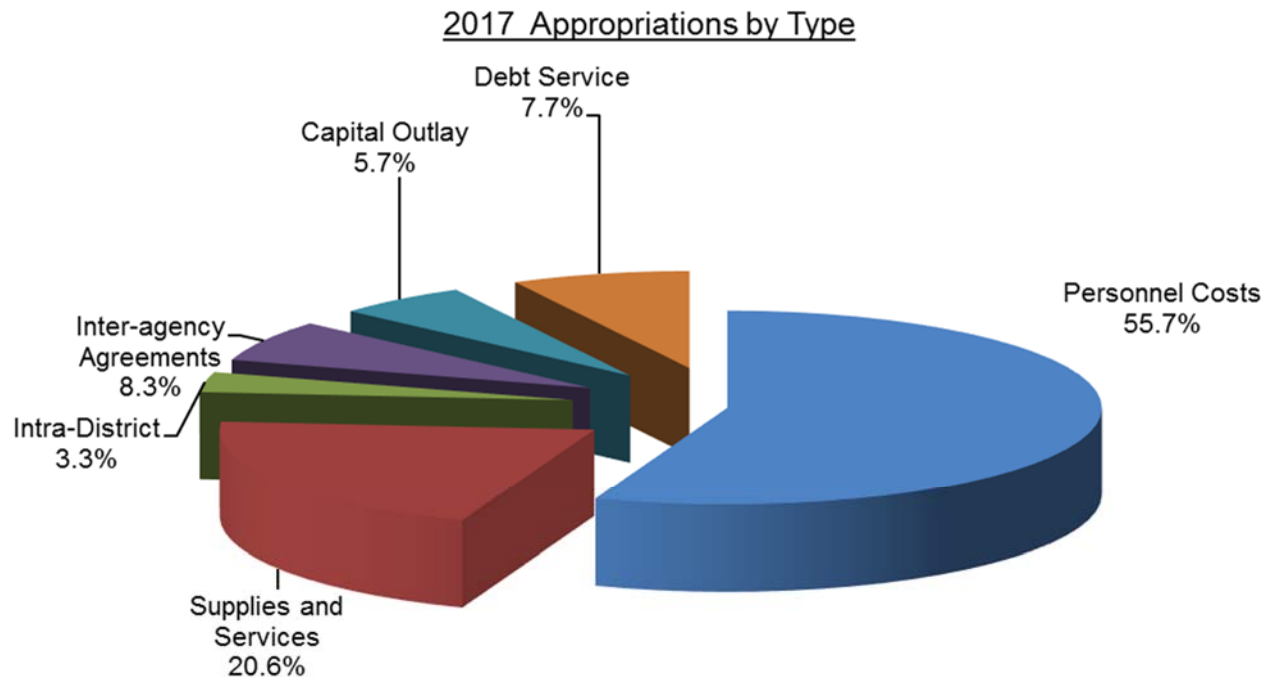
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<b><u>Fund Group</u></b>	<b><u>Fund Number and Name</u></b>
Special Revenue Funds, Continued	253 – Gifts Fund 254 – Ardenwood/Coyote Hills Trail 255 – Martin Luther King, Jr. Intern Program 257 – Mitigation (Resource Enhancement Program) 258 – McLaughlin Eastshore State Park 259 – ECCC HCP Properties 261 – Coyote Hills/Dumbarton Quarry 270 - Measure WW Local Grants
Debt Service Funds	811 - 2013 Promissory Notes 812 - Measure AA Bonds 813 - Measure WW Bond
Internal Service Funds	552 – Workers’ Compensation 553 – Major Infrastructure Renovation and Replacement 554 – Major Equipment Replacement 555 – General Liability 556 – Employee Benefits
Permanent Funds	610 – Black Diamond Open Space 611 – Black Diamond Suncrest Homes 620 – Brushy Peak-Dyer 621 – Brushy Peak-Weaver 630 – ESSP-Berkeley Meadow Ph1 631 – ESSP-Berkeley Meadow Ph2 640 – Hayward Shoreline-Ora Loma-Port of Oakland 641 – Hayward Shoreline-Standard Pacific 650 – Morgan Territory-Elworthy 651 – Morgan Territory-Day 670 – Doolan Canyon-Toyota 671 – El Charro-Livermore 680 – MLK Shoreline Damon Slough-Port of Oakland
Project Funds	333 – Capital Projects 335 – Measure AA Bond Proceeds 336 – Other than Asset Projects 337 – Measure WW Bond Proceeds 338 – 2012 Promissory Note Proceeds

## BUDGET OVERVIEW



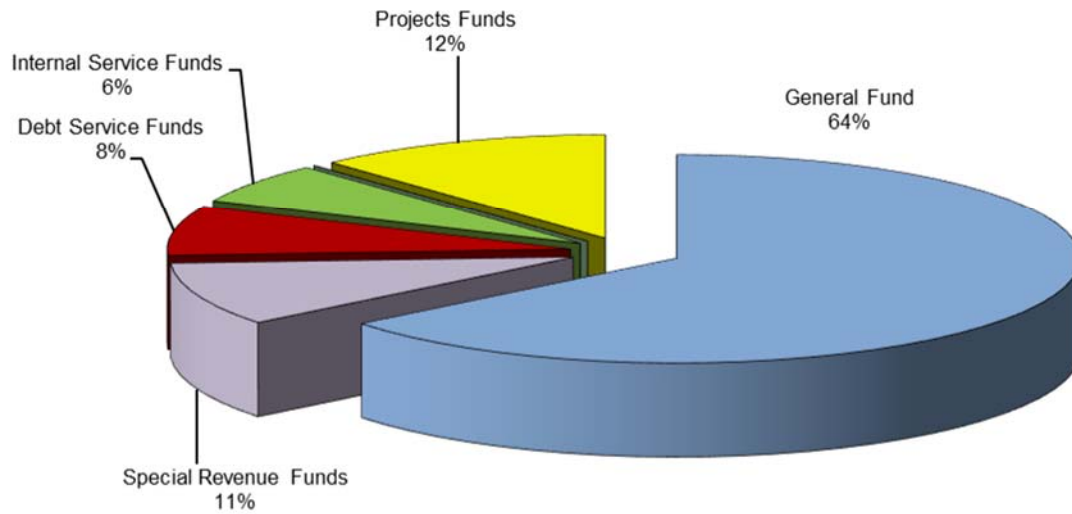
Revenue	Taxes and Assessments	Charges for Services	Investment Earnings	Property Usage	Miscellaneous	Inter-agency Agreements	Total Revenues
2017	145,010,560	22,155,060	1,116,200	3,069,500	927,430	664,050	172,942,800



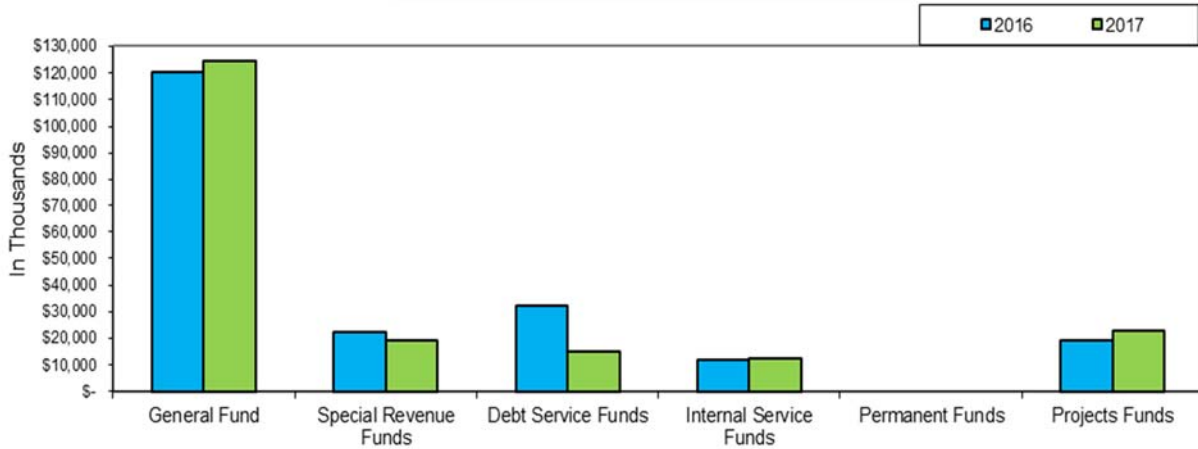
Appropriations	Personnel Costs	Supplies and Services	Intra-District	Inter-agency Agreements	Capital Outlay	Debt Service	Total Appropriations
2017	107,968,110	39,949,140	6,458,480	13,332,000	11,101,920	14,969,280	193,778,930

# BUDGET OVERVIEW

## 2017 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
2017	\$ 124,510,280	\$ 18,971,800	\$ 14,984,880	\$ 12,273,520	\$ -	\$ 23,038,450	\$ 193,778,930
2016	\$ 120,139,420	\$ 22,544,800	\$ 32,257,500	\$ 11,678,390	\$ -	\$ 19,242,010	\$ 205,862,120
\$ Change	\$ 4,370,860	\$ (3,573,000)	\$ (17,272,620)	\$ 595,130	\$ -	\$ 3,796,440	\$ (12,083,190)



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**BUDGET OVERVIEW****BUDGET AT A GLANCE**

<b>RESOURCES</b>	<b>GENERAL FUND</b>			<b>SPECIAL REVENUE FUNDS</b>			<b>DEBT SERVICE FUNDS</b>		
<b>Revenues:</b>									
Taxes & Assessments	\$	123,400,000	\$	8,061,600	\$	13,548,960			
Charges for Services		9,575,150		50,000		-			
Property Usage		1,619,700		1,449,800		-			
Investment Earnings		550,000		98,800		10,000			
Grants/Inter-agency Agreements		332,720		-		-			
Miscellaneous		860,430		27,000		-			
<b>Total Revenues</b>		<b>136,338,000</b>		<b>9,687,200</b>		<b>13,558,960</b>			
<b>Other Resources:</b>									
Transfers In		6,000		13,300,000		1,432,920			
<b>TOTAL RESOURCES</b>	<b>\$</b>	<b>136,344,000</b>	<b>\$</b>	<b>22,987,200</b>	<b>\$</b>	<b>14,991,880</b>			
<b>USES</b>									
<b>Expenditures:</b>									
Personnel Costs	\$	90,126,880	\$	5,295,480	\$	-			
Supplies		9,677,070		240,280		-			
Services		17,043,330		336,040		15,600			
Capital Outlay		972,520		-		-			
Grants/Inter-agency Agreements		232,000		13,100,000		-			
Debt Service		-		-		14,969,280			
Intra-District Charges		6,458,480		-		-			
<b>Total Expenditures</b>		<b>124,510,280</b>		<b>18,971,800</b>		<b>14,984,880</b>			
<b>Other Uses:</b>									
Transfers Out		11,802,970		2,193,500		-			
<b>TOTAL USES</b>		<b>136,313,250</b>		<b>21,165,300</b>		<b>14,984,880</b>			
<b>Change in Fund Balance /Net Assets</b>									
		<b>30,750</b>		<b>1,821,900</b>		<b>7,000</b>			
<b>TOTAL</b>	<b>\$</b>	<b>136,344,000</b>	<b>\$</b>	<b>22,987,200</b>	<b>\$</b>	<b>14,991,880</b>			

**BUDGET OVERVIEW****BUDGET AT A GLANCE**

<b>RESOURCES</b>	<b>INTERNAL SERVICE FUNDS</b>	<b>PERMANENT FUNDS</b>	<b>PROJECTS FUNDS</b>	<b>2017 TOTAL ALL FUNDS</b>
<b>Revenues:</b>				
Taxes & Assessments	\$ -	\$ -	\$ -	\$ 145,010,560
Charges for Services	12,529,910	-	-	22,155,060
Property Usage	-	-	-	3,069,500
Investment Earnings	210,000	27,400	220,000	1,116,200
Grants/Inter-agency Agreements	-	-	331,330	664,050
Miscellaneous	40,000	-	-	927,430
<b>Total Revenues</b>	<b>12,779,910</b>	<b>27,400</b>	<b>551,330</b>	<b>172,942,800</b>
<b>Other Resources:</b>				
Transfers In	4,046,840	-	18,506,710	37,292,470
<b>TOTAL RESOURCES</b>	<b>\$ 16,826,750</b>	<b>\$ 27,400</b>	<b>\$ 19,058,040</b>	<b>\$ 210,235,270</b>
<b>USES</b>				
<b>Expenditures:</b>				
Personnel Costs	\$ 4,720,920	\$ -	\$ 7,824,830	\$ 107,968,110
Supplies	5,500	-	44,900	9,967,750
Services	6,787,100	-	5,799,320	29,981,390
Capital Outlay	760,000	-	9,369,400	11,101,920
Inter-agency Agreements	-	-	-	13,332,000
Debt Service	-	-	-	14,969,280
Intra-District Charges	-	-	-	6,458,480
<b>Total Expenditures</b>	<b>12,273,520</b>	<b>-</b>	<b>23,038,450</b>	<b>193,778,930</b>
<b>Other Uses:</b>				
Transfers Out	610,000	6,000	22,680,000	37,292,470
<b>TOTAL USES</b>	<b>12,883,520</b>	<b>6,000</b>	<b>45,718,450</b>	<b>231,071,400</b>
<b>Change in Fund Balance /Net Assets</b>	<b>3,943,230</b>	<b>21,400</b>	<b>(26,660,410)</b>	<b>(20,836,130)</b>
<b>TOTAL</b>	<b>\$ 16,826,750</b>	<b>\$ 27,400</b>	<b>\$ 19,058,040</b>	<b>\$ 210,235,270</b>

# BUDGET OVERVIEW

# TOTAL RESOURCES

RESOURCES	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change	Note
<b>Taxes &amp; Assessments:</b>						
Property Taxes	\$ 103,751,615	\$ 112,977,158	\$ 114,800,000	\$ 123,004,400	7.1%	1
Debt Service Levy	29,733,409	29,128,940	20,700,000	13,548,960	-34.5%	2
Parcel Taxes	3,272,868	3,287,182	3,162,000	3,260,000	3.1%	3
Assessments	5,132,363	5,174,349	4,770,400	5,197,200	8.9%	4
<b>Subtotal</b>	<b>141,890,256</b>	<b>150,567,630</b>	<b>143,432,400</b>	<b>145,010,560</b>	<b>1.1%</b>	
<b>Charges for District Services:</b>						
Camping Fees	840,916	935,079	809,900	923,400	14.0%	13
Concession Fees	990,584	1,039,589	932,200	1,045,200	12.1%	8
Facility Rental Fees	1,516,643	1,647,090	1,492,000	1,541,700	3.3%	9
Fishing Fees	369,476	379,470	429,500	429,500	0.0%	12
Intra-District Charges	11,321,163	11,487,114	12,404,390	12,399,910	0.0%	5
Other Charges	1,058,295	852,087	724,600	725,600	0.1%	7
Other Fees	595,559	601,632	590,950	597,450	1.1%	15
Parking Fees	2,190,042	2,309,392	2,389,600	2,338,600	-2.1%	6
Program Fees	384,180	360,751	429,500	422,000	-1.7%	14
Public Safety Services	1,461,873	1,361,228	1,018,200	1,018,200	0.0%	10
Swimming Fees	686,493	687,305	669,500	713,500	6.6%	11
<b>Subtotal</b>	<b>21,415,225</b>	<b>21,660,736</b>	<b>21,890,340</b>	<b>22,155,060</b>	<b>1.2%</b>	
<b>Investment Earnings</b>						
Pooled Investments	897,638	816,423	899,200	896,200	-0.3%	16
Trustee Investments	240,085	131,169	220,000	220,000	0.0%	17
<b>Subtotal</b>	<b>1,137,722</b>	<b>947,591</b>	<b>1,119,200</b>	<b>1,116,200</b>	<b>-0.3%</b>	
<b>Property Usage</b>						
Communication Site Agreements	681,643	687,642	623,500	658,500	5.6%	18
Grazing Agreements	496,026	840,793	700,000	700,000	0.0%	19
Other Property Usage	1,765,581	1,510,842	1,770,800	1,396,000	-21.2%	20
District Residences	306,262	319,594	310,000	315,000	1.6%	21
<b>Subtotal</b>	<b>3,249,512</b>	<b>3,358,872</b>	<b>3,404,300</b>	<b>3,069,500</b>	<b>-9.8%</b>	
<b>Grants/Inter-agency Agreement:</b>	<b>24,177,919</b>	<b>7,495,303</b>	<b>577,730</b>	<b>664,050</b>	<b>14.9%</b>	<b>22</b>
<b>Miscellaneous:</b>						
Foundation Support	1,521,576	390,046	448,670	608,420	35.6%	23
Aid from Private Parties	213,698	1,380,758	27,000	27,000	0.0%	24
Other Revenue	2,176,827	3,749,499	315,970	292,010	-7.6%	25
<b>Subtotal</b>	<b>3,912,101</b>	<b>5,520,304</b>	<b>791,640</b>	<b>927,430</b>	<b>17.2%</b>	
<b>Total Revenues</b>	<b>195,782,735</b>	<b>189,550,436</b>	<b>171,215,610</b>	<b>172,942,800</b>	<b>1.0%</b>	
<b>Other Resources:</b>						
Transfers In	47,287,788	60,488,712	32,176,080	37,292,470	15.9%	26
<b>TOTAL RESOURCES</b>	<b>\$ 243,070,523</b>	<b>\$ 250,039,148</b>	<b>\$ 203,391,690</b>	<b>\$ 210,235,270</b>	<b>3.4%</b>	

**Notes to Total Resources Schedule**

Note	Category	Description
1	Property Taxes	<p>General Fund revenue--General property taxes are the primary funding source for the District.</p> <p>The budgeted increase is based upon moderate growth determined by the County Assessor's tax roll for 2016/17 and as forecasted by Beacon Economics for the second half of 2017. The budget also includes conservative estimates for statutory and residual payment from Successor Agencies.</p>
2	Debt Service Levy	<p>Debt Service Fund revenue--This category accounts for restricted property tax revenue levied on the majority of properties within Alameda and Contra Costa counties, which is used to fund annual principal and interest payments on the Measure AA and Measure WW bonds.</p> <p>The decrease of \$7.1 million in budgeted revenue reflects the scheduled reduction in principal payments for the Measure WW Series 2013A bonds.</p>
3	Parcel Taxes	<p>Special Revenue Fund revenue—Restricted parcel tax revenue is collected in accordance with Measure CC from properties within the area from Richmond to Oakland. The purpose of this voter approved Measure is to provide funding for maintenance and operations in some of the District's oldest and most-used parks.</p> <p>The 2017 budget of \$3.2 million is the same as the prior year.</p>
4	Assessments	<p>Special Revenue Fund revenue--Restricted special assessment revenue specific to the District's two landscape and lighting districts and seven zones of benefit is collected to provide funding for trail maintenance, facility improvements and minor equipment purchases within the assessment districts.</p> <p>The 2017 budget is 8.9% greater than the prior year, with adjustments based upon the assessment engineer's report.</p>
5	Intra-District Charges	<p>Internal Service Fund revenue—Charges assessed and collected by internal service funds support District-wide services such as workers' compensation, general liability insurance, facility, and equipment replacement.</p> <p>The 2017 budget of \$12.4 million is the same as the prior year.</p>



**Notes to Total Resources Schedule, continued**

Note	Category	Description
6	Parking Fees	<p>General Fund revenue--Parking fees are collected at District recreation areas and some regional parks.</p> <p>The 2017 budget is 2.1% less than the prior year budget, which is reflective of actual receipts.</p>
7	Other Charges	<p>General Fund revenue (majority)—This category includes: encroachment permits, planning/engineering fees, the bus program, merchandise sales, and special event charges.</p> <p>The 2017 budget of \$0.7 million is the same as the prior year.</p>
8	Concession Fees	<p>General Fund revenue (majority)--This category accounts for revenues derived from agreements with concessionaires who operate or use District facilities. The two largest revenue providers are Tilden Golf Course and YMCA Camp Arroyo.</p> <p>The 2017 budget reflects an increase of 12.1% which is reflective of actual receipts and current contractual agreements including an increase to the Redwood Canyon Golf Course concession agreement.</p>
9	Facility Rental Fees	<p>General Fund revenue--This category includes revenue from District buildings, picnic areas, swim facilities, Camp Arroyo and youth group overnight camping.</p> <p>The 2017 budget is 3.3% greater than the prior year budget, which is reflective of actual receipts.</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 2017 budget of \$1.0 million is the same as the prior year.</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 2017 budget increased by 6.6% from the prior year budget and is reflective of actual receipts.</p>

**Notes to Total Resources Schedule, continued**

<b>Note</b>	<b>Category</b>	<b>Description</b>
12	Fishing Fees	<p>General Fund revenue--Fishing permit revenues are used to support the fish planting at eight District lakes.</p> <p>The 2017 budget of \$0.4 million is the same as the prior year.</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 2017 budget is 14.0% greater than the prior year and is reflective of actual receipts.</p>
14	Program Fees	<p>General Fund revenue--This category includes naturalist and recreation program revenue and tour fees.</p> <p>The 2017 budget is 1.7% less than the prior year, which is reflective of actual receipts.</p>
15	Other Fees	<p>General Fund revenue--This category includes: dogs, boats launch and inspection, entry fees, and annual passes.</p> <p>The 2017 budget is 1.1% greater than the prior year and is reflective of actual receipts.</p>
16	Pooled Investment Earnings	<p>General Fund and Special Revenue Fund revenue--Interest earnings on the District's pooled cash and investments is included.</p> <p>The budget for interest revenue is consistent with the prior year. As the District's older investments mature, and the proceeds are reinvested in current investments with minimal returns, interest revenue remains low.</p>
17	Trustee Investment Earnings	<p>Debt Service Fund revenue--This category includes interest earnings on funds held in trustee accounts for payment of debt service on District bond obligations.</p> <p>The 2017 budget remains the same as the prior year.</p>
18	Communication Site Agreements	<p>General Fund and Special Revenue Fund revenue--This category includes revenue from communication towers and equipment located on District property.</p> <p>The 2017 budget is 5.6% greater than the prior year, and is reflective of actual receipts and an annual CPI increase to certain leases.</p>

**Notes to Total Resources Schedule, continued**

Note	Category	Description
19	Grazing Agreements	<p>General Fund revenue—This category includes revenue from the District’s grazing program, which funds fencing and resource protection needs. The cost per head rate charged is based upon the price of beef (cost of a cow) times the number of months grazing on District property.</p> <p>The 2017 budget of \$0.7 million is the same as the prior year and is reflective of actual receipts.</p>
20	Other Property Usage	<p>General Fund and Special Revenue Fund revenue--This category is used to account for other types of leases and tipping fees at Dumbarton Quarry.</p> <p>The 2017 budget of \$1.4 million is 21.2% less than the prior year due to the expiration of a lease at Martin Luther King Jr. Shoreline.</p>
21	District Residences	<p>General Fund revenue—Lease revenue received in connection with residential units located on parklands.</p> <p>The 2017 budget is 1.6% less than the prior year and reflects anticipated lease revenue.</p>
22	Inter-agency Agreements	<p>General Fund and Project Fund revenue--This category includes: Contra Costa Water District for Contra Loma Lagoon, City of Dublin for Tassajara Creek Trail, City of Alameda for Crown Beach, Pleasanton Township Water District for Pleasant Ridge, and various agencies for Quagga Mussel inspections. It also includes grants received from various agencies.</p> <p>The 2017 budget is 19.3% more than the prior year and includes a \$75,000 grant from the Water Quality Control Board.</p>
23	Foundation Support and Membership	<p>General Fund--Direct aid from the Regional Parks Foundation in support of District staff working on Foundation activities.</p> <p>The 2017 budget reflects an increase of 35.6% from the prior year due to increased direct support planned for recreation programs and outreach.</p>

**Notes to Total Resources Schedule, continued**

<b>Note</b>	<b>Category</b>	<b>Description</b>
24	Aid from Private Parties	<p>Special Revenue, Permanent and Project Funds revenue--mitigation agreement revenue and developer property contributions are major sources of revenue in this category.</p> <p>Annual support is consistent with the prior year.</p>
25	Other Revenue	<p>General Fund revenue (majority)--Included in this category is revenue generated from: sale of assets, fines collected, POST training reimbursement, insurance recoveries, and other minor sources.</p> <p>The 2017 budget of \$0.3 million is 7.6% less than the prior year.</p>
26	Transfers In	<p>All Funds--Details of this category are located on pages 127-128. The 2017 budget is 15.9% more than the prior year.</p>

**BUDGET OVERVIEW**

**TOTAL USES**

<b>USES</b>	<b>2014 ACTUAL</b>	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>2017 BUDGET</b>	<b>Change</b>	<b>Note</b>
<b>Personnel Services:</b>						
Salaries & Wages	\$ 50,537,500	\$ 52,585,469	\$ 58,559,220	\$ 61,197,580	4.5%	1
Other Personnel Costs	39,677,944	40,226,692	46,271,330	46,770,530	1.1%	2
<b>Subtotal</b>	<b>90,215,444</b>	<b>92,812,161</b>	<b>104,830,550</b>	<b>107,968,110</b>	<b>3.0%</b>	
<b>Supplies &amp; Services:</b>						
Operating Supplies	1,943,193	2,118,952	2,085,800	2,489,390	19.3%	3
Fuel	1,132,076	862,574	1,296,040	1,337,780	3.2%	4
Small Equipment	2,257,244	1,776,071	1,775,830	2,152,700	21.2%	5
Other Supplies	588,489	597,549	1,075,200	1,202,240	11.8%	6
Repair & Maint. Supplies	2,820,421	2,586,722	2,607,830	2,785,640	6.8%	7
Professional Services	1,710,193	1,220,982	775,460	961,250	24.0%	8
Operating Services	6,401,016	7,550,624	8,076,940	8,311,820	2.9%	9
Administrative Costs	1,654,339	1,143,013	1,603,270	1,740,310	8.5%	10
Utilities	2,895,463	2,988,615	3,169,980	3,282,670	3.6%	11
Insurance and Claims	2,614,604	5,229,855	6,189,390	5,989,390	-3.2%	12
Other Services	6,056,916	8,818,319	7,261,810	9,695,950	33.5%	13
Election Costs	519,819	-	-	-	N/A	14
<b>Subtotal</b>	<b>30,593,773</b>	<b>34,893,275</b>	<b>35,917,550</b>	<b>39,949,140</b>	<b>11.2%</b>	
<b>Intra-District Charges:</b>	<b>6,132,760</b>	<b>6,021,040</b>	<b>6,360,710</b>	<b>6,458,480</b>	<b>1.5%</b>	15
<b>Grants/Inter-agency Agreements</b>						
Inter-agency Agreements	582,263	988,202	332,000	332,000	0.0%	16
Measure WW Local Grant	10,677,450	5,951,002	16,800,000	13,000,000	-22.6%	17
<b>Subtotal</b>	<b>11,259,713</b>	<b>6,939,204</b>	<b>17,132,000</b>	<b>13,332,000</b>	<b>-22.2%</b>	
<b>Capital Outlay/Equipment</b>						
Land	23,304,065	11,868,417	6,765,010	7,520,400	11.2%	18
Improvements	11,195,052	8,837,178	836,590	1,780,000	112.8%	19
Equipment	2,079,387	1,175,445	1,777,810	1,801,520	1.3%	20
<b>Subtotal</b>	<b>36,578,504</b>	<b>21,881,041</b>	<b>9,379,410</b>	<b>11,101,920</b>	<b>18.4%</b>	
<b>Debt Service:</b>						
Principal	25,400,000	26,830,000	26,340,000	9,915,000	-62.4%	21
Interest	7,459,285	6,434,317	5,901,900	5,054,280	-14.4%	22
<b>Subtotal</b>	<b>32,859,285</b>	<b>33,264,317</b>	<b>32,241,900</b>	<b>14,969,280</b>	<b>-53.6%</b>	
<b>Total Expenditures</b>	<b>207,639,479</b>	<b>195,811,038</b>	<b>205,862,120</b>	<b>193,778,930</b>	<b>-5.9%</b>	
<b>Other Uses:</b>						
Transfers Out	47,287,788	60,488,712	32,176,080	37,292,470	15.9%	23
<b>TOTAL USES</b>	<b>254,927,267</b>	<b>256,299,750</b>	<b>238,038,200</b>	<b>231,071,400</b>	<b>-2.9%</b>	
<b>Change in Fund Balance</b>	<b>(11,856,744)</b>	<b>(6,260,602)</b>	<b>(34,646,510)</b>	<b>(20,836,130)</b>	<b>-39.9%</b>	24
<b>TOTAL</b>	<b>\$ 243,070,523</b>	<b>\$ 250,039,148</b>	<b>\$ 203,391,690</b>	<b>\$ 210,235,270</b>	<b>3%</b>	

**Notes to Total Uses Schedule**

Note	Category	Description
1	Salaries & Wages	<p>This category incorporates all District salaries and hourly wages, including overtime and other premium pay components, found in the General, Special Revenue, Project and Internal Service Funds appropriations.</p> <p>The 2017 budget includes an overall 4.5% increase in salaries &amp; wages. This budget provides funding for wage adjustments authorized for the Police Association and funds an increase of 21.34 full-time equivalent (FTE) positions, 3.7 of which are planned pipeline staffing to service new properties. (See the Authorized Position table on page 72.)</p>
2	Other Personnel Costs	<p>General Fund, Special Revenue, Project and Internal Service Funds appropriations--This category includes the cost of employer-paid benefits, the largest of which are health insurance, retirement and retiree medical (OPEB) benefits. Also included are charges for the District's self-insured programs, including dental coverage, unemployment and workers' compensation.</p> <p>The increase in 2017 is mainly attributed to the addition of benefited employees and the increase in pension contributions and medical costs.</p>
3	Operating Supplies	<p>General Fund and Special Revenue Fund appropriations--This category contains items such as: safety equipment, chemicals, fish, cleaning and janitorial supplies, sign supplies, among other things.</p> <p>The 2017 appropriations reflect an increase of 19.3% over the 2016 budgeted amount, with over \$91,000 for base and one-time safety supplies costs.</p>
4	Fuel	<p>General Fund appropriations—This category includes cost of vehicle, aircraft, boat, and equipment fuels.</p> <p>The 2017 appropriations are 3.2% greater than the prior year due to additions in the fleet and are in line with planned expenditures.</p>
5	Small Equipment	<p>General Fund, Special Revenue and Project Funds appropriations—This category includes equipment and rolling stock under \$25,000.</p> <p>The 2017 appropriations increased 21.2% to reflect \$300,000 allocation of one time resources for rolling stock with a replacement cost of less than \$25,000.</p>



**Notes to Total Uses Schedule, continued**

Note	Category	Description
6	Other Supplies	<p>General Fund appropriations—This category includes office supplies, products for resale, event supplies, and inventory adjustments.</p> <p>The 2017 appropriations are 11.8% greater than the prior year and are in line with actual expenditures.</p>
7	Repairs and Maintenance Supplies	<p>General Fund, Special Revenue, Projects and Internal Service Funds appropriations—This category includes beach sand, top soil, mulch, equipment parts and other items needed to maintain District facilities, equipment and grounds.</p> <p>The 2017 appropriations are 6.8% more than the prior year.</p>
8	Professional Services	<p>General Fund, Special Revenue, Projects and Internal Service Funds appropriations--This category includes legal and audit services.</p> <p>The 2017 appropriations of \$1.0 million are 24.0% more than the prior year and are in line with planned expenditures.</p>
9	Operating Services	<p>General Fund appropriations--This category includes repairs and maintenance services, pest control, support contracts, janitor, veterinarian and other miscellaneous operating services.</p> <p>The 2017 appropriations are 2.9% more than the prior year.</p>
10	Administrative Costs	<p>General Fund appropriations--This category includes staff training, meetings and travel, bank fees, advertising, reproduction and other miscellaneous administrative costs.</p> <p>The 2017 appropriations are 8.5% greater than the prior year due to a base increase for Public Safety gun range training fees and one-time increase for transportation services (funded by the Regional Parks Foundation).</p>
11	Utilities	<p>General Fund (majority) appropriations--This category includes telephone, water, electricity, garbage collection, sewer, and natural gas.</p> <p>The 2017 appropriations are 3.6% greater than the prior year and are in line with actual expenditures.</p>

**Notes to Total Uses Schedule, continued**

Note	Category	Description
12	Insurance and Claims	<p>Internal Service Fund appropriations--This category includes the costs for the District-wide self-insured Workers' Compensation Fund and General Liability Fund and includes insurance premiums, claims and settlement agreements.</p> <p>The 2017 appropriations are 3.2% less than the prior year due to a reduction in anticipated unemployment costs.</p>
13	Other Services	<p>General Fund, Special Revenue, Project and Internal Service Funds appropriations—This category includes all other services including consultant contracts, Civicorp work and other services not included in other professional services above.</p> <p>The 2017 appropriations are 33.4% greater than the prior year due to \$100,000 increases to fire fuel management and local entity advocacy costs, one-time increases to mitigate environmental concerns for the Chabot Gun Club and ongoing funding for the Quagga mussel response program.</p>
14	Election Costs	<p>General Fund appropriation – The District pays election costs to Alameda and Contra Costa counties when members of the Board of Directors run for office and when the District supports an initiative on the local ballot. Election costs are not regularly budgeted due to the difficulty in estimating the costs, which are determined by the counties, after the election is held. However, the District retains approximately \$1.2 million in reserves (assigned fund balance) for the use when election costs are invoiced.</p>
15	Intra-District Charges	<p>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 in the General Fund. The charges are allocated to District divisions based upon usage of services and include certain employee benefits and claims, general liability insurance and settlements, and major equipment replacement charges.</p> <p>The 2017 appropriations are 1.5% more than the prior year and are in line with actual expenditures.</p>
16	Inter-agency Agreements	<p>General Fund appropriation--The District has an interagency agreement with the Livermore Area Recreation Park District, a neighboring public agency, to provide \$200,000 annual funding for recreation services. The Measure CC expenditure plan includes \$100,000 annual payment to the Oakland Zoo for operations.</p> <p>The 2017 appropriations are unchanged from the prior year and are in line with actual expenditures.</p>

**Notes to Total Uses Schedule, continued**

Note	Category	Description
17	Measure WW Local Grant Program	<p>Special Revenue Fund appropriations--This category includes the funding of approved local agency projects from Measure WW funds.</p> <p>The 2017 appropriations are \$3.8 million less than in prior years, based on the amounts of approved local agency grant applications.</p>
18	Land	<p>Project Fund appropriations--This category accounts for land acquisitions, safety and security costs incurred for newly acquired property and studies.</p> <p>The 2017 appropriations are 11.2% higher than the prior year primarily due to the increase of Measure WW and Designated for Land Fund funding for the Designated for Acquisition and Preliminary Acquisition Studies projects, representing amounts that may be allocated to specific land purchases via future Board action.</p>
19	Improvements	<p>Project Fund appropriations--This category represents new appropriations for projects with a cost greater than the District's capitalization limit (\$100,000). Amounts appropriated for development projects will fluctuate from year to year.</p> <p>For more detail related to capital outlay appropriations, see the Operating Budget beginning on page 125 which includes the Summary of 2017 project fund appropriations, and the second volume of the 2017 budget, 2017 Projects Budget Five Year Expenditure Plan.</p>
20	Equipment	<p>General Fund and Internal Service Fund appropriations—This category includes the purchase of vehicles and other equipment with a cost greater than the District's capitalization limit (\$25,000).</p> <p>The 2017 appropriations are 0.8% higher than the 2016 budgeted amount.</p>
21	Principal	<p>Debt Service Fund appropriations—This category includes debt service principal as calculated from debt amortization schedules.</p> <p>2017 appropriations are less than the prior year due to a scheduled reduction in debt service payments on the Measure WW Series 2013 A bonds. Detailed debt service schedules are provided in the Debt Service Fund section of this budget (pages 106-107).</p>

**Notes to Total Uses Schedule, continued**

<b>Note</b>	<b>Category</b>	<b>Description</b>
22	Interest	Debt Service Fund appropriations—This category includes debt service interest as calculated from debt amortization schedules.
23	Transfers Out	All Funds—Details of operating transfers out are located at the end of Section B of the budget on pages 129-130.
24	Use of Fund Balance	<p>The 2017 General Fund budget is balanced and includes no use of General Fund reserves.</p> <p>\$26.7 million use of fund balance in the Project Funds accounts for use of bond proceeds being used as a resource for current year project expenditures.</p>

# BUDGET OVERVIEW

# BUDGET BY FUND

APPROPRIATED FUNDS	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	CHANGE
101 General Fund	\$ 106,012,312	\$106,858,948	\$120,139,420	\$ 124,510,280	4%
<b>Special Revenue Funds:</b>					
220 Two County LLD	3,599,512	3,610,530	4,142,960	4,259,210	3%
221 East Contra Costa Co LLD 222	648,199	553,831	586,200	592,560	1%
Five Canyon ZB	11,982	42,465	38,960	59,900	54%
223 Dublin Hills ZB	7,350	8,005	8,110	8,600	6%
224 Walpert Ridge ZB	147,749	20,822	36,090	35,870	-1%
225 San Ramon Hills ZB	-	-	500	500	0%
226 Measure CC	100,000	100,000	100,000	100,000	0%
227 Stone Valley ZB	-	-	630	630	0%
228 Sibley Volcanic ZB	-	-	-	-	N/A
253 Gifts Fund	26,527	42,463	64,440	64,430	0%
254 Ardenwood/Coyote Hills Trail	-	-	-	-	N/A
255 MLK Jr. Intern Program	3,986	2,000	7,000	7,000	0%
257 Mitigation	24,060	15,047	96,430	88,680	-8%
258 McLaughlin Eastshore State Park	28,695	24,361	51,120	47,660	-7%
259 ECCC HCP Properties	218,030	257,972	365,350	377,200	3%
260 Asset Forfeiture Fund	-	14,679	-	-	N/A
270 Measure WW Local Grants	10,966,011	6,224,855	17,047,010	13,329,560	-22%
<b>Special Revenue Funds Total</b>	<b>15,782,100</b>	<b>10,917,031</b>	<b>22,544,800</b>	<b>18,971,800</b>	<b>-16%</b>
<b>Debt Service Funds:</b>					
811 Promissory Note Debt	1,421,598	1,422,143	1,422,100	1,421,920	0%
812 Measure AA Bonds	5,373,920	5,377,750	4,079,500	4,079,500	0%
813 Measure WW Bonds	26,083,889	26,475,675	26,755,900	9,483,460	-65%
<b>Debt Service Funds Total</b>	<b>32,879,407</b>	<b>33,275,567</b>	<b>32,257,500</b>	<b>14,984,880</b>	<b>-54%</b>
<b>Internal Service Funds:</b>					
552 Workers' Compensation	1,649,731	4,068,640	3,771,890	3,781,070	0%
553 Major Infrastructure Reno/Repl	-	-	-	946,840	N/A
554 Major Equipment	-	-	960,000	760,000	-21%
555 General Liability	1,094,900	753,229	1,876,500	1,915,610	2%
556 Employee Benefits	4,371,275	4,201,430	5,070,000	4,870,000	-4%
<b>Internal Service Funds Total</b>	<b>7,115,907</b>	<b>9,023,298</b>	<b>11,678,390</b>	<b>12,273,520</b>	<b>5%</b>
<b>Permanent Funds:</b>					
<b>Permanent Funds Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>N/A</b>
<b>Projects Funds:</b>					
333 Capital Projects	35,905,926	21,970,388	9,107,900	11,108,170	22%
335 Measure AA Bond Proceeds 336	518	-	12,000	12,000	0%
OTA Projects	9,896,886	13,730,255	10,025,110	11,821,280	18%
337 Measure WW Bond Proceeds	38,761	27,099	87,000	87,000	0%
338 2012 Promissory Note Proceed	7,662	8,451	10,000	10,000	0%
<b>Projects Funds Total</b>	<b>45,849,753</b>	<b>35,736,193</b>	<b>19,242,010</b>	<b>23,038,450</b>	<b>20%</b>
<b>Total Expenditures</b>	<b>207,639,479</b>	<b>195,811,038</b>	<b>205,862,120</b>	<b>193,778,930</b>	<b>-6%</b>
<b>Other Sources/Uses:</b>					
Transfers Out	47,287,788	60,488,712	32,176,080	37,292,470	16%
<b>TOTAL USES</b>	<b>254,927,267</b>	<b>256,299,750</b>	<b>238,038,200</b>	<b>231,071,400</b>	<b>-3%</b>
<b>Change in Fund Balance/Net Assets</b>	<b>(11,856,744)</b>	<b>(6,260,602)</b>	<b>(34,646,510)</b>	<b>(20,836,130)</b>	<b>-40%</b>
<b>TOTAL</b>	<b>\$ 243,070,523</b>	<b>\$250,039,148</b>	<b>\$203,391,690</b>	<b>\$ 210,235,270</b>	<b>3%</b>

# BUDGET OVERVIEW

# BUDGET BY DIVISION

APPROPRIATED FUNDS	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	CHANGE
<b>OPERATING APPROPRIATIONS</b>					
Executive & Legislative	\$ 4,487,672	\$ 4,100,310	\$ 6,010,720	\$ 6,509,350	8%
Finance & Management Services	23,469,279	18,565,918	31,235,130	27,559,670	-12%
Acquisition, Stewardship & Development	7,379,150	7,764,784	9,533,470	10,072,630	6%
Legal	5,332,575	6,754,743	7,904,490	8,259,920	4%
Operations	61,170,727	61,589,949	67,995,020	69,202,770	2%
Public Affairs	4,030,204	3,897,273	4,627,670	5,025,070	9%
Public Safety	22,925,713	24,118,656	27,056,110	29,126,190	8%
Nondepartmental	115,000	-	-	-	N/A
<b>Total Operating</b>	<b>128,910,319</b>	<b>126,791,631</b>	<b>154,362,610</b>	<b>155,755,600</b>	<b>1%</b>
<b>DEBT SERVICE</b>					
Finance & Management Services	10,575	11,250	15,600	15,600	N/A
Nondepartmental	32,868,832	33,264,317	32,241,900	14,969,280	-54%
<b>Total Debt Service</b>	<b>32,879,407</b>	<b>33,275,567</b>	<b>32,257,500</b>	<b>14,984,880</b>	<b>-54%</b>
<b>PROJECT APPROPRIATIONS</b>					
Executive & Legislative	4,552	-	-	-	N/A
Finance & Management Services	803,075	2,004,537	484,500	2,160,190	346%
Acquisition, Stewardship & Development	38,287,571	27,094,194	12,336,080	14,956,440	21%
Legal	437,513	337,361	-	500,000	N/A
Operations	4,832,993	5,062,993	4,558,160	4,252,480	-7%
Public Affairs	25,868	7,646	-	-	N/A
Public Safety	1,467,727	1,237,108	1,863,270	1,169,340	-37%
Nondepartmental	(9,547)	-	-	-	N/A
<b>Total Project</b>	<b>45,849,753</b>	<b>35,743,839</b>	<b>19,242,010</b>	<b>23,038,450</b>	<b>20%</b>
<b>Subtotal Operating/Debt/Project</b>	<b>207,639,479</b>	<b>195,811,038</b>	<b>205,862,120</b>	<b>193,778,930</b>	
<b>TOTAL APPROPRIATIONS BY DIVISION</b>					
Executive & Legislative	4,492,224	4,100,310	6,010,720	6,509,350	8%
Finance & Management Services	24,282,929	20,581,705	31,735,230	29,735,460	-6%
Acquisition, Stewardship & Development	45,666,721	34,858,978	21,869,550	25,029,070	14%
Legal	5,770,088	7,092,104	7,904,490	8,759,920	11%
Operations	66,003,721	66,652,941	72,553,180	73,455,250	1%
Public Affairs	4,056,072	3,904,919	4,627,670	5,025,070	9%
Public Safety	24,393,440	25,355,764	28,919,380	30,295,530	5%
Nondepartmental	32,974,285	33,264,317	32,241,900	14,969,280	-54%
<b>Subtotal by Division</b>	<b>207,639,479</b>	<b>195,811,038</b>	<b>205,862,120</b>	<b>193,778,930</b>	
<b>Other Uses:</b>					
Transfers Out	47,287,788	60,488,712	32,176,080	37,292,470	16%
<b>TOTAL USES</b>	<b>254,927,267</b>	<b>256,299,750</b>	<b>238,038,200</b>	<b>231,071,400</b>	<b>-3%</b>
<b>Change in Fund Balance/Net Assets</b>	<b>(11,856,744)</b>	<b>(6,260,602)</b>	<b>(34,646,510)</b>	<b>(20,836,130)</b>	<b>-40%</b>
<b>TOTAL</b>	<b>\$ 243,070,523</b>	<b>\$ 250,039,148</b>	<b>\$ 203,391,690</b>	<b>\$ 210,235,270</b>	<b>3%</b>

**Notes to Budget by Division—Significant Changes**

The Acquisition, Stewardship and Development Division increase of 15% (\$3.2 million) is due to the addition of staff for a new work unit within Design and Construction (added during 2016), as well as an increase to one-time project funding, which exceed last year's one-time funding by more than \$1 million.

Finance and Management Services Division decreased operating appropriations by 12% due to fewer local agency grant applications having been approved. Project appropriations increased by 343% due to 2017 appropriations for specific projects, these funds are expected to fluctuate from year to year.

The Legal Division increase of 11% (\$0.8 million) is primarily due to \$500,000 additional funding for the environmental clean-up of the Chabot Gun Club and \$200,000 base increase to assist with legal costs.

Non-Departmental reduction of 54% (\$17.3 million) is due to reduced debt service payments on the Measure WW 2013 Series A bonds.



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**BUDGET OVERVIEW**

**FUND MATRIX BY DIVISION**

2017 Budgeted Expenditures and Transfers Out by Division					
Fund:	Executive & Legislative	Finance & Management Services	Acquisition, Stewardship and Land Division	Legal	Operations
101 General Fund	\$ 6,509,350	\$ 9,183,690	\$ 9,926,740	\$ 2,563,240	\$ 62,736,000
220 Two County LLD	-	35,000	-	-	4,224,210
221 ECCC LLD	-	9,000	-	-	583,560
222 Five Canyon Zone	-	500	-	-	59,400
223 Dublin Hills Zone	-	-	-	-	8,600
224 Walpert Ridge Zone	-	500	-	-	35,370
225 Thomas Ranch Zone	-	-	-	-	500
226 Measure CC	-	100,000	-	-	-
227 Stone Valley Zone	-	-	-	-	630
228 Gateway Valley Zone	-	-	-	-	-
253 Gifts	-	-	38,430	-	26,000
254 Ardenwood/Coyote Hills	-	-	-	-	-
255 MLK Jr Program	-	-	-	-	7,000
257 Mitigation	-	-	88,680	-	-
258 McLaughlin Eastshore State Park	-	-	18,780	-	28,880
259 ECCC HCP Properties	-	-	-	-	377,200
260 Asset Forfeiture Distribution	-	-	-	-	-
261 Coyote Hill/Dumbarton Quarry	-	-	-	-	-
270 Measure WW Local Grant	-	13,329,560	-	-	-
333 Capital	-	94,190	10,673,100	-	340,880
335 Meas AA Bond Proceeds	-	12,000	-	-	-
336 OTA Projects	-	1,957,000	4,283,340	500,000	3,911,600
337 Meas WW Bond Proceeds	-	87,000	-	-	-
338 2012 Note Proceeds	-	10,000	-	-	-
552 Workers' Comp	-	-	-	3,781,070	-
553 Major Infrastructure Reno/Repl	-	31,420	-	-	915,420
554 Major Equip Replacement	-	-	-	-	200,000
555 General Liability	-	-	-	1,915,610	-
556 Employee Benefits	-	4,870,000	-	-	-
610 Black Diamond-Open Space	-	-	-	-	-
620 Brushy Peak-Dyer	-	-	-	-	-
621 Brushy Peak-Weaver	-	-	-	-	-
630 ESSP-Berkeley Meadow Ph 1	-	-	-	-	-
631 ESSP-Berkeley Meadow Ph 2	-	-	-	-	-
640 Hayward Shoreline-Ora Loma	-	-	-	-	-
641 Hayward Shoreline-Any	-	-	-	-	-
650 Morgan Territory-Elsworthy	-	-	-	-	-
651 Morgan Territory-Day	-	-	-	-	-
660 Sibley-McCosker-inactived 2012	-	-	-	-	-
670 Doolan Canyon-Toyota	-	-	-	-	-
671 El Charro-Livermore	-	-	-	-	-
680 MLK Shore-Damon Slough-Port	-	-	-	-	-
811 2012 Promissory Note Dbt Svc	-	1,600	-	-	-
812 Meas AA Debt Svc	-	6,000	-	-	-
813 Meas WW Debt Svc	-	8,000	-	-	-
<b>Total</b>	<b>\$ 6,509,350</b>	<b>\$ 29,735,460</b>	<b>\$ 25,029,070</b>	<b>\$ 8,759,920</b>	<b>\$ 73,455,250</b>

**BUDGET OVERVIEW**

**FUND MATRIX BY DIVISION**

<b>2017 Budgeted Expenditures and Transfers by Division</b>				
<b>Fund:</b>	<b>Public Affairs</b>	<b>Public Safety</b>	<b>Nondepartmental</b>	<b>Total</b>
101 General Fund	\$ 5,025,070	\$ 28,566,190	\$11,802,970	\$ 136,313,250
220 Two County LLD	-	-	1,245,000	5,504,210
221 ECCC LLD	-	-	-	592,560
222 Five Canyon Zone	-	-	-	59,900
223 Dublin Hills Zone	-	-	-	8,600
224 Walpert Ridge Zone	-	-	-	35,870
225 Thomas Ranch Zone	-	-	-	500
226 Measure CC	-	-	948,500	1,048,500
227 Stone Valley Zone	-	-	-	630
228 Gateway Valley Zone	-	-	-	-
253 Gifts	-	-	-	64,430
254 Ardenwood/Coyote Hills	-	-	-	-
255 MLK Jr Program	-	-	-	7,000
257 Mitigation	-	-	-	88,680
258 McLaughlin Eastshore State Park	-	-	-	47,660
259 ECCC HCP Properties	-	-	-	377,200
260 Asset Forfeiture Distribution	-	-	-	-
261 Coyote Hill/Dumbarton Quarry	-	-	-	-
270 Measure WW Local Grant	-	-	-	13,329,560
333 Capital	-	-	-	11,108,170
335 Meas AA Bond Proceeds	-	-	70,000	82,000
336 OTA Projects	-	1,169,340	-	11,821,280
337 Meas WW Bond Proceeds	-	-	22,610,000	22,697,000
338 2012 Note Proceeds	-	-	-	10,000
552 Workers' Comp	-	-	-	3,781,070
553 Major Infrastructure Reno/Repl	-	-	610,000	1,556,840
554 Major Equip Replacement	-	560,000	-	760,000
555 General Liability	-	-	-	1,915,610
556 Employee Benefits	-	-	-	4,870,000
610 Black Diamond-Open Space	-	-	-	-
620 Brushy Peak-Dyer	-	-	1,500	1,500
621 Brushy Peak-Weaver	-	-	2,000	2,000
630 ESSP-Berkeley Meadow Ph 1	-	-	-	-
631 ESSP-Berkeley Meadow Ph 2	-	-	-	-
640 Hayward Shoreline-Ora Loma	-	-	-	-
641 Hayward Shoreline-Any	-	-	-	-
650 Morgan Territory-Elsworthy	-	-	2,500	2,500
651 Morgan Territory-Day	-	-	-	-
660 Sibley-McCosker-inactivated 2012	-	-	-	-
670 Doolan Canyon-Toyota	-	-	-	-
671 El Charro-Livermore	-	-	-	-
680 MLK Shore-Damon Slough-Port	-	-	-	-
811 2012 Promissory Note Dbt Svc	-	-	1,420,320	1,421,920
812 Meas AA Debt Svc	-	-	4,073,500	4,079,500
813 Meas WW Debt Svc	-	-	9,475,460	9,483,460
<b>Total</b>	<b>\$ 5,025,070</b>	<b>\$ 30,295,530</b>	<b>\$ 52,261,750</b>	<b>\$ 231,071,400</b>

## BUDGET OVERVIEW

## 2017 ONE-TIME BUDGET INCREASES

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

### One-time Budget Appropriations for 2017 ≥\$20,000

Division	Location/Dept	Approved Amount	Description	Funding	
Acquisition, Stewardship & Development	Fisheries Management Unit	\$ 103,000	Electrofishing Boat w/ Trailer	General Fund	
	Integrated Pest Management	40,000	Cyanobacteria etc. Maintenance and Treatment	General Fund	
	Land Acquisition Unit	25,000	Augment Other Services Budget	General Fund	
	NEW	200,000	Modular Buildings - PSHQ and Las Trampas	General Fund	
	PlanGIS/Adv Planning	150,000	Black Diamond LUPA EIR GF	General Fund	
	PlanGIS/Cur Planning	150,000	Miller Knox LUPA EIR GF	General Fund	
	PlanGIS/Cur Planning	150,000	LasTrampas LUPA CEQA Study	General Fund	
	Trails Development Unit	75,000	Restore Coy Hills Wetlands	General Fund	
	Wildland Vegetation Unit	30,000	Update Policy Procedure Manual	General Fund	
Finance & Mangement Services	Wildlife Management Unit	35,000	Whipsnake Study Design	General Fund	
	F&M Administration	500,000	(553) Major Infrastructure Replacement	General Fund	
	Information Services	40,000	Telephone Upgrade	General Fund	
	Office Services	50,000	Parking Lot Gate at Peralta Oaks	General Fund	
Legislative / Executive	Office Services	50,000	Lighting Admin Building	General Fund	
	General Manager	23,300	34 Auto Hatch 5-Dr PriusC-50	General Fund	
Operations	General Manager	30,000	28 - SUV Traverse for DGM - 20	General Fund	
	Business Services Admin	75,000	Crown Beach Concession ADA	General Fund	
	Community/Volunteer	28,900	Utl Veh, Mid-sze, 4dr, 4wd, 6c	General Fund	
	Delta Unit - Briones	28,000	Briones Trail Restoration Plan	General Fund	
	Fleet Management Admin	150,000	Fleet and Fuel Management Software	General Fund	
	I&R - Sunol Visitor Center	20,000	Sun Shelter for Mobile Visitor Center	General Fund	
	I&R - Sunol Visitor Center	45,500	Mobile Visitor Center Van	General Fund	
	Interpretation & Recreation Admin	60,000	Oral Histories	General Fund	
	Interpretive Parklands - Black Diamond Mines	27,500	Replace Old Boom Lift	General Fund	
	Interpretive Parklands - Las Trampas	45,000	Demo 5 bldgs - Holly Court	General Fund	
	Interpretive Parklands - Mission Peak	65,000	Road Repair GF	General Fund	
	MAST Admin	36,000	Cartegraph Work Order System Contract	General Fund	
	MAST - Sanitation	30,000	Chem Toilet Service - Mission Peak	General Fund	
	New and Replacement Autos	600,000	Fleet Replacements	General Fund	
	Park Operations Admin	118,950	Quagga Prevention Program 2017	General Fund	
	Parklands - Anthony Chabot	28,900	Skyline Ranch Paving Materials	General Fund	
	Recreation Areas - Kennedy Grove	130,000	Replace Playground Kennedy Grove	General Fund	
	Shoreline - Eastshore	24,725	Pipeline Pickup #5 2WD 6cyl	General Fund	
	Shoreline - Eastshore	30,000	Pipe - Eastshore #14JohnDeereMwr	General Fund	
	Shoreline - Eastshore	40,000	Startup Pipeline Eastshore	General Fund	
	Shoreline - Pt Pinole	20,000	Altas Bridge Startup Cost	General Fund	
	Lakes - Shadow Cliffs	200,000	Interpretive Pavilion Shadow Cliffs	General Fund	
	Public Affairs	Environmental Graphics	50,000	Laser Cutter	General Fund
		Exhibit Lab	55,000	Mobile Visitor Center #2	General Fund
		Exhibit Lab	90,000	Black Diamond Mines Exhibit	General Fund
	Public Safety	Exhibit Lab	125,000	Del Valle Visitor Center	General Fund
		Pol Field UHP unit	155,000	Accelerate Eagle 6 Replacement	General Fund
Police Field Unit		30,000	2 Electronic Message Boards (BOD Request)	General Fund	
Police Field Unit		47,110	1.0 Vehicle Per 2.0 Ofc #38	General Fund	
Police Field Unit		47,110	1.0 Vehicle Maintenance Department #38	General Fund	
Police Field Unit		70,000	Satellite Downlink For Mic	General Fund	
Pub Safety Admin		25,000	ACAD Training Costs Police & Dispatch	General Fund	
Pub Safety Admin		43,380	Truck for Ranger Trailer #15	General Fund	
Pub Safety Admin		47,110	1.0 Vehicle - Police Captain #38	General Fund	
Pub Safety Admin		100,000	EBCRSA Portable Radio Interop.	General Fund	
			\$ 4,339,485		

**BUDGET OVERVIEW**

**2017 BASE BUDGET INCREASES**

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

**2017 Base Budget Increases ≥ \$20,000**

<b>Division</b>	<b>Location/Dept</b>	<b>Approved Amount</b>	<b>Description</b>	<b>Funding</b>
<b>Acquisition, Stewardship &amp; Development</b>	Environmental Services Unit	\$ 100,000	Resource Agency Permit Support	General Fund
	Integrated Pest Management	30,000	Arctic Thistle/ SC Tarplant Work	General Fund
	Water Management Unit	20,000	Blue Green Algae Lab Costs	General Fund
<b>Finance &amp; Management</b>	Water Management Unit	24,000	Blue Green Algae Test Supplies	General Fund
<b>Legislative / Executive</b>	F&MS Administration	500,000	553 Major Infrastructure Replacement	General Fund
	Information Services	29,000	Network Infrastructure	General Fund
<b>Operations</b>	Human Resources	55,000	Re-establish EAP Funding	General Fund
	District Counsel	200,000	Legal Costs - Labor Related	General Fund
	District Counsel	500,000	CGC Environmental Site Cleanup	General Fund
<b>Public Affairs</b>	Safety Committee	32,500	Increase Hazardous Waste Budget	General Fund
	I&R - Ardenwood	30,000	Blacksmith Fee	General Fund
	Interpretive Prk. - Black Diamond Mines	130,000	Mine Shaft Safety Repairs	General Fund
	MAST - Water/Utilities	20,000	Small Pumps Budget Increase	General Fund
	Fleet - New/Replacement Autos	49,447	Increase Fleet Replacement Base	General Fund
	I&R - Parks Express	20,000	PEX Transportation Funding	General Fund
	Shoreline Unit - Eastshore	20,000	Base Supl for Eastshore Pipeline	General Fund
Shoreline Unit - Pt Pinole	20,000	Bruener Measure CC Services	General Fund	
<b>Public Safety</b>	Exhibit Lab	26,000	Exhibit Materials	General Fund
<b>Public Safety</b>	Communication & Records	61,865	1,000 HR OT Increase	General Fund
	Fire Dept	50,200	1,000 HR OT Increase	General Fund
	Police Field UHP Officers	129,590	Helicopter Maintenance Service	General Fund
	Public Safety Admin	25,000	Background Investigations	General Fund
	Public Safety Admin	25,000	Range Fees for OFC Training	General Fund
		\$ 2,097,602		

**BUDGET OVERVIEW****AUTHORIZED POSITIONS**

Positions are authorized and budgeted on a “full-time equivalent” (FTE) basis. The number of FTE’s is not the same as the number of staff. For example, an FTE of 1.0 may include two half time positions at 0.50 each. The number of added positions requested for 2017 is actually 21.34 FTE’s, as detailed on the next two pages. Positions that were approved for “2016 only” skew the “2016-17 Change” summarized below.

<b><u>Authorized Personnel Positions</u></b>					
<b>DIVISIONS AND DEPARTMENTS</b>	<b>2014 BUDGET</b>	<b>2015 BUDGET</b>	<b>2016 BUDGET</b>	<b>2017 BUDGET</b>	<b>2016-17 CHANGE</b>
<b>Executive &amp; Legislative Division</b>					
General Manager	7.42	9.00	10.00	10.00	
Clerk of Board	0.000	0.000	2.000	2.000	
Human Resources	15.27	15.27	17.00	18.00	
<b>Subtotal</b>	<b>22.69</b>	<b>24.27</b>	<b>29.00</b>	<b>30.00</b>	<b>1.00</b>
<b>Acquisition, Stewardship &amp; Development Division</b>					
Administration	5.033	5.045	4.533	4.533	
Design & Construction Department	26.830	27.000	28.000	28.000	
Environmental Programs Department	4.000	4.250	2.000	2.000	
Land Acquisition Department	6.000	6.000	6.000	6.000	
Planning / GIS Department	3.000	3.000	15.533	15.533	
Stewardship Department	23.120	25.323	18.000	18.500	
Trails Development Department	3.000	3.000	3.000	3.000	
<b>Subtotal</b>	<b>70.98</b>	<b>73.62</b>	<b>77.07</b>	<b>77.57</b>	<b>0.50</b>
<b>Finance &amp; Management Services Division</b>					
Administration	2.000	3.000	4.000	4.000	
Clerk of the Board	2.000	2.000	0.000	0.000	
Grants Department	4.500	4.000	4.000	4.000	
Finance Department	18.284	18.284	18.284	19.284	
Information Services Department	7.000	7.000	8.000	8.000	
Office Services Department	9.720	9.720	9.720	10.220	
<b>Subtotal</b>	<b>43.504</b>	<b>44.004</b>	<b>44.004</b>	<b>45.504</b>	<b>1.50</b>
<b>Legal Division</b>					
Legal	2.00	2.00	3.00	3.00	
Risk	7.45	7.45	7.45	7.45	
<b>Subtotal</b>	<b>9.45</b>	<b>9.45</b>	<b>10.45</b>	<b>10.45</b>	<b>0.00</b>
<b>Operations Division</b>					
Administration	7.000	4.000	4.000	4.000	
Park Operations Department	258.692	265.792	269.392	271.992	
Interpretive & Recreation Services Dep	77.379	78.221	81.021	83.671	
Business Services Department	14.150	17.650	18.650	19.400	
Maintenance & Skilled Trades Dept.	73.300	75.145	77.043	78.143	
<b>Subtotal</b>	<b>430.52</b>	<b>440.81</b>	<b>450.11</b>	<b>457.21</b>	<b>7.10</b>
<b>Public Affairs Division</b>					
Public Affairs	13.00	13.00	13.00	15.00	
Environmental Graphics	7.00	8.50	8.00	8.00	
<b>Subtotal</b>	<b>20.00</b>	<b>21.50</b>	<b>21.00</b>	<b>23.00</b>	<b>2.00</b>
<b>Public Safety Division</b>					
Administration & Support Services	28.000	28.000	28.000	32.290	
Fire Department	53.080	55.853	56.263	58.363	
Police Department	61.660	66.340	69.440	70.440	
<b>Subtotal</b>	<b>142.74</b>	<b>150.19</b>	<b>153.70</b>	<b>161.09</b>	<b>7.39</b>
<b>Total Funded Positions*</b>	<b>739.8886</b>	<b>763.8433</b>	<b>785.3291</b>	<b>804.8188</b>	<b>19.49</b>

**2017 New Positions and Changes**

<b>Division</b>	<b>Department-Location</b>	<b>Base FTE Change</b>	<b>Description:</b>	<b>Fund Source</b>
<b>Acquisition, Stewardship &amp; Development</b>	Design & Construction	(1.00)	Senior Park Designer	General Fund
	Design & Construction	1.00	Landscape Architect	General Fund
	Stewardship Admin	(1.00)	Office Assistant	General Fund
	Stewardship Admin	1.00	Sr. Office Specialist	General Fund
	Environ. Svcs Unit	(1.00)	Watershed Specialist	General Fund
	Environ. Svcs Unit	1.00	Ecological Services Coordinator	General Fund
	Water Management Unit	0.10	Water Management Technician	General Fund
	Water Management Unit	0.15	Water Management Technician	General Fund
	Water Management Unit	0.25	Water Management Technician	Measure CC
	<b>Executive &amp; Legislative</b>	Human Resources	1.00	Principal HR Analyst
General Manager		(1.00)	Confidential Secretary	General Fund
General Manager		1.00	Management Analyst (MG01)	General Fund
<b>Finance &amp; Management Services</b>	Finance	1.00	Account Clerk	General Fund
	Office Services	0.50	Building Ground Aide	General Fund
	Administration	1.00	Administrative Analyst II	General Fund
	Grants	(1.00)	Administrative Analyst II	General Fund
<b>Operations</b>	Business Services Unit	(2.25)	Three 9 mo. Office Specialist-Reservations	General Fund
	Business Services Unit	3.00	Three 12 mo. Office Specialist-Reservations	General Fund
	Community Volunteer	1.00	Recreation Leader III	General Fund
	Delta Unit-Briones	0.05	Park Ranger II	General Fund
	Equipment Maintenance	1.00	Senior Equipment Mechanic	General Fund
	I&R - Coyote Hills	(0.10)	Eliminate Sr Intern	General Fund
	I&R - Adventure Crew	0.50	Interpretive Student Aide	General Fund
	I&R - Adventure Crew	0.50	Naturalist	General Fund



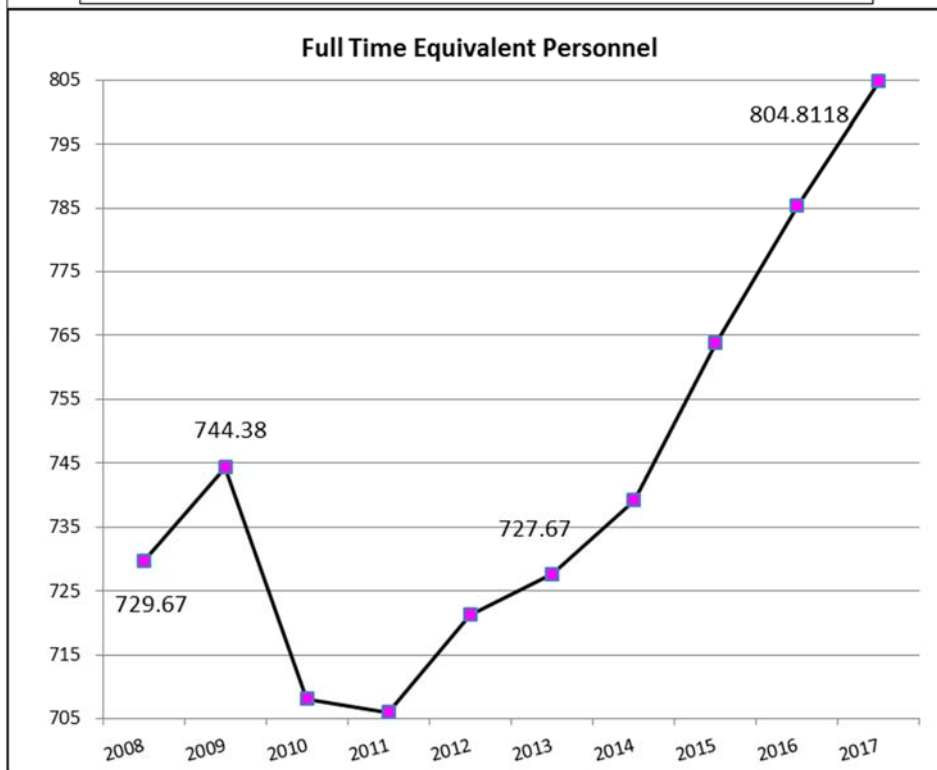
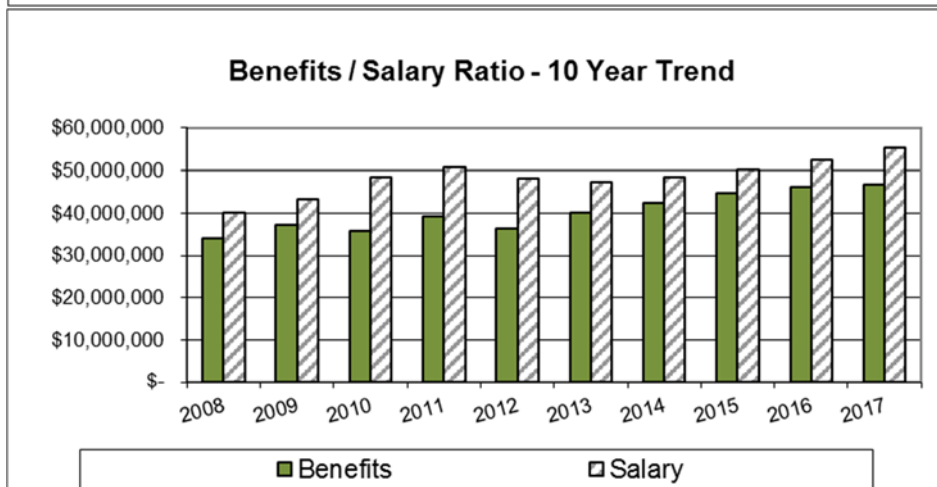
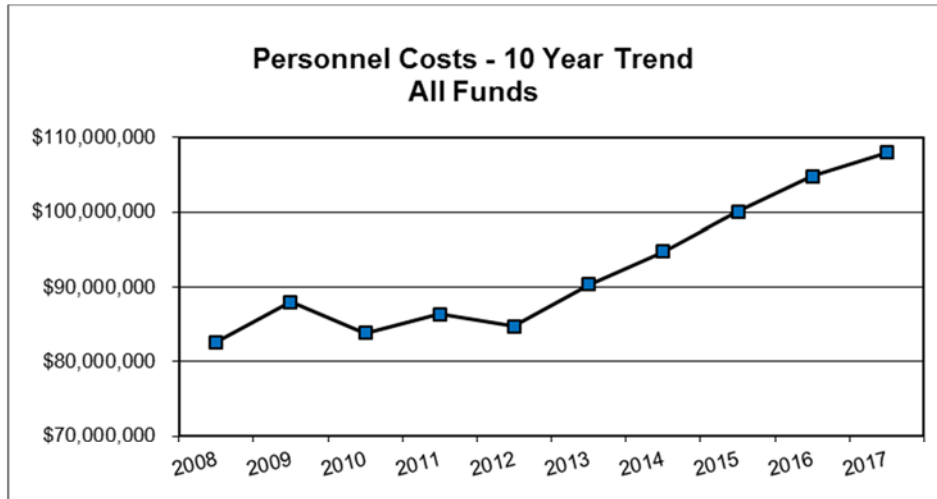
**2017 New Positions and Changes, continued**

<b>Division</b>	<b>Department-Location</b>	<b>Base FTE Change</b>	<b>Description:</b>	<b>Fund Source</b>
<b>Operations</b>	I&R -Sunol Visitor Center	1.00	Naturalist	General Fund
	I&R - Del Valle Visitor Center	0.25	Naturalist	General Fund
	I&R - Tilden Nature Area	0.25	Naturalist	General Fund
	Interp Parkland - Las Trampas	(1.00)	Park Ranger II	General Fund
	Interp Parkland - Las Trampas	1.00	Park Craft Specialist	General Fund
	Interp Parkland - Brushy Peak	(1.00)	Park Ranger II	General Fund
	Interp Parkland - Brushy Peak	1.00	Park Craft Specialist	General Fund
	Lakes Unit - Shadow Cliffs	(1.00)	Park Ranger II	General Fund
	Lakes Unit - Shadow Cliffs	1.00	Park Craft Specialist	General Fund
	MAST - Sanitation	0.10	Plumber	Measure CC
	Outdoor Rec - Pleasanton Ridge Shuttle	0.10	Recreation Leader III	General Fund
	Outdoor Rec - Point Pinole	0.25	Rec Coordinator	General Fund
	Outdoor Rec - Adventure Crew	0.50	Recreation Leader III	General Fund
	Parkland Unit - Anthony Chabot	(0.75)	9 mo. Park Ranger I	General Fund
	Parkland Unit - Anthony Chabot	1.00	12 mo. Park Ranger I	General Fund
	Parkland Unit-Redwood	(0.75)	9 mo. Park Ranger II	General Fund
	Parkland Unit-Redwood	1.00	12 mo. Park Ranger II	General Fund
	Parkland Unit - Tilden	(0.10)	Gate Attendant	General Fund
	Parkland Unit - Tilden	0.20	Lead Gate Attendant	General Fund
	Parks Express	(0.75)	Office Specialist	General Fund
	Parks Express	1.00	Secretary	General Fund
	Shoreline Unit - Crown Beach	(1.00)	Park Ranger II	General Fund
	Shoreline Unit - Crown Beach	1.00	Gardner	General Fund
	Shoreline Unit - Eastshore	1.00	Park Ranger II	General Fund

**2017 New Positions and Changes, continued**

<b>Division</b>	<b>Department-Location</b>	<b>Base FTE Change</b>	<b>Description:</b>	<b>Fund Source</b>
<b>Operations</b>	Shoreline Unit - Pt Pinole	0.20	Gate Attendant	General Fund
	Shoreline Unit - Pt Pinole	0.25	Park Ranger II	General Fund
	Shoreline Unit - Pt Pinole	0.50	Park Ranger II	Measure CC
<b>Public Affairs</b>	Public Affairs	0.50	Public Information Representative - Temp	General Fund
	Public Affairs	0.50	Public Information Representative - Temp	General Fund
	Public Affairs	1.00	Office Specialist	General Fund
<b>Public Safety</b>	Communication & Records	1.00	Dispatcher	General Fund
	Lifeguard Services	0.20	Lifeguard I	General Fund
	Lifeguard Services	0.90	Lifeguard I	General Fund
	Lifeguard Services	1.00	Lifeguard I	General Fund
	Office of Police Chief	1.29	Public Safety Student Aide	General Fund
	Police Field Unit	2.00	Police Officer	General Fund
	Support Services	1.00	Police Captain	General Fund
	Police Field Unit	(1.00)	Position Transfer - Police Officer	General Fund
	Detectives Unit	1.00	Position Transfer - Police Officer	General Fund
	Detectives Unit	(1.00)	Position Transfer - Secretary	General Fund
	Police Field Unit	1.00	Position Transfer - Secretary	General Fund
	Detectives Unit	(1.00)	Position Transfer - Captain	General Fund
	Police Field Unit	1.00	Position Transfer - Captain	General Fund
	Detectives Unit	(1.00)	Position Transfer - Property Evidence	General Fund
	Pub Safety Admin	1.00	Position Transfer - Property Evidence	General Fund

**Grand Total FTEs Added** 21.34



**Taxes and Assessments by County**

TAXES & ASSESSMENTS	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b><u>ALAMEDA COUNTY:</u></b>					
Property Taxes (1% Countywide Tax)	\$ 59,000,000	\$ 66,620,591	\$ 66,800,000	\$ 72,600,000	8.7%
Measure AA Property Tax (Bonds)	1,370,000	2,255,321	2,400,000	2,348,000	-2.2%
Measure WW Property Tax (Bonds)	12,174,000	14,084,379	9,450,000	5,401,010	-42.8%
Measure CC Parcel Tax	2,458,560	2,514,506	2,466,360	2,474,000	0.3%
<b>Total Property Taxes</b>	<b>75,002,560</b>	<b>85,474,797</b>	<b>81,116,360</b>	<b>82,823,010</b>	<b>2.1%</b>
Two County Trail L&LD	2,411,800	2,472,210	2,455,200	2,324,100	-5.3%
Five Canyon Zone of Benefit	41,200	46,111	44,200	47,300	7.0%
Dublin Hills Zone of Benefit	11,200	16,852	15,300	18,300	19.6%
Walpert Ridge Zone of Benefit	42,700	60,930	54,700	66,200	21.0%
<b>Total Assessments</b>	<b>2,506,900</b>	<b>2,596,103</b>	<b>2,569,400</b>	<b>2,455,900</b>	<b>-4.4%</b>
<b>TOTAL ALAMEDA COUNTY</b>	<b>\$ 77,509,460</b>	<b>\$ 88,070,900</b>	<b>\$ 83,685,760</b>	<b>\$ 85,278,910</b>	<b>1.9%</b>
<b>Percent of Grand Total</b>	<b>58.8%</b>	<b>58.5%</b>	<b>58.3%</b>	<b>58.8%</b>	
<b><u>CONTRA COSTA COUNTY:</u></b>					
Property Taxes (1% Countywide Tax)	\$ 40,300,000	\$ 46,356,567	\$ 48,000,000	\$ 50,800,000	5.8%
Measure AA Property Tax (Bonds)	1,120,000	1,792,963	1,800,000	1,725,500	-4.1%
Measure WW Property Tax (Bonds)	9,941,000	11,546,524	7,050,000	4,074,450	-42.2%
Measure CC Parcel Tax	693,440	688,885	695,640	696,000	0.1%
<b>Total Property Taxes</b>	<b>52,054,440</b>	<b>60,384,939</b>	<b>57,545,640</b>	<b>57,295,950</b>	<b>-0.4%</b>
Two County Trail L&LD	1,478,200	1,409,527	1,504,800	1,701,900	13.1%
East Contra Costa County Trails	660,000	676,896	675,000	701,800	4.0%
San Ramon Hills Zone of Benefit	4,700	5,151	4,900	5,300	8.2%
Stone Valley Zone of Benefit	5,100	6,162	5,900	6,200	5.1%
Sibley Volcanic Zone of Benefit	6,300	14,054	10,400	20,500	97.1%
<b>Total Assessments</b>	<b>2,154,300</b>	<b>2,111,790</b>	<b>2,201,000</b>	<b>2,435,700</b>	<b>10.7%</b>
<b>TOTAL CONTRA COSTA COUNTY</b>	<b>\$ 54,208,740</b>	<b>\$ 62,496,729</b>	<b>\$ 59,746,640</b>	<b>\$ 59,731,650</b>	<b>0.0%</b>
<b>Percent of Grand Total</b>	<b>41.2%</b>	<b>41.5%</b>	<b>41.7%</b>	<b>41.2%</b>	<b>-1.1%</b>
<b><u>BOTH COUNTIES COMBINED:</u></b>					
Property Taxes (1% Countywide Tax)	\$ 99,300,000	\$ 112,977,158	\$ 114,800,000	\$ 123,400,000	7.5%
Measure AA Property Tax (Bonds)	2,490,000	4,048,284	4,200,000	4,073,500	-3.0%
Measure WW Property Tax (Bonds)	22,115,000	25,630,903	16,500,000	9,475,460	-42.6%
Measure CC Parcel Tax	3,152,000	3,203,391	3,162,000	3,170,000	0.3%
<b>Total Property Taxes</b>	<b>127,057,000</b>	<b>145,859,736</b>	<b>138,662,000</b>	<b>140,118,960</b>	<b>1.1%</b>
Two County Trail L&LD	3,890,000	3,881,737	3,960,000	4,026,000	1.7%
East Contra Costa County Trails	660,000	676,896	675,000	701,800	4.0%
Five Canyon Zone of Benefit	41,200	46,111	44,200	47,300	7.0%
Dublin Hills Zone of Benefit	11,200	16,852	15,300	18,300	19.6%
Walpert Ridge Zone of Benefit	42,700	60,930	54,700	66,200	21.0%
San Ramon Hills Zone of Benefit	4,700	5,151	4,900	5,300	8.2%
Stone Valley Zone of Benefit	5,100	6,162	5,900	6,200	5.1%
Sibley Volcanic Zone of Benefit	6,300	14,054	10,400	20,500	97.1%
<b>Total Assessments</b>	<b>4,661,200</b>	<b>4,707,893</b>	<b>4,770,400</b>	<b>4,891,600</b>	<b>2.5%</b>
<b>GRAND TOTAL BOTH COUNTIES</b>	<b>\$ 131,718,200</b>	<b>\$ 150,567,629</b>	<b>\$ 143,432,400</b>	<b>\$ 145,010,560</b>	<b>1.1%</b>

**Sample Tax & Assessment by County and Tax Rate Area**

<b>Alameda County:</b>	<b>Fremont</b>	<b>Oakland</b>	<b>Livermore</b>
Tax Rate Area	<b><u>12013</u></b>	<b><u>17001</u></b>	<b><u>16078</u></b>
Property Tax	\$ 232.75	\$ 172.81	\$ 238.79
District Bond Measures	22.82	22.82	22.82
Measure CC Tax	-	12.00	-
Two County LLD	<u>5.44</u>	<u>5.44</u>	<u>-</u>
Total	<b><u>\$ 261.02</u></b>	<b><u>\$ 213.07</u></b>	<b><u>\$ 261.62</u></b>

<b>Contra Costa County:</b>	<b>Brentwood</b>	<b>Richmond</b>	<b>Walnut Creek</b>
Tax Rate Area	<b><u>10001</u></b>	<b><u>08003</u></b>	<b><u>09000</u></b>
Property Tax	\$ 0.01	\$ 132.32	\$ 155.66
District Bond Measures	16.24	16.24	16.24
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	<b><u>\$ 35.94</u></b>	<b><u>\$ 166.00</u></b>	<b><u>\$ 177.34</u></b>

These are approximate amounts for the 2016/17 tax year using median home price as of 2nd Quarter 2016 for each county as reported by Beacon Economics : \$713,218 for Alameda County and \$507,466 for Contra Costa County

**Top Ten Property Tax Payers Ranked by Assessed Value\***

(In thousands; fiscal year ended June 30, 2016)

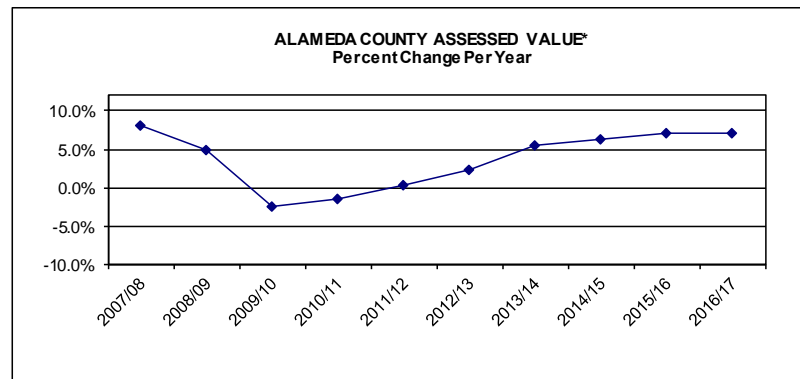
<b>Alameda County</b>		<b>Contra Costa County</b>	
Taxpayer	Assessed Value	Taxpayer	Assessed Value
Pacific Gas & Electric	\$1,860,353	Chevron USA	\$3,410,625
Tesla Motors, Inc	755,816	Equilon Enterprises LLC	1,516,729
Kaiser Foundation Hospitals	628,848	Tesoro Refining & Marketing	1,273,356
Digital 720 2nd LLC	500,388	Tosco Corporation	1,048,546
Russell City Energy Company, LLC	486,000	NRG Delta LLC	669,335
AT&T	424,722	SDC 7	642,914
Kaiser Foundation Health Plan Inc	374,304	First Walnut Creek Mutual	585,049
5616 Bay Street Investors LLC	302,435	BRE Properties, Inc.	534,903
PSB No. Calif. Industrial Portfolio LLC	292,275	Sierra Pacific Properties Inc.	464,005
Bayer Healthcare, LLC	286,875	Shapell Industries, Inc.	385,772

\* Source: Alameda County and Contra Costa County websites.

**District Tax & Assessment Rates**

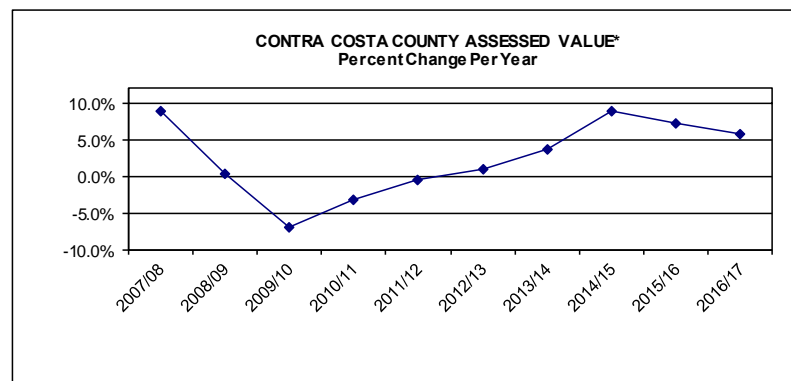
<b>Description</b>	<b>Rate</b>	<b>Basis</b>	<b>Comment</b>
Property Tax	\$30.00	Per \$100,000 of net assessed valuation of secured and unsecured property.	This rate is an average of all properties where the District receives an allocation of the "1% Countywide" tax.
Measure CC Tax (single family unit)	\$12.00	Per equivalent dwelling each.	Richmond to Oakland.
Measure CC Tax (multi-family unit)	\$8.28	Per equivalent dwelling unit.	Richmond to Oakland.
Measure AA Bonds Measure WW Bonds	\$3.20	Per \$100,000 of net assessed valuation of secured and unsecured	Rate is applied to all properties within District boundaries except for the "Murray Township" area.
Two County Regional Trail LLD	\$5.44	Per equivalent dwelling unit	Alameda and Contra Costa Counties except for the "Liberty Union High School District" of East Contra Costa County.
East Contra Costa County LLD	\$19.70	Per equivalent dwelling unit.	"Liberty Union High School District" area of east Contra Costa County.
Five Canyon Zone of Benefit	\$44.19	Per equivalent dwelling unit.	1,089 parcels in Castro Valley.
Dublin Hills Zone of Benefit	\$31.98	Per equivalent dwelling unit.	582 parcels in the City of Dublin.
Walpert Ridge Zone of Benefit	\$142.60	Per equivalent dwelling unit.	472 parcels in the ridge land above the City of Hayward.
San Ramon Hills Zone of Benefit	\$39.98	Per equivalent dwelling unit.	140 parcels in the western portion of the City of San Ramon.
Stone Valley Zone of Benefit	\$166.35	Per equivalent dwelling unit.	39 assessable parcels in Contra Costa County.
Sibley Volcanic Zone of Benefit	\$98.96	Per equivalent dwelling unit.	211 assessable parcels in Contra Costa County.

**Assessed Value Trends**



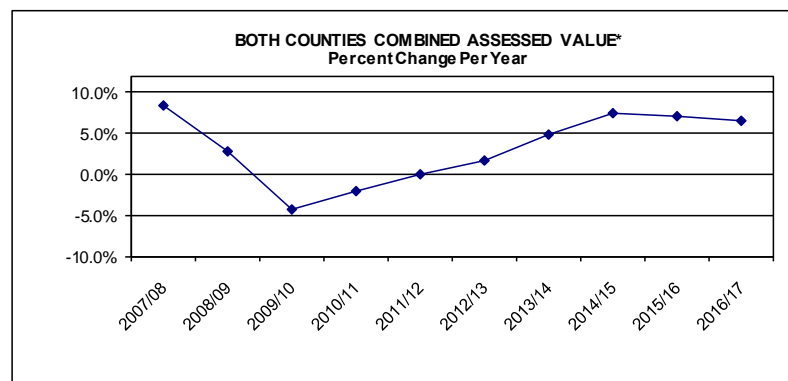
**ALAMEDA COUNTY:**

	2013/14	2014/15	2015/16	2016/17
Assessed Valuation	\$215,582,631,426	\$229,326,783,630	\$245,473,588,917	\$262,645,393,566
\$ Change from Prior Year	11,360,136,655	13,744,152,204	16,146,805,287	17,171,804,649
% Change from Prior Year	5.6%	6.4%	7.0%	7.0%



**CONTRA COSTA COUNTY:**

	2013/14	2014/15	2015/16	2016/17
Assessed Valuation	\$152,153,210,093	\$165,715,554,942	\$177,843,187,794	\$188,408,018,667
\$ Change from Prior Year	5,434,985,752	13,562,344,849	12,127,632,852	10,564,830,873
% Change from Prior Year	3.7%	8.9%	7.3%	5.9%



**BOTH COUNTIES COMBINI**

	2013/14	2014/15	2015/16	2016/17
Assessed Valuation	\$367,735,841,519	\$395,042,338,572	\$423,316,776,711	\$451,053,412,233
\$ Change from Prior Year	16,795,122,407	27,306,497,053	28,274,438,139	27,736,635,522
% Change from Prior Year	4.8%	7.4%	7.2%	6.6%

\*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**

	<b>2014 ACTUAL</b>	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>2017 BUDGET</b>	<b>Change</b>
<b>RESOURCES</b>					
<b>Revenues:</b>					
Taxes & Assessments	\$ 104,111,960	\$ 112,977,158	\$ 114,800,000	\$ 123,400,000	7.5%
Charges for Services	9,953,728	9,878,483	9,305,950	9,575,150	2.9%
Property Usage	1,791,359	2,136,833	1,954,500	1,619,700	-17.1%
Investment Earnings	538,130	475,550	550,000	550,000	0.0%
Grants/Inter-agency Agreements	40,271	214,172	246,400	332,720	35.0%
Miscellaneous	854,933	1,071,627	724,640	860,430	18.7%
<b>Total Revenues</b>	<b>117,290,380</b>	<b>126,753,822</b>	<b>127,581,490</b>	<b>136,338,000</b>	<b>6.9%</b>
<b>Other Resources:</b>					
Transfers In	839,462	361,113	98,000	6,000	
<b>TOTAL RESOURCES</b>	<b>\$ 118,129,842</b>	<b>\$ 127,114,936</b>	<b>\$ 127,679,490</b>	<b>\$ 136,344,000</b>	<b>6.8%</b>
<b>USES</b>					
<b>Expenditures:</b>					
Personnel Costs	\$ 75,710,865	\$ 78,497,285	\$ 87,977,860	\$ 90,126,880	2.4%
Supplies	7,956,477	7,203,568	8,500,400	9,677,070	13.8%
Services	14,116,214	13,881,954	16,291,290	17,043,330	4.6%
Capital Outlay/Equipment	1,985,956	1,033,031	777,160	972,520	25.1%
Grants/Inter-agency Agreements	225,041	222,069	232,000	232,000	0.0%
Intra-District Charges	6,017,760	6,021,040	6,360,710	6,458,480	1.5%
<b>Total Expenditures</b>	<b>106,012,312</b>	<b>106,858,948</b>	<b>120,139,420</b>	<b>124,510,280</b>	<b>3.6%</b>
<b>Other Uses:</b>					
Transfers Out	17,863,350	20,791,853	6,951,080	11,802,970	
<b>TOTAL USES</b>	<b>123,875,662</b>	<b>127,650,800</b>	<b>127,090,500</b>	<b>136,313,250</b>	<b>7.3%</b>
<b>Change in Fund Balance</b>	<b>(5,745,820)</b>	<b>(535,865)</b>	<b>588,990</b>	<b>30,750</b>	
<b>TOTAL</b>	<b>\$ 118,129,842</b>	<b>\$ 127,114,936</b>	<b>\$ 127,679,490</b>	<b>\$ 136,344,000</b>	<b>6.8%</b>

**General Fund Budgeted Revenue Highlights**

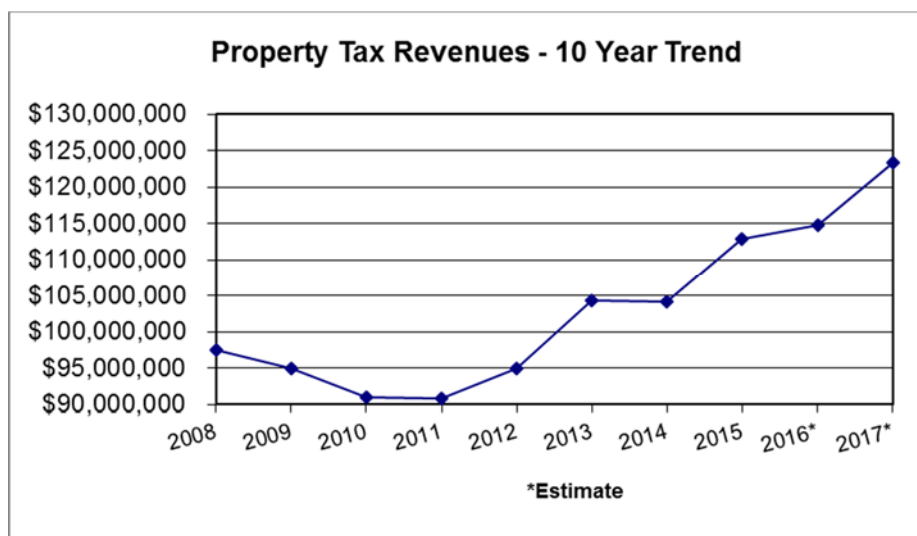
2017 General Fund operating revenues from all sources total \$ 136.3 million, including property taxes, charges for services, interest, property usage, inter-agency agreements, miscellaneous revenues and transfers in. The total revenue budget increased by \$8.8 million (6.9%) from the prior year budgeted amount. Additional information for each major revenue budget category follows.

**Taxes & Assessments**

Property tax is the District's largest General Fund resource, representing 90% of all operating revenue. The 2017 property tax revenue budget of \$123.4 million includes secured, unsecured, supplemental, successor agency payments, penalties and other taxes, less county collection fees.

The amount received is based on the assessed value (AV) of real and tangible property located within Alameda County (AC) and Contra Costa County (CCC).

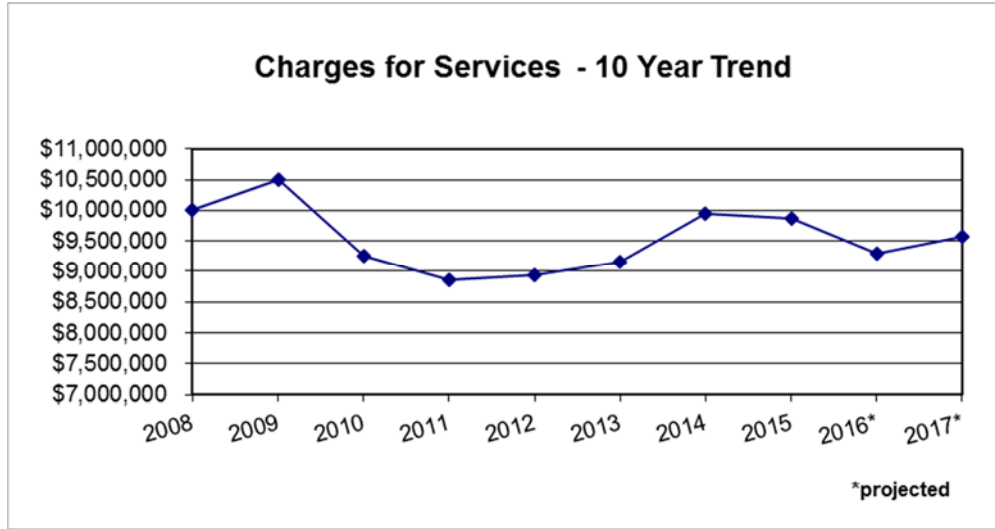
The 2016 actual property tax receipts increased over prior years. This growth can be attributed to the recovery in real estate market values in both Alameda and Contra Costa counties. Many properties that were afforded reduced assessments in prior years due to market value declines have received increases in their assessed values that are not limited to the mandatory 2% maximum increase. This growth in assessed valuation will begin to level off as property values stabilize.



Charges for Services

This category is the second largest revenue source for the General Fund, representing 7.0% of total revenues. The 2017 budgeted revenue is \$9.6 million, which is 2.9% greater than the prior year, and is comprised of the following revenue sources:

- parking fees (\$2.3 million),
- fishing and camping fees (\$1.4 million),
- swimming and other programming (\$2.4 million),
- concession fees (\$1.0 million),
- public safety fees (\$1.0 million), and
- facility rentals (\$1.5 million)

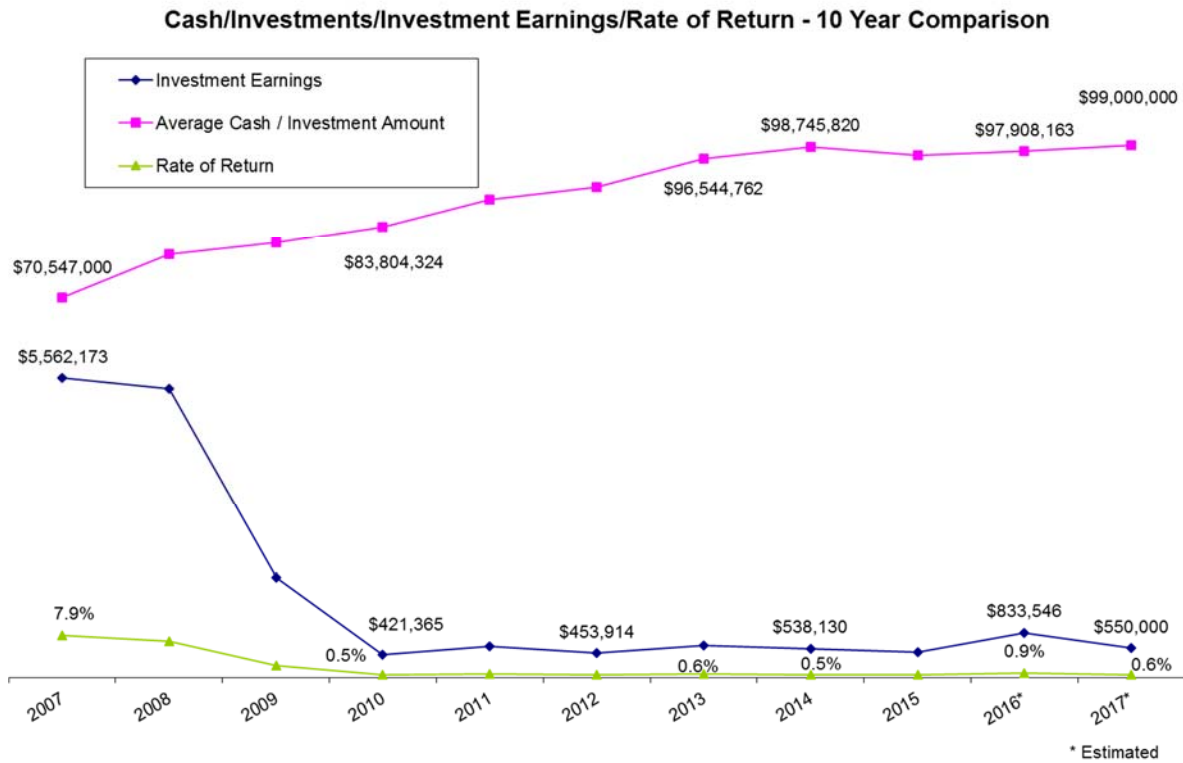


The District reviews and updates its park usage and administrative fees annually. Administrative fees are generally set to recover costs. Park user fees are set at levels consistent with rates charged by other public agency providers in the Bay Area. Out-of-District groups receiving programs, and most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

Investment Earnings

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

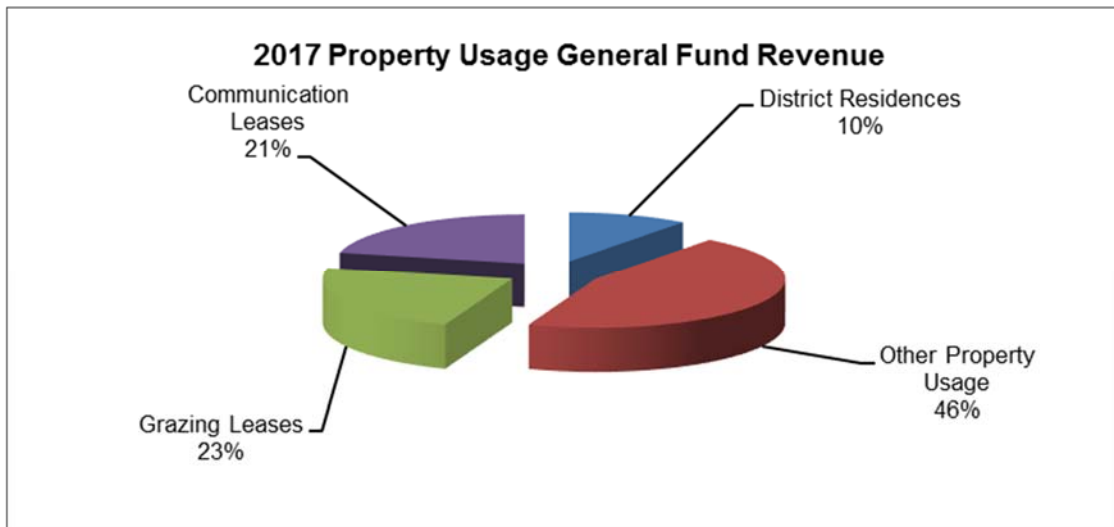
The 2017 budgeted General Fund investment revenue is \$550,000, which is consistent with the projected actual 2016 revenue. As the District’s longer term investments with higher yields continue to mature, the proceeds are invested in the historically low yield instruments currently available. A significant increase in 2017 interest revenue is not expected.



For the General Fund in particular, cash has increased from approximately \$70.5 million ten years ago to a projected \$99 million at the end of 2017 due to planned growth in District reserves based on reserve policies. However, investment revenue, which peaked in 2007 with a 7.9% rate of return, has dropped significantly due to decline in yields, to less than a 1% return during the past eight years.

Property Usage

Revenue budgeted in 2017 of \$1.6 million to be collected from property usage (communication site agreements, grazing agreements, District residences and other usages of District property) is slightly lower than the prior year.



Inter-Agency Agreements

The revenue budgeted in 2017 from inter-agency agreements is \$332,720, which represents an increase of \$86,320 from the 2016 budget. Included in this increase is a water quality grant from the State Water Resources Control Board.

Miscellaneous

Miscellaneous revenue of \$860,430 is budgeted slightly higher than the prior year. The increase is due to additional aid from the Regional Parks Foundation for various recreation programs and outreach activities.

Transfers In

Budgeted transfers into the General Fund total \$6,000. This represents the annual funding for feral pig management transferred from several permanent funds.

**General Fund Appropriation Highlights**

General Fund operating expenditures for 2017 (excluding transfers out) total \$124.5 million for all uses, including personnel services, supplies, services, intra-District charges, inter-agency payments and equipment. Total General Fund expenses are projected to increase by 3.7% in 2017 due mainly to increased personnel, supplies and services costs.

Personnel Costs

Personnel costs account for the District's largest General Fund expenditure category, representing 72% of all General Fund expenditures. This category includes funding for all wages and wage-related benefits. Overall, this category increased 2.5% from the prior year as a result of the addition of 20.49 FTE's, increases to wages in accordance with employee agreements, and pension cost increases.

Details of all changes in General Fund staffing (FTEs) are included in the Authorized Positions pages 72-75 of Section B in this budget document and in Section D-2, Personnel by Department/ Unit/Location.

Transfers Out

Transfers out to fund long term liabilities, projects and debt service total \$11.8 million in 2017, which is an increase of \$4.8 million over the 2016 budget. This includes an additional \$1.5 million transfer for Major Infrastructure Renovation and Replacement work (total of \$2.0 million), \$2 million to the Employee Benefits Fund for unfunded pension liabilities, and an additional \$1.3 million transfer for other capital projects (total \$6.3 million). Details of the General Fund transfers out are included on pages 129-130.

**SPECIAL REVENUE FUNDS**

**Fund 220 Two County Landscape & Lighting District**

**Fund 221 East Contra Costa County Landscape & Lighting**

**Fund 222 Five Canyons Zone of Benefit**

**Fund 223 Dublin Hills Zone of Benefit**

**Fund 224 Walpert Ridge Zone of Benefit**

**Fund 225 San Ramon Hills Zone of Benefit**

**Fund 226 Measure CC**

**Fund 227 Stone Valley Zone of Benefit**

**Fund 228 Sibley Volcanic Zone of Benefit**

**Fund 253 Gifts**

**Fund 254 Ardenwood/Coyote Hills Trail**

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

**Fund 257 Mitigation**

**Fund 258 McLaughlin Eastshore State Park**

**Fund 259 ECCC HCP Properties**

**Fund 261 Coyote Hills Dumbarton Quarry**

**Fund 270 Measure WW Local Grant**

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

**Special Revenue Funds Year-by-Year Comparison**

	<b>2014 ACTUAL</b>	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>2017 BUDGET</b>	<b>Change</b>
<b>RESOURCES</b>					
<b>Revenues:</b>					
Taxes & Assessments	\$ 8,044,886	\$ 7,911,285	\$ 7,932,400	\$ 8,061,600	
Charges for Services	69,021	58,326	50,000	50,000	
Property Usage	1,450,985	1,217,983	1,449,800	1,449,800	
Investment Earnings	123,766	124,209	101,800	98,800	
Grants/Inter-agency Agreements	5,000	-	-	-	
Miscellaneous	137,937	61,873	27,000	27,000	
<b>Total Revenues</b>	<b>9,831,594</b>	<b>9,373,675</b>	<b>9,561,000</b>	<b>9,687,200</b>	1.3%
<b>Other Resources:</b>					
Transfers In	12,415,689	6,287,122	16,800,000	13,300,000	
<b>TOTAL RESOURCES</b>	<b>\$ 22,247,283</b>	<b>\$ 15,660,797</b>	<b>\$ 26,361,000</b>	<b>\$ 22,987,200</b>	-12.8%
<b>USES</b>					
<b>Expenditures:</b>					
Personnel Services	\$ 4,463,360	\$ 4,410,210	\$ 5,131,480	\$ 5,295,480	3.2%
Supplies	113,942	144,119	174,500	240,280	37.7%
Services	312,348	202,447	338,820	336,040	-0.8%
Capital Outlay/Equipment	-	109,254	-	-	
Grants/Inter-agency Agreements	10,777,450	6,051,002	16,900,000	13,100,000	-22.5%
Intra-District Charges	115,000	-	-	-	N/A
<b>Total Expenditures</b>	<b>15,782,100</b>	<b>10,917,031</b>	<b>22,544,800</b>	<b>18,971,800</b>	-15.8%
<b>Other Uses:</b>					
Transfers Out	2,861,010	10,458,462	1,766,900	2,193,500	
<b>TOTAL USES</b>	<b>18,643,110</b>	<b>21,375,493</b>	<b>24,311,700</b>	<b>21,165,300</b>	-12.9%
<b>Change in Fund Balance</b>	<b>3,604,172</b>	<b>(5,714,697)</b>	<b>2,049,300</b>	<b>1,821,900</b>	-11.1%
<b>TOTAL</b>	<b>\$ 22,247,283</b>	<b>\$ 15,660,797</b>	<b>\$ 26,361,000</b>	<b>\$ 22,987,200</b>	-12.8%

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



**Special Revenue Funds Detail**

	Fund 220	Fund 221	Fund 222	Fund 223
	Two County LLD	East Contra Costa LLD	Five Canyons Zone of Benefit	Dublin Hills Zone of Benefit
<b>RESOURCES</b>				
<b>Revenues:</b>				
Taxes & Assessments	\$ 4,026,000	\$ 701,800	\$ 47,300	\$ 18,300
Investment Earnings	8,000	300	300	100
<b>Total Revenues</b>	<b>4,034,000</b>	<b>702,100</b>	<b>47,600</b>	<b>18,400</b>
<b>TOTAL RESOURCES</b>	<b>\$ 4,034,000</b>	<b>\$ 702,100</b>	<b>\$ 47,600</b>	<b>\$ 18,400</b>
<b>USES</b>				
<b>Expenditures:</b>				
Personnel Services	\$ 3,964,300	\$ 583,560	\$ 38,150	\$ 6,500
Supplies	132,640	-	21,250	2,100
Services	162,270	9,000	500	-
<b>Total Expenditures</b>	<b>4,259,210</b>	<b>592,560</b>	<b>59,900</b>	<b>8,600</b>
<b>Other Uses:</b>				
Transfers Out	1,245,000	-	-	-
<b>TOTAL USES</b>	<b>5,504,210</b>	<b>592,560</b>	<b>59,900</b>	<b>8,600</b>
<b>Change in Fund Balance</b>	<b>(1,470,210)</b>	<b>109,540</b>	<b>(12,300)</b>	<b>9,800</b>
<b>TOTAL</b>	<b>\$ 4,034,000</b>	<b>\$ 702,100</b>	<b>\$ 47,600</b>	<b>\$ 18,400</b>

**Fund 220 – Two County Regional Trails Landscape & Lighting District**

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

This LLD was formed prior to the passage of Proposition 218, and thus is considered a “grandfathered assessment.” But as required by Proposition 218, 78.5% of voters in Alameda and Contra Costa Counties reaffirmed the continuation of the Two County LLD in 1996. The assessment is \$5.44 per equivalent dwelling unit per year and \$2.72 per multi-family unit. Assessment revenue does not cover the cost of all regional trail maintenance. The balance of appropriations related to trail maintenance is included in the General Fund budget.

**Fund 221 – East Contra Costa County Landscape & Lighting District**

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

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

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

The Alameda County Five Canyons Zone of Benefit was established in 1994, near Don Castro Recreation Area and Highland Estates. There are 1,089 parcels within this zone subject to assessment. The assessment is \$44.19 per year per equivalent dwelling unit.

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

The Alameda County Dublin Hills Zone of Benefit was established in 1996 in the City of Dublin and includes Schaefer Estates. There are currently 582 parcels subject to assessment within this zone. The assessment is \$31.98 per year per equivalent dwelling unit.

**Special Revenue Funds Detail, Continued**

	Fund 224		Fund 225		Fund 226		Fund 227	
	Walpert Ridge Zone of Benefit		San Ramon Hills Zone of Benefit		Measure CC		Stone Valley Zone of Benefit	
<b>RESOURCES</b>								
<b>Revenues:</b>								
Taxes & Assessments	\$	66,200	\$	5,300	\$	3,170,000	\$	6,200
Investment Earnings		1,000		-		5,000		100
<b>Total Revenues</b>		<b>67,200</b>		<b>5,300</b>		<b>3,175,000</b>		<b>6,300</b>
<b>TOTAL RESOURCES</b>	<b>\$</b>	<b>67,200</b>	<b>\$</b>	<b>5,300</b>	<b>\$</b>	<b>3,175,000</b>	<b>\$</b>	<b>6,300</b>
<b>USES</b>								
<b>Expenditures:</b>								
Personnel Services	\$	25,850	\$	-	\$	-	\$	-
Supplies		9,520		500		-		630
Services		500		-		-		-
Grants/Inter-agency Agreements		-		-		100,000		-
<b>Total Expenditures</b>		<b>35,870</b>		<b>500</b>		<b>100,000</b>		<b>630</b>
<b>Other Uses:</b>								
Transfers Out		-		-		948,500		-
<b>TOTAL USES</b>		<b>35,870</b>		<b>500</b>		<b>1,048,500</b>		<b>630</b>
<b>Change in Fund Balance</b>		<b>31,330</b>		<b>4,800</b>		<b>2,126,500</b>		<b>5,670</b>
<b>TOTAL</b>	<b>\$</b>	<b>67,200</b>	<b>\$</b>	<b>5,300</b>	<b>\$</b>	<b>3,175,000</b>	<b>\$</b>	<b>6,300</b>

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

The Alameda County Walpert Ridge Zone of Benefit was established in 1998 for parkland in the ridge land above the City of Hayward. There are 472 parcels subject to assessment in this zone. The assessment is \$142.60 per year per equivalent dwelling unit.

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

The Contra Costa County San Ramon Hills (formerly Thomas Ranch) Zone of Benefit was established in 1999 in the western portion of the City of San Ramon. There are 140 parcels subject to assessment in this zone. The assessment is \$39.98 per year per equivalent dwelling unit.

**Fund 226 – Measure CC Fund**

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

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

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

The 2017 operating and project appropriations to be funded with Measure CC resources include:

- Maintenance and safety at Point Pinole, McLaughlin Eastshore State Park, Martin Luther King, Jr., Sibley and Wildcat Canyon
- Support for Oakland Zoo operations
- Operate Bay Trail at Alameda Point
- Operate Crown Beach Visitor Center

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

The Contra Costa County Stone Valley Zone of Benefit was established in 2006 for parkland within Alamo near Stone Valley Road. There are 39 parcels subject to assessment in this zone. The assessment is \$166.35 per year per equivalent dwelling unit.

**Special Revenue Funds Detail, Continued**

	<b>Fund 228</b>	<b>Fund 253</b>	<b>Fund 254</b>	<b>Fund 255</b>	<b>Fund 257</b>
	<b>Gateway Valley Zone of Benefit</b>	<b>Gifts Fund</b>	<b>Ardenwood Coyote Hills Trail</b>	<b>MLK Jr. Intern Program</b>	<b>Mitigation</b>
<b>RESOURCES</b>					
<b>Revenues:</b>					
Taxes & Assessments	\$ 20,500	\$ -	\$ -	\$ -	\$ -
Charges for Services	-	-	-	10,000	-
Property Usage	-	-	-	-	80,000
Investment Earnings	-	24,000	-	-	30,000
Miscellaneous	-	27,000	-	-	-
<b>Total Revenues</b>	<b>20,500</b>	<b>51,000</b>	<b>-</b>	<b>10,000</b>	<b>110,000</b>
<b>Other Resources:</b>					
<b>TOTAL RESOURCES</b>	<b>\$ 20,500</b>	<b>\$ 51,000</b>	<b>\$ -</b>	<b>\$ 10,000</b>	<b>\$ 110,000</b>
<b>USES</b>					
<b>Expenditures:</b>					
Personnel Services	\$ -	\$ 24,130	\$ -	\$ -	\$ 5,580
Supplies	-	38,800	-	2,100	6,050
Services	-	1,500	-	4,900	77,050
<b>Total Expenditures</b>	<b>-</b>	<b>64,430</b>	<b>-</b>	<b>7,000</b>	<b>88,680</b>
<b>Other Uses:</b>					
Transfers Out	-	-	-	-	-
<b>TOTAL USES</b>	<b>-</b>	<b>64,430</b>	<b>-</b>	<b>7,000</b>	<b>88,680</b>
<b>Change in Fund Balance</b>	<b>20,500</b>	<b>(13,430)</b>	<b>-</b>	<b>3,000</b>	<b>26,900</b>
<b>TOTAL</b>	<b>\$ 20,500</b>	<b>\$ 51,000</b>	<b>\$ -</b>	<b>\$ 10,000</b>	<b>\$ 110,000</b>

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

The Contra Costa County Sibley Volcanic Zone of Benefit was established in 2007 for parkland off Gateway Blvd. near the City of Orinda. There are 211 units subject to assessment in this zone. The assessment is \$98.96 per year per equivalent dwelling unit.

**Fund 253 – Gifts Fund**

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

Major gifts include:

- Hayward 1900/Walpert Ridge-Garin gift, with a balance of \$1.2 million, which is intended as a funding source for the purchase of real property in that area, and
- OG Property Owner LLC, with balance of \$1.0 million, which is intended as a funding source for public access improvements and management of the McCosker property in Sibley Volcanic Regional Preserve.

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

**Fund 254 – Ardenwood/Coyote Hills Trail Fund**

In 1985 the District received funds from the developers of the Ardenwood Business Park/Coyote Hills designated for maintenance of a future mini-park strip. In prior years, this fund provided a transfer to the General Fund to support a .5 FTE Ranger position. In 2016, the remaining fund balance was transferred to the General Fund and the fund was closed. This fund will complete reporting in the District's 2020 annual budget.

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

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

**Fund 257 – Mitigation Fund**

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

**Special Revenue Funds Detail, Continued**

	<b>Fund 258</b>	<b>Fund 259</b>	<b>Fund 261</b>	<b>Fund 270</b>	<b>Total Special</b>
	<b>McLaughlin</b>	<b>ECCC HCP</b>	<b>Coyote Hills</b>	<b>Measure WW</b>	<b>Revenue</b>
	<b>Eastshore</b>	<b>Properties</b>	<b>Dumbarton</b>	<b>Local Grants</b>	<b>Funds</b>
	<b>State Park</b>		<b>Quarry</b>		
<b>RESOURCES</b>					
<b>Revenues:</b>					
Taxes & Assessments	\$ -	\$ -	\$ -	\$ -	\$ 8,061,600
Charges for Services	40,000	-	-	-	50,000
Property Usage	-	469,800	900,000	-	1,449,800
Investment Earnings	30,000	-	-	-	98,800
Miscellaneous	-	-	-	-	27,000
<b>Total Revenues</b>	<b>70,000</b>	<b>469,800</b>	<b>900,000</b>	<b>-</b>	<b>9,687,200</b>
<b>Other Resources:</b>					
Transfers In	-	-	-	13,300,000	13,300,000
<b>TOTAL RESOURCES</b>	<b>\$ 70,000</b>	<b>\$ 469,800</b>	<b>\$ 900,000</b>	<b>\$ 13,300,000</b>	<b>\$ 22,987,200</b>
<b>USES</b>					
<b>Expenditures:</b>					
Personnel Services	\$ 25,850	\$ 317,000	\$ -	\$ 304,560	\$ 5,295,480
Supplies	1,490	20,200	-	5,000	240,280
Services	20,320	40,000	-	20,000	336,040
Grants/Inter-agency Agreements	-	-	-	13,000,000	13,100,000
<b>Total Expenditures</b>	<b>47,660</b>	<b>377,200</b>	<b>-</b>	<b>13,329,560</b>	<b>18,971,800</b>
<b>Other Uses:</b>					
Transfers Out	-	-	-	-	2,193,500
<b>TOTAL USES</b>	<b>47,660</b>	<b>377,200</b>	<b>-</b>	<b>13,329,560</b>	<b>21,165,300</b>
<b>Change in Fund Balance</b>	<b>22,340</b>	<b>92,600</b>	<b>900,000</b>	<b>(29,560)</b>	<b>1,821,900</b>
<b>TOTAL</b>	<b>\$ 70,000</b>	<b>\$ 469,800</b>	<b>\$ 900,000</b>	<b>\$ 13,300,000</b>	<b>\$ 22,987,200</b>

**Fund 258 – McLaughlin Eastshore State Park Fund**

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

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

**Fund 259 - ECCC HCP Properties Fund**

The District has purchased many properties in partnership with the East Contra Costa County Habitat Conservancy Program (ECCC HCP). Located on some of these properties are lease revenue generating facilities such as wind turbines, communication towers and residences. Pursuant to the terms of the purchase agreements with the grantor partner, all revenues earned from these leases will be used for management of the purchased properties and adjacent properties in the Byron Hills/Vasco area and at Black Diamond Mines Regional Preserve. Consequently, both the revenues and expenditures related to these properties are accounted for in this special revenue fund. The 2017 budget represents the fourth year that the detailed expenditures will be accounted for in this fund. In the past, this fund transferred resources to the General Fund, where the associated expenditures were recorded. To improve accountability and transparency, beginning in 2014, both revenues and expenditures have been captured in Fund 259.

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

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

**Fund 261 – Coyote Hills Dumbarton Quarry Fund**

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

**Fund 270 – Measure WW Local Grant Fund**

Twenty-five percent (\$125 million) of Measure WW bond proceeds are allocated for use by cities, special park and recreation districts, county service areas and the Oakland Zoo for local park and recreation projects. Fund 270 accounts for the allocation of the \$125 million and the reimbursement to local agencies of approved grant expenditures. Over \$74 million had been disbursed to local agencies by the end of December 2016, with an additional \$13.0 million budgeted in 2017.

**Status:**

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



**Measure WW Local Grant Funding as of December 31, 2016**

Project No.	Agency	Project Name	Status	Budget	Disbursed Thru	
					December 31, 2016	To Be Disbursed
310001	Alameda	Krusi Park Renovation	A	\$ 1,592,914	\$ 280,528	\$ 1,312,386
310002	Alameda	Tillman Park Play Structure Replacement	C	42,773	42,773	-
310003	Alameda	Tennis Court Resurfacing in Various Parks	C	329,802	329,802	-
310004	Alameda	Alameda Boys & Girls Club Youth	C	1,000,000	1,000,000	-
310006	Alameda	Estuary Park Athletic Fields	A	500,000	85,498	414,502
313401	Alamo, R-7A	Livorna Park Bocce Courts	A	817,931	140,252	677,679
310101	Albany	Ocean View Park Rubber Surface	C	18,676	18,676	-
310102	Albany	Albany After School Recreation Expansion	C	117,982	117,982	-
310104	Albany	Albany Waterfront "cove" Enhancement	A	50,000	11,515	38,485
310105	Albany	Dartmouth Tot Lot Rubber Surface	C	22,661	22,661	-
310106	Albany	Jewel's Terrace Park Rubber Surface	C	12,917	12,917	-
310107	Albany	Memorial Park Improvements	A	135,000	-	135,000
310108	Albany	Dartmouth Tot Lot Improvements	A	24,000	-	24,000
310109	Albany	Albany Ohlone Greenway Improvements	A	381,000	-	381,000
310110	Albany	Ocean View Park Improvements	A	9,127	-	9,127
313501	Ambrose	Ambrose Park, Phase I	A	1,127,177	-	1,127,177
311401	Antioch	Security Camera Program	C	311,200	311,200	-
311402	Antioch	Lone Tree Golf Course Range Light Project	C	241,861	241,861	-
311403	Antioch	Deerfield Park Playground Equipment	C	73,985	73,985	-
311404	Antioch	Eagleridge Park Playground Equipment	C	82,808	82,808	-
311405	Antioch	Fishing Pier Pavilion	C	100,020	100,020	-
311406	Antioch	Prewett Community Park Lot and Landscape	C	357,379	357,379	-
311407	Antioch	Prewett Aquatics Center - Renovation/Repairs	C	420,000	420,000	-
311408	Antioch	Synthetic Turf Fields (2) and Field Lighting (2)	C	2,999,745	2,999,745	-
310201	Berkeley	Aquatic Park Habitat Restoration and Planting	A	26,962	13,212	13,750
310202	Berkeley	Tom Bates Regional Sports Complex Phase 2A	C	63,121	63,121	-
310203	Berkeley	San Pablo Park Basketball Courts Renovation	A	379,214	364,000	15,214
310204	Berkeley	Skate Park Construction Joint Replacement	A	89,415	72,147	17,268
310205	Berkeley	Terrace View Park Basketball Courts	A	422,500	-	422,500
310206	Berkeley	Virginia McGree Totlot Renovation	A	422,500	7,150	415,350
310207	Berkeley	James Kenney Park Play Area Renovation	A	777,864	-	777,864
310208	Berkeley	Ohlone Dog Park Renovation	A	400,786	48,946	351,840
310209	Berkeley	Citywide picnic areas improvement	A	77,959	-	77,959
310210	Berkeley	John Hinkel Park Amphitheater Renovation	A	617,500	-	617,500
310212	Berkeley	Grove Park Tennis & Basketball Courts	A	555,000	103,527	451,473
310213	Berkeley	Willard Park Play Area Renovation	A	100,000	-	100,000
310214	Berkeley	Strawberry Creek Park Court Renovation	A	292,500	-	292,500
310215	Berkeley	Becky Temko Tot Park Renovation	A	130,000	-	130,000
310216	Berkeley	The Circle and Fountain Walk Renovation	P	130,000	-	130,000
310217	Berkeley	Berkeley Rose Garden Renovation Phase I	A	325,000	-	325,000
311501	Brentwood	Summerset Commons	C	1,028,536	1,028,536	-
311502	Brentwood	King Park Dog Area Expansion	C	118,215	118,215	-
311503	Brentwood	Veterans Park Bocce Court Expansion	C	190,311	190,311	-
311504	Brentwood	Veterans Park Universal Abilities Playground	C	249,848	249,848	-
311505	Brentwood	City-Wide Parks Shade Project	C	331,850	331,850	-
311506	Brentwood	Sport Court Lighting	A	100,000	-	100,000

**Measure WW Local Grant Funding as of December 31, 2016, continued**

Project No.	Agency	Project Name	Status	Budget	Disbursed Thru	
					December 31, 2016	To Be Disbursed
311507	Brentwood	City-Wide Park Shade Improvements	A	\$ 54,000	\$ -	\$ 54,000.0
311508	Brentwood	Trail Connection and Landscape	A	81,000	-	81,000
311601	Clayton	Community Park - Parking Lot Expansion	C	492,883	492,883	-
313701	Clyde, M-16	Clyde Parks Improvement Project	C	36,321	36,321	-
311703	Concord	Replace Playground Equipment	C	309,000	309,000	-
311704	Concord	Concord Comm. Pool Mechanical Equipment	C	230,033	230,033	-
311705	Concord	Hillcrest Park Maintenance Building	C	129,756	129,756	-
311707	Concord	Meadow Homes Spray Park & Restroom	C	1,050,600	1,050,600	-
311709	Concord	Install Shade Structure at Hillcrest Park	C	109,500	109,500	-
311710	Concord	Replace Irrigation at Sun Terrace Park	C	30,000	30,000	-
311711	Concord	Resurfacing of Tennis Courts at three parks	C	90,917	90,917	-
311712	Concord	Willow Pass Sports Field Improvements	C	118,931	118,931	-
311713	Concord	Pave Loop Rd at Camp Concord (Phase II & III)	C	375,927	375,927	-
311714	Concord	Refurbish Camp Concord Family Bathhouse	C	483,000	483,000	-
311715	Concord	New Playground Equipment at Newhall Park	C	247,727	247,727	-
311716	Concord	Construct Bocce Courts at Baldwin Park	C	392,615	392,615	-
311717	Concord	Replace Electrical Pull Boxes	C	150,000	150,000	-
311718	Concord	ADA Barrier Removal at Baldwin Park	C	30,437	30,437	-
311719	Concord	Dog Park at Baldwin Park	C	101,449	101,449	-
311720	Concord	Replace Tennis courts + Softball Field Lighting	C	496,880	496,880	-
311721	Concord	Replace Pump Systems at four locations	A	535,409	79,128	456,280
311724	Concord	Meadow Homes Park Playground Installation	A	265,000	-	265,000
311725	Concord	Ellis Lake Park Playground & Park	A	510,000	-	510,000
313801	Crockett	Crockett Pool Plumbing Replacement	C	207,144	207,144	-
311801	Danville	Veterans Memorial Building	C	1,897,488	1,897,488	-
314001	Discovery Bay	Cornell Park Playground Replacement	C	111,649	111,649	-
314002	Discovery Bay	Community Center Acquisition	C	400,000	400,000	-
310301	Dublin	Fallon Sports Park - Synthetic Turf	C	1,123,610	1,123,610	-
310302	Dublin	Dublin Sports Grounds Phase IV	C	864,959	864,959	-
310303	Dublin	Tennis Court Renovation	C	156,549	156,549	-
311901	El Cerrito	Cerrito Vista Park Playground Equipment	C	186,492	186,492	-
311902	El Cerrito	Gilman Street Sports Fields, Paid to Berkeley	C	13,796	13,796	-
311903	El Cerrito	Huber Park Improvements	A	224,000	-	224,000
311904	El Cerrito	Creekside Park Lighting	C	104,110	104,110	-
311905	El Cerrito	Acquire Madera Property	C	120,349	120,349	-
311907	El Cerrito	Fairmont Park Improvements Phase I	A	359,093	-	359,093
311908	El Cerrito	Hillside Nature Area Trail Entry and Signage	A	48,000	-	48,000
314101	El Sobrante, R-	El Sobrante Mini-Park	A	641,740	138,524	503,216
310402	Emeryville	Joseph Emery Park Skate Spot	C	444,572	444,572	-
310501	Fremont	Citywide Play Area Upgrades	C	2,663,944	2,663,944	-
310502	Fremont	Tiny Tots Play Area Upgrades	C	424,163	424,163	-
310503	Fremont	Irrigation Controller + Radio Antenna	C	574,596	574,596	-
310504	Fremont	Patterson House Rehabilitation	C	556,782	556,782	-
310505	Fremont	Citywide Wells Rehabilitation	C	734,615	734,615	-
310506	Fremont	Warm Springs Park Restroom and Recreation	A	380,000	-	380,000
310507	Fremont	Central Park Turf & Poplar Renovation	C	721,999	721,999	-

**Measure WW Local Grant Funding as of December 31, 2016, continued**

Project No.	Agency	Project Name	Status	Budget	Disbursed Thru	
					December 31, 2016	To Be Disbursed
310508	Fremont	Vargas Plateau, Phase II Construction	A	\$ 1,800,000	\$ -	\$ 1,800,000
310509	Fremont	Central Park Softball Fields 1 & 2 Turf	A	390,001	-	390,001
310510	Fremont	Grind and repave Central Park Sailway Drive	A	220,000	-	220,000
310511	Fremont	Convert Volleyball Court Multi-Use Courts	C	250,000	250,000	-
310512	Fremont	Central Pk Boat House Path install PCC paving	A	102,000	-	102,000
310513	Fremont	Plaza Park Pathway install PCC paving	A	\$ 161,000	\$ -	\$ 161,000
310514	Fremont	Karl Nordvik Community Park Synthetic Turf	C	435,543	435,543	-
310515	Fremont	Irrigation Controller & Radio Antenna	A	343,919	-	343,919
313301	Green Valley	Green Valley Pool Fence and Lighting	C	39,341	39,341	-
313302	Green Valley	Green Valley Pool Interior Fence and Gates	C	11,530	11,530	-
311201	HARD	Meek Park West Terrace Project	C	661,000	661,000	-
311202	HARD	Holland Park Development	C	900,000	900,000	-
311203	HARD	Manchester Property Acquisition	C	319,621	319,621	-
311204	HARD	San Lorenzo Community Park ADA Restroom	C	54,867	54,867	-
311205	HARD	Castro Valley ADA Kitchen	C	50,107	50,107	-
311206	HARD	Castro Valley Park ADA Pathway	C	75,000	75,000	-
311207	HARD	Castro Valley Center New HVAC	C	100,000	100,000	-
311208	HARD	Castro Valley Center ADA Tot Play Area	C	21,376	21,376	-
311209	HARD	Earl Warren ADA Restroom Replacement	C	257,947	257,947	-
311210	HARD	Meek Park ADA Restroom Replacement	C	260,428	260,428	-
311211	HARD	Morrisson Theatre ADA Restroom & Seating	C	378,076	378,076	-
311212	HARD	Valle Vista Park Property Acquisition	C	362,146	362,146	-
311213	HARD	Botany Grounds Property Acquisition	P	888,625	-	888,625
311214	HARD	Weekes Park ADA Tot Time Play Area	C	70,790	70,790	-
311215	HARD	Castro Valley Swim Center Filter & ADA	A	1,512,000	1,209,600	302,400
311216	HARD	Hampton Road Dog Park Project	C	247,651	247,651	-
311217	HARD	Birchfield Park ADA Restroom Replacement	C	225,000	225,000	-
311218	HARD	ADA Restroom & Multipurpose Room	A	500,000	400,000	100,000
311219	HARD	Hayward Plunge Swim Center ADA Restroom	C	250,000	250,000	-
311220	HARD	Mervin Morris Park ADA Restroom	C	101,296	101,296	-
311221	HARD	San Felipe Center HVAC	C	151,500	151,500	-
311223	HARD	Via Toledo Property Acquisition	C	146,675	146,675	-
311225	HARD	San Lorenzo Community Park Phase I	A	3,933,200	-	3,933,200
311226	HARD	Meeks Park Parking Lot Expansion and ADA	A	688,000	-	688,000
311227	HARD	Adobe Art Center Lighting and Security	A	25,861	25,861	-
311229	HARD	Hayward Plunge Locker Room Upgrade	A	57,395	57,395	-
311230	HARD	Rowell Ranch Rodeo Park New Well Project	A	75,000	-	75,000
312001	Hercules	EBRPD Acquisition, Rancho El Pinole	C	200,000	200,000	-
312002	Hercules	Hercules Intermodal Bay Trail, East Segment	A	911,728	-	911,728
314201	Kensington	Kensington Park Restroom	C	100,000	100,000	-
314202	Kensington	Kensington Community Center	A	158,358	-	158,358
312101	Lafayette	Burton Ridge Trail Connector	C	300,000	300,000	-
312102	Lafayette	Acquire two Acalanes Ridge parcels	C	391,650	391,650	-
312103	Lafayette	Manzanita Building	C	241,251	241,251	-

**Measure WW Local Grant Funding as of December 31, 2016, continued**

Project No.	Agency	Project Name	Status	Budget	Disbursed Thru	
					December 31, 2016	To Be Disbursed
312202	Martinez	Waterfront Park Renovation at Martinez	P	\$ 1,389,461	\$ -	\$ 1,389,461
312203	Martinez	West Hill Farm Acquisition	C	262,500	262,500	-
314301	MonTaraBay, M-	Improve Montalvin and MonTaraBay Park	A	541,039	108,208	432,831
312301	Moraga	Camino Pablo Fields	C	578,059	578,059	-
312302	Moraga	Pavilion Restroom Renovation	C	44,528	44,528	(0.00)
312303	Moraga	Rancho Laguna Park Play Structure	C	70,000	70,000	-
312304	Moraga	Moraga Commons Park Improvements	C	45,000	45,000	-
310601	Newark	Lakeshore Park Seawall Project	A	1,700,000	-	1,700,000
310701	Oakland	Caldecott Trail Improvement Phase I	A	985,000	10,249	974,751
310702	Oakland	East Oakland Sports Center	C	5,909,997	5,909,997	-
310703	Oakland	25th Street Mini Park	C	719,036	719,036	-
310705	Oakland	Central Reservoir	C	350,800	350,800	-
310706	Oakland	City Stables	A	492,500	344,755	147,745
310707	Oakland	Children's Fairyland Entryway Improvements	A	492,500	50,522	441,979
310708	Oakland	Oakland Feather River Camp (Camps in	A	500,000	399,511	100,489
310710	Oakland	Morcom Rose Garden	C	1,573,860	1,573,860	-
310711	Oakland	Owen Jones Field Improvement	C	953,686	953,686	-
310712	Oakland	Poplar and Brookdale Field Improvements	C	732,558	732,558	-
310713	Oakland	Raimondi Park - Phase I	C	221,070	221,070	-
310714	Oakland	Golden Gate Recreation Center Expansion	A	2,268,300	1,419,714	848,586
310715	Oakland	Peralta Hacienda de Anza Trail Project	C	239,979	239,979	-
310716	Oakland	Chabot Space & Science Center, Redwood	A	1,000,000	110,492	889,508
310717	Oakland	Curt Flood Field	P	100,000	-	100,000
310719	Oakland	Lincoln Square Park Outdoor Activity	A	300,000	-	300,000
310720	Oakland	Manzanita Recreation Center Improvement	A	50,000	-	50,000
310721	Oakland	Peralta Hacienda Park Improvements	A	100,000	-	100,000
310722	Oakland	William Wood Park	A	70,000	-	70,000
310723	Oakland	Josie de la Cruz Park Improvement	A	180,000	-	180,000
310724	Oakland	De Fremery Park Public Art	P	196,567	-	196,567
310725	Oakland	Astro Park	A	100,760	-	100,760
310726	Oakland	Concordia Park	A	31,700	-	31,700
310727	Oakland	De Fremery House/Recreation Center	A	102,000	-	102,000
310728	Oakland	Allendale Recreation Center Remodel	P	500,000	-	500,000
314601	Oakland Zoo	Giraffe Barn Construction	C	206,193	206,193	-
314602	Oakland Zoo	Elephant Barn Addition	C	50,000	50,000	-
314606	Oakland Zoo	California Trail Project Phase 2 - Gondola	A	3,243,807	2,595,046	648,761
312401	Oakley	Creekside Park Phase 2	C	1,112,021	1,112,021	-
312402	Oakley	Civic Center Park Improvements	C	405,841	405,841	-
312501	Orinda	Pine Grove Park	C	652,955	652,955	-
312502	Orinda	Wilder Park Artificial Turf Field 4	P	148,802	-	148,802
310801	Piedmont	Hampton Park Improvements	A	507,325	-	507,325
312601	Pinole	Pinole Valley Park Soccer Field Renovation	C	329,284	329,284	-
312602	Pinole	Pinole Valley Tennis Courts Renovation	C	73,247	73,247	-
312603	Pinole	Pinole Senior Fitness Trail	C	35,455	35,455	-

**Measure WW Local Grant Funding as of December 31, 2016, continued**

Project No.	Agency	Project Name	Status	Budget	Disbursed Thru December 31, 2016	To Be Disbursed
312604	Pinole	Pinole Community Playhouse Renovation	A	\$ 40,000	\$ 1,251	\$ 38,749
312605	Pinole	Pinole Skate Park	A	213,500	-	213,500
312606	Pinole	Swim Center Heater Replacement	C	24,000	24,000	-
312607	Pinole	Swim Center ADA Compliant Permanent Lifts	C	15,000	15,000	-
312608	Pinole	Solar Panel Facilities at the Pinole Swim Cntr	C	60,000	60,000	-
312701	Pittsburg	Central Park All Weather Soccer Field	C	919,058	919,058	-
312702	Pittsburg	Hillview Junior High School Playfield	C	1,990,156	1,990,156	-
312801	Pleasant Hill	Pool Resurfacing, Isolation & VGB Upgrades	C	392,363	392,363	-
312802	Pleasant Hill	Teen Center	C	150,000	150,000	-
312803	Pleasant Hill	Community Center	C	1,203,985	1,203,985	-
310901	Pleasanton	Dolores Bengston Aquatic Center Renovation	A	3,171,377	2,490,838	680,539
312901	Richmond	Bay Trl gap Ferry Point to Kaiser Shpyrd #3	C	295,393	295,393	-
312908	Richmond	Gilman Street Sports Fields allocation	C	61,275	61,275	-
312909	Richmond	Renovate Richmond Natatorium, Phase II	C	3,069,316	3,069,316	-
312910	Richmond	Burg Park Restoration	C	350,000	350,000	-
312912	Richmond	Marina Bay Park, Restroom	C	350,510	350,510	-
312914	Richmond	Shields-Reid Park Renovation	A	607,491	482,307	125,184
314401	Rodeo, R-10	Lefty Gomez Park Improvements	A	456,305	121,166	335,139
311001	San Leandro	Rehabilitate All Parks, AC Walkway	C	591,269	591,269	-
311002	San Leandro	Toyon Park Play Equipment	C	79,633	79,633	-
311003	San Leandro	Par Course Improvements	C	568,020	568,020	-
311004	San Leandro	Marina Park Group Picnic Areas	C	988,000	988,000	-
311005	San Leandro	Marina Park Irrigation Improvements	C	622,000	622,000	-
311006	San Leandro	Stenzel Bleacher Replacement	C	96,000	96,000	-
311007	San Leandro	Stenzel Park Drainage	C	174,895	174,895	-
311008	San Leandro	Ball Park Locker/Restroom Refurbishment	A	517,542	274,768	242,774
311010	San Leandro	Toyon Park - Park Pathway Rehabilitation	C	89,315	89,315	-
311011	San Leandro	Siempre Verdi Park Rehabilitation	A	14,324	-	14,324
313001	San Pablo	San Pablo Community Center at Helms	C	1,000,000	1,000,000	-
313002	San Pablo	Rumrill Sports Park	C	425,538	425,538	-
313101	San Ramon	Restore Education Center - Resurface Asphalt	C	330,105	330,105	-
313102	San Ramon	Red Willow Playground Renovation	C	50,000	50,000	-
313103	San Ramon	Renovate Playground & Participatory Fountain	C	580,000	580,000	-
313105	San Ramon	Replaster Olympic Pool	C	295,192	295,192	-
313106	San Ramon	Park Restroom Renovations	C	133,944	133,944	-
313107	San Ramon	Athan Downs Playground Renovation	C	305,701	305,701	-
313108	San Ramon	Central Park Soccer Field Renovation	A	660,000	68,815	591,185
313109	San Ramon	Green Playground Renovation	C	96,766	96,766	-
313110	San Ramon	Old Ranch Park Playground Renovation	C	83,648	83,648	-
313111	San Ramon	Install Shade Structure - Old Ranch Park	C	18,390	18,390	-
313112	San Ramon	Install Shade Structure - Bark and Ride	C	18,928	18,928	-
313113	San Ramon	Install Shade Structure at two parks	C	61,790	61,790	-
314501	Unincorp. C. C.	Iron Horse Corridor Improvements	A	600,000	-	600,000
314502	Unincorp. C. C.	Pacheco Creekside Trail	A	50,000	-	50,000

**Measure WW Local Grant Funding as of December 31, 2016, continued**

Project No.	Agency	Project Name	Status	Budget	Disbursed Thru	
					December 31, 2016	To Be Disbursed
314503	Unincorp. C. C.	Tice Valley Pocket Park and Pathway	A	\$ 600,000	\$ -	\$ 600,000
314504	Unincorp. C. C.	Las Juntas Elementary Playfield Renovation	P	550,000	-	550,000
314505	Unincorp. C. C.	Urban Tilth Roots and Restoration Farm	P	500,000	-	500,000
314506	Unincorp. C. C.	Byron Union School District Family Playground	A	600,000	-	600,000
314507	Unincorp. C. C.	Mira Vista Fields	P	100,000	-	100,000
311101	Union City	Replace Restroom Bldg. at five parks	C	1,204,076	1,204,076	-
311102	Union City	Union City Teen Center Project, # 13-11	A	2,027,174		2,027,174
313201	Walnut Creek	Acquire two Acalanes Ridge parcels	C	391,650	391,650	-
313202	Walnut Creek	All Abilities Playground at Heather Farm Park	C	350,000	350,000	-
313203	Walnut Creek	Larkey Pool Renovation and Splash Pad	A	2,243,160	1,794,528	448,632
<b>Totals</b>				<b>\$ 94,696,171</b>	<b>\$ 64,646,518</b>	<b>\$ 30,049,653</b>

**Status:**

A - Application was approved.

C - Project has been closed.

P – Application is pending approval.

**DEBT SERVICE FUNDS**

**Fund 811 – 2012 Promissory Notes**

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

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

**BUDGET OVERVIEW****DEBT SERVICE FUNDS**

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

**Debt Service Funds Year-by-Year Comparison**

	<b>2014 ACTUAL</b>	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>2017 BUDGET</b>	<b>Change</b>
<b>RESOURCES</b>					
<b>Revenues:</b>					
Taxes & Assessments	\$ 29,733,409	\$ 29,679,187	\$ 20,700,000	\$ 13,548,960	
Investment Earnings	10,261	14,949	10,000	10,000	
Grants/Inter-agency Agreement	-	-	-	-	
Miscellaneous	-	-	-	-	
<b>Total Revenues</b>	<b>29,743,671</b>	<b>29,694,136</b>	<b>20,710,000</b>	<b>13,558,960</b>	-34.5%
<b>Other Resources:</b>					
Transfers In	1,432,800	1,433,900	1,433,100	1,432,920	
<b>TOTAL RESOURCES</b>	<b>\$ 31,176,471</b>	<b>\$ 31,128,036</b>	<b>\$ 22,143,100</b>	<b>\$ 14,991,880</b>	-32.3%
<b>USES</b>					
<b>Expenditures:</b>					
Services	\$ 10,575	\$ 11,250	\$ 15,600	\$ 15,600	
Debt Service	25,400,000	26,830,000	26,340,000	9,915,000	
Debt Service Interest	7,468,832	6,434,317	5,901,900	5,054,280	
<b>Total Expenditures</b>	<b>32,879,407</b>	<b>33,275,567</b>	<b>32,257,500</b>	<b>14,984,880</b>	-53.5%
<b>Other Uses:</b>					
Contributions to Another Fund	-	-	-	-	
Transfers Out	-	-	-	-	
<b>TOTAL USES</b>	<b>32,879,407</b>	<b>33,275,567</b>	<b>32,257,500</b>	<b>14,984,880</b>	-53.5%
<b>Change in Fund Balance</b>	<b>(6,833,550)</b>	<b>(3,012,600)</b>	<b>(10,114,400)</b>	<b>7,000</b>	
<b>TOTAL</b>	<b>\$ 26,045,857</b>	<b>\$ 30,262,967</b>	<b>\$ 22,143,100</b>	<b>\$ 14,991,880</b>	-32.3%

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



**Debt Service Funds Detail**

	Fund 811 2012 Promissory Note	Fund 812 Measure AA Bonds	Fund 813 Measure WW Bonds	Total Debt Service Funds
<b>RESOURCES</b>				
<b>Revenues:</b>				
Taxes & Assessments	\$ -	\$ 4,073,500	\$ 9,475,460	13,548,960
Investment Earnings	-	5,000	5,000	10,000
<b>Total Revenues</b>	<b>-</b>	<b>4,078,500</b>	<b>9,480,460</b>	<b>13,558,960</b>
<b>Other Resources:</b>				
Transfers In	1,421,920	5,000	6,000	1,432,920
<b>TOTAL RESOURCES</b>	<b>\$ 1,421,920</b>	<b>\$ 4,083,500</b>	<b>\$ 9,486,460</b>	<b>\$ 14,991,880</b>
<b>USES</b>				
<b>Expenditures:</b>				
Services	\$ 1,600	\$ 6,000	\$ 8,000	\$ 15,600
Debt Service Principal	815,000	3,780,000	5,320,000	9,915,000
Debt Service Interest	605,320	293,500	4,155,460	5,054,280
<b>Total Expenditures</b>	<b>1,421,920</b>	<b>4,079,500</b>	<b>9,483,460</b>	<b>14,984,880</b>
<b>Other Sources/Uses:</b>				
<b>TOTAL USES</b>	<b>1,421,920</b>	<b>4,079,500</b>	<b>9,483,460</b>	<b>14,984,880</b>
<b>Change in Fund Balance</b>	<b>-</b>	<b>4,000</b>	<b>3,000</b>	<b>7,000</b>
<b>TOTAL</b>	<b>\$ 1,421,920</b>	<b>\$ 4,083,500</b>	<b>\$ 9,486,460</b>	<b>\$ 14,991,880</b>

**Fund 811 – 2012 Promissory Notes Fund**

In 2012 the District issued \$25 million in limited obligation qualified hedge fund bonds to fund field and administration facility replacement and renovation. \$21 million of serial bonds mature over 25 years and have an average coupon of 2.79%, with the balance of \$4 million term notes with coupon of 3.5%. \$815,000 principal and \$605,311 interest payments are due in 2017. If the District had not issued these promissory notes, there would be no resources to fund the Public Safety Headquarters facility replacement and renovation. The debt service for this promissory note is funded by discretionary funds transferred in from the General Fund.

**Fund 812 – Measure AA Bonds Fund**

Outstanding Measure AA bonds are described below. In all cases the District is empowered, and is externally obligated, to levy ad valorem taxes upon property subject to taxation within the District to fund the payment of principal and interest. The tax levied for the 2016/2017 tax year was 0.0032% compared to 0.0067% for 2015/2016.

- 2006 Refunding general obligation bonds were issued in the amount of \$23.6 million to defease 1998 Series D bonds. A portion of these bonds were refunded in 2009. The remaining balance of \$1,235,000 was paid in full during 2015. These bonds matured in September 2015.
- 2008 Refunding general obligation bonds were issued in the amount of \$75.6 million to defease 1998 Refunding bonds, which, in turn, defeased 1995, 1992 and 1985 debt issues.

A portion of these bonds were refunded in 2009. The balance remaining is \$5,870,000, with \$3,780,000 principal and \$293,500 interest due in 2017. These bonds mature in 2018.

**Fund 813 – Measure WW Bonds Fund**

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

The first Measure WW series was issued in 2009 in the amount of \$80 million. This debt has a balance of \$68,160,000, with \$4,170,000 principal, and \$2,899,675 of interest due in 2017. The District is empowered, and is externally obligated, to levy ad valorem taxes upon certain property subject to taxation within the District to fund the payment of interest and principal.

The second Measure WW series was issued in 2013 in the amount of \$80 million. This debt has an average coupon of 3.935% and a balance of \$28,340,000, with \$1,150,000 principal and \$1,255,775 of interest due in 2017.

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

<b>2012 Promissory Notes</b>			
<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2017	815,000	605,311	1,420,311
2018	830,000	589,880	1,419,880
2019	845,000	573,130	1,418,130
2020	865,000	556,030	1,421,030
2021	880,000	538,580	1,418,580
2022-2026	4,705,000	2,401,328	7,106,328
2027-2031	5,390,000	1,713,675	7,103,675
2032-2037	7,705,000	821,142	8,526,142
Total	\$ 22,035,000	\$ 7,799,076	\$ 29,834,076

<b>Measure AA 2008 Refunding Bonds</b>			
<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2017	3,780,000	293,500	4,073,500
2018	2,090,000	104,500	2,194,500
Total	\$ 5,870,000	\$ 398,000	\$ 6,268,000

Scheduled principal and interest payments, continued:

<b>Measure WW Series 2009A</b>			
<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2017	4,170,000	2,899,675	7,069,675
2018	4,290,000	2,780,175	7,070,175
2019	4,430,000	2,643,025	7,073,025
2020	4,570,000	2,500,125	7,070,125
2021	4,735,000	2,334,275	7,069,275
2022-2026	26,705,000	8,656,550	35,361,550
2027-2029	19,260,000	1,953,100	21,213,100
<b>Total</b>	<b>\$ 68,160,000</b>	<b>\$ 23,766,925</b>	<b>\$ 91,926,925</b>
<b>Measure WW Series 2013A</b>			
<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2017	1,150,000	1,255,775	2,405,775
2018	1,195,000	1,209,775	2,404,775
2019	1,245,000	1,161,975	2,406,975
2020	1,305,000	1,099,725	2,404,725
2021	1,355,000	1,047,525	2,402,525
2022-2026	7,740,000	4,285,525	12,025,525
2027-2031	9,815,000	2,204,825	12,019,825
2032-2033	4,535,000	273,800	4,808,800
<b>Total</b>	<b>\$ 28,340,000</b>	<b>\$ 12,538,925</b>	<b>\$ 40,878,925</b>
<b>Grand Total Debt Service</b>			
<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2017	9,915,000	5,054,261	14,969,261
2018	8,405,000	4,684,330	13,089,330
2019	6,520,000	4,378,130	10,898,130
2020	6,740,000	4,155,880	10,895,880
2021	6,970,000	3,920,380	10,890,380
2022-2026	39,150,000	15,343,403	54,493,403
2027-2031	34,465,000	5,871,600	40,336,600
2032-2037	12,240,000	1,094,942	13,334,942
<b>Grand Total</b>	<b><u>\$124,405,000</u></b>	<b><u>\$ 44,502,926</u></b>	<b><u>\$168,907,926</u></b>

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**INTERNAL SERVICE FUNDS**

**Fund 552 – Workers’ Compensation Fund**

**Fund 553 – Major Infrastructure Renovation and Replacement Fund**

**Fund 554 – Major Equipment Replacement Fund**

**Fund 555 – General Liability Fund**

**Fund 556 – Employee Benefits Fund**

**BUDGET OVERVIEW****INTERNAL SERVICE FUNDS**

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

**Internal Service Funds Year-by-Year Comparison**

	<b>2014 ACTUAL</b>	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>2017 BUDGET</b>	<b>Change</b>
<b>RESOURCES</b>					
<b>Revenues:</b>					
Charges for Services	\$ 11,372,993	\$ 11,703,456	\$ 12,534,390	\$ 12,529,910	
Property Usage	-	-	-	-	
Investment Earnings	155,680	153,505	210,000	210,000	
Grants/Inter-agency Agreeer	-	-	-	-	
Miscellaneous	1,380,649	1,576,524	40,000	40,000	
<b>Total Revenues</b>	<b>12,909,322</b>	<b>13,433,484</b>	<b>12,784,390</b>	<b>12,779,910</b>	0.0%
<b>Other Resources:</b>					
Transfers In	8,500,000	6,750,447	500,000	4,046,840	
<b>TOTAL RESOURCES</b>	<b>\$ 21,409,322</b>	<b>\$ 20,183,931</b>	<b>\$ 13,284,390</b>	<b>\$ 16,826,750</b>	26.7%
<b>USES</b>					
<b>Expenditures:</b>					
Personnel Services	\$ 3,834,077	\$ 3,463,843	\$ 4,153,790	\$ 4,720,920	
Supplies	59,698	22,367	2,000	5,500	
Services	3,222,131	5,537,089	6,562,600	6,787,100	
Capital Outlay/Equipment	-	-	960,000	760,000	
<b>Total Expenditures</b>	<b>7,115,907</b>	<b>9,023,298</b>	<b>11,678,390</b>	<b>12,273,520</b>	5.1%
<b>Other Uses:</b>					
Transfers Out	5,630,562	5,073,454	1,388,100	610,000	
<b>TOTAL USES</b>	<b>12,746,468</b>	<b>14,096,752</b>	<b>13,066,490</b>	<b>12,883,520</b>	-1.4%
<b>Change in Net Assets</b>	<b>5,839,240</b>	<b>1,313,120</b>	<b>217,900</b>	<b>3,943,230</b>	N/A
<b>TOTAL</b>	<b>\$ 18,585,708</b>	<b>\$ 15,409,872</b>	<b>\$ 13,284,390</b>	<b>\$ 16,826,750</b>	26.7%

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

**Internal Service Funds Detail**

	Fund 552	Fund 553	Fund 554
	Worker's	Major Infrastructure	Major Equipment
	Compensation	Renovation & Replacement	Replacement
<b>RESOURCES</b>			
<b>Revenues:</b>			
Charges for Services	\$ 4,272,280	\$ -	\$ 1,562,020
Investment Earnings	80,000	20,000	60,000
<b>Total Revenues</b>	<b>4,352,280</b>	<b>20,000</b>	<b>1,622,020</b>
<b>Other Resources:</b>			
Transfers In	-	2,046,840	-
<b>TOTAL RESOURCES</b>	<b>\$ 4,352,280</b>	<b>\$ 2,066,840</b>	<b>\$ 1,622,020</b>
<b>USES</b>			
<b>Expenditures:</b>			
Personnel Services	\$ 668,570	\$ 546,840	\$ -
Services	3,112,500	400,000	-
Capital Outlay/Equipment	-	-	760,000
<b>Total Expenditures</b>	<b>3,781,070</b>	<b>946,840</b>	<b>760,000</b>
<b>Other Uses:</b>			
Transfers Out	-	610,000	-
<b>TOTAL USES</b>	<b>3,781,070</b>	<b>1,556,840</b>	<b>760,000</b>
<b>Change in Net Assets</b>	571,210	510,000	862,020
<b>TOTAL</b>	<b>\$ 4,352,280</b>	<b>\$ 2,066,840</b>	<b>\$ 1,622,020</b>

**Fund 552 - Workers' Compensation Fund**

This fund provides for the risk financing activity related to workers' compensation. It accounts for claims, administrative costs, insurance premiums, staffing as needed to temporarily replace injured workers, and personnel costs related to the administration of this fund. Estimated payroll charges of \$ 4.3 million will be collected during 2017 to fund this activity. The workers' compensation rate charged via payroll will be 7.25%. Actual revenue may vary from the budgeted amount depending on actual wages paid.

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

**Fund 553 – Major Infrastructure Renovation and Replacement Fund**

This fund, formed in 2012, was created to fund costs associated with major infrastructure renovation or replacement of District facilities, utilities, transportation systems, structures, etc. that do not have other funding sources. Through October 2016 the General Fund has contributed approximately \$19.4 million to this fund.

The District assesses it paving every 3-5 years. In 2016, the District re-assessed all of its paving.

Projects (and estimate of total future costs) include:

- paving (\$76.6 million),
- utilities (\$1.9 million),
- structures (\$107.4 million),
- bridges/docks/piers (\$7.8 million)
- landscape (\$3.3 million)

The District contracted with consultants for an Asset Management Inventory Program. The program provides a review of the status of District facilities and provides replacement estimates and suggested timelines. This program will provide an update to the project estimates above and recommend policies for future funding of renovation and replacement. To date we have assessed 40% of the District’s other facilities using VFA consultants and software. In 2017, we plan to assess an additional 20% of the District’s facilities. We hope to all the District’s facilities assessed by 2019.

**Fund 554 – Major Equipment Replacement Fund**

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

The \$1.6 million budgeted revenue is received from departments (mostly from the Operations and Public Safety Divisions) with eligible equipment on the list. The corresponding appropriation in the General Fund is a component of intra-district charges. Details of 2017 planned equipment purchases follow:

**2017 Major Equipment Replacement Appropriations**

<b>Division</b>	<b>Dept.</b>	<b>Asset ID</b>	<b>Description</b>	<b>Appropriation</b>
Operations	Contra Costa Trails	668	Tractor JD 110-TLD 4WD	80,000
Operations	Roads & Trails	2884	Dump Truck 10 wheel	120,000
Public Safety	Fire	2767	Type 3-International cab/chassis	360,000
Public Safety	Fire	2819	Type 6-International cab/chassis	200,000
<b>Total</b>				<b>\$ 760,000</b>



**Internal Service Funds Detail, continued**

	Fund 555 General Liability	Fund 556 Employee Benefits	Total Internal Service Funds
<b>RESOURCES</b>			
<b>Revenues:</b>			
Charges for Services	\$ 1,835,610	\$ 4,860,000	\$ 12,529,910
Investment Earnings	40,000	10,000	210,000
Miscellaneous	40,000	-	40,000
<b>Total Revenues</b>	<b>1,915,610</b>	<b>4,870,000</b>	<b>12,779,910</b>
<b>Other Resources:</b>			
Transfers In	-	2,000,000	4,046,840
<b>TOTAL RESOURCES</b>	<b>\$ 1,915,610</b>	<b>\$ 6,870,000</b>	<b>\$ 16,826,750</b>
<b>USES</b>			
<b>Expenditures:</b>			
Personnel Services	\$ 300,510	\$ 3,205,000	\$ 4,720,920
Supplies	5,500	-	5,500
Services	1,609,600	1,665,000	6,787,100
Capital Outlay/Equipment	-	-	760,000
<b>Total Expenditures</b>	<b>1,915,610</b>	<b>4,870,000</b>	<b>12,273,520</b>
<b>Other Uses:</b>			
Contributions to Another	-	-	-
Transfers Out	-	-	610,000
<b>TOTAL USES</b>	<b>1,915,610</b>	<b>4,870,000</b>	<b>12,883,520</b>
<b>Change in Net Assets</b>	<b>-</b>	<b>2,000,000</b>	<b>3,943,230</b>
<b>TOTAL</b>	<b>\$ 1,915,610</b>	<b>\$ 6,870,000</b>	<b>\$ 16,826,750</b>

**Fund 555 – General Liability Fund**

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

**Fund 556 – Employee Benefit Fund**

This fund accounts for resources and uses related to general employee benefits, which are not allocated to specific departments, such as self-insured dental claims and administration, self-insured unemployment claims and administration, sole employer closed pension plan contributions, and annual vacation payouts. Revenue generated through payroll based charges and intra-District charges, will total \$4.8 million in 2017.

**Allocation of Intra-District Charges by Division**

Intra-District Charges	Fund 552 Workers' Compensation	Fund 553 Major Infrastructure Renovation & Replacement	Fund 554 Major Equipment Replacement	Fund 555 General Liability	Fund 556 Employee Benefits	Total Internal Service Funds
Payroll Generated	\$ 4,272,280	\$ -	\$ -	\$ -	\$ 1,669,150	\$ 5,941,430
Acq., Stwr. & Develop.	-	-	15,900	-	332,710	348,610
Finance/Management Svc	-	-	7,300	-	236,070	243,370
Legal	-	-	-	183,560	10,670	194,230
Legislative/Executive	-	-	-	-	142,940	142,940
Operations	-	-	619,420	1,101,370	1,879,750	3,600,540
Public Affairs	-	-	-	-	61,500	61,500
Public Safety	-	-	919,400	550,680	397,210	1,867,290
<b>Total Intra-District Charges</b>	<b>\$ 4,272,280</b>	<b>\$ -</b>	<b>\$ 1,562,020</b>	<b>\$ 1,835,610</b>	<b>\$ 4,730,000</b>	<b>\$ 12,399,910</b>

## **PERMANENT FUNDS**

**Fund 610 -- Black Diamond – Fredrickson**

**Fund 611 – Black Diamond – Suncrest Homes**

**Fund 620 -- Brushy Peak - Dyer**

**Fund 621 -- Brushy Peak - Weaver**

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

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

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

**Fund 641 -- Hayward Shoreline – Standard Pacific**

**Fund 650 -- Morgan Territory - Elworthy**

**Fund 651 -- Morgan Territory – Elworthy 2**

**Fund 670 -- Doolan Canyon – Livermore Toyota**

**Fund 671 – Doolan Canyon – El Charro**

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

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

**Permanent Funds Year-by-Year Comparison**

	<b>2014 ACTUAL</b>	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>2017 BUDGET</b>	<b>Change</b>
<b>RESOURCES</b>					
<b>Revenues:</b>					
Investment Earnings	\$ 24,351	\$ 48,209	\$ 27,400	\$ 27,400	
Miscellaneous	-	-	-	-	
<b>Total Revenues</b>	<b>24,351</b>	<b>48,209</b>	<b>27,400</b>	<b>27,400</b>	<b>0.0%</b>
<b>Other Resources:</b>					
Transfers In	-	-	-	-	
<b>TOTAL RESOURCES</b>	<b>\$ 24,351</b>	<b>\$ 48,209</b>	<b>\$ 27,400</b>	<b>\$ 27,400</b>	<b>0.0%</b>
<b>USES</b>					
<b>Expenditures:</b>					
Personnel Services	\$ -	\$ -	\$ -	\$ -	
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>N/A</b>
<b>Other Uses:</b>					
Transfers Out	26,300	5,000	5,000	6,000	
<b>TOTAL USES</b>	<b>26,300</b>	<b>5,000</b>	<b>5,000</b>	<b>6,000</b>	<b>20.0%</b>
<b>Change in Fund Balance</b>	<b>1,100</b>	<b>22,400</b>	<b>22,400</b>	<b>21,400</b>	
<b>TOTAL</b>	<b>\$ 27,400</b>	<b>\$ 27,400</b>	<b>\$ 27,400</b>	<b>\$ 27,400</b>	<b>0.0%</b>

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**

	<b>Fund 610 Black Diamond- Frederickson</b>	<b>Fund 611 Black Diamond- Suncrest Homes</b>	<b>Fund 620 Brushy Peak- Dyer</b>	<b>Fund 621 Brushy Peak- Weaver</b>	<b>Fund 630 ESSP-Berkeley Meadow Ph1</b>
<b>RESOURCES</b>					
<b>Revenues:</b>					
Investment Earnings	\$ 1,500	\$ -	\$ 4,000	\$ 3,000	\$ 500
Grants/Inter-agency Agreeem	-	-	-	-	-
Miscellaneous	-	-	-	-	-
<b>Total Revenues</b>	<b>1,500</b>	<b>-</b>	<b>4,000</b>	<b>3,000</b>	<b>500</b>
<b>Other Resources:</b>					
Transfers In	-	-	-	-	-
<b>TOTAL RESOURCES</b>	<b>\$ 1,500</b>	<b>\$ -</b>	<b>\$ 4,000</b>	<b>\$ 3,000</b>	<b>\$ 500</b>
<b>USES</b>					
<b>Expenditures:</b>					
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Other Uses:</b>					
Transfers Out	\$ -	\$ -	\$ 1,500	\$ 2,000	\$ -
<b>TOTAL USES</b>	<b>-</b>	<b>-</b>	<b>1,500</b>	<b>2,000</b>	<b>-</b>
<b>Change in Fund Balance</b>	<b>1,500</b>	<b>-</b>	<b>2,500</b>	<b>1,000</b>	<b>500</b>
<b>TOTAL</b>	<b>\$ 1,500</b>	<b>\$ -</b>	<b>\$ 4,000</b>	<b>\$ 3,000</b>	<b>\$ 500</b>

**Fund 610 – Black Diamond-Fredrickson**

In 2004 the District received an \$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 611 – Black Diamond-Suncrest Homes**

In 2006, the Park District agreed to accept 134.52 acres at Black Diamond Mines Regional Preserve from Suncrest Homes as mitigation for anticipated impacts to Alameda whipsnake, California red-legged frog and California tiger salamander as a result of their housing project. Suncrest Homes provided the Park District with a \$340,266 endowment which had been held in an escrow account to fund the Park District’s perpetual management of the property. Due to factors outside of Park District control, the property was formally accepted in 2015 along with the \$340,266 endowment and \$23,837 in earned interest.

**Fund 620 – Brushy Peak-Dyer**

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

**Fund 621 – Brushy Peak-Weaver**

In 2001, the District received a \$426,650 endowment from Republic Services Vasco Road Landfill, in addition to funds to purchase a 290 acre conservation easement on the former Bosley/Weaver property in Brushy Peak Regional Preserve. The easement purchase and endowment were conditions of land use permits required by Alameda County before approval was granted for the

expansion of the landfill operation. An additional condition was the requirement that Republic construct improvements on the property, and provide maintenance for five years. Following the initial five years, the District assumed maintenance responsibility, which is funded with the earnings from the endowment.

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

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

**Permanent Funds Detail, continued**

	<b>Fund 631</b>	<b>Fund 640</b>	<b>Fund 641</b>	<b>Fund 650</b>
	<b>ESSP-Berkeley</b>	<b>Hayward</b>	<b>Hayward</b>	<b>Morgan Territory-</b>
	<b>Meadow Ph2</b>	<b>Shoreline</b>	<b>Shoreline</b>	<b>Elworthy</b>
<b>RESOURCES</b>				
<b>Revenues:</b>				
Investment Earnings	\$ 3,000	\$ 5,000	\$ 400	\$ 3,000
Grants/Inter-agency Agre	-	-	-	-
Miscellaneous	-	-	-	-
<b>Total Revenues</b>	<b>3,000</b>	<b>5,000</b>	<b>400</b>	<b>3,000</b>
<b>Other Resources:</b>				
<b>TOTAL RESOURCES</b>	<b>\$ 3,000</b>	<b>\$ 5,000</b>	<b>\$ 400</b>	<b>\$ 3,000</b>
<b>USES</b>				
<b>Expenditures:</b>				
<b>Total Expenditures</b>	-	-	-	-
<b>Other Uses:</b>				
Transfers Out	\$ -	\$ -	\$ -	\$ 2,500
<b>TOTAL USES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,500</b>
<b>Change in Fund Balance</b>	<b>3,000</b>	<b>5,000</b>	<b>400</b>	<b>500</b>
<b>TOTAL</b>	<b>\$ 3,000</b>	<b>\$ 5,000</b>	<b>\$ 400</b>	<b>\$ 3,000</b>

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

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

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

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

**Fund 641 – Hayward Shoreline-Standard Pacific**

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

**Fund 650 – Morgan Territory- Elworthy**

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

**Permanent Funds Detail, continued**

	<b>Fund 651 Morgan Territory - Day</b>	<b>Fund 670 Doolan Canyon- Toyota</b>	<b>Fund 671 El Charro Livermore</b>	<b>Fund 680 MLK Jr Shore / Damon Slough</b>	<b>Total Permanent Funds</b>
<b>RESOURCES</b>					
<b>Revenues:</b>					
Investment Earnings	\$ 1,000	\$ -	\$ 4,000	\$ 2,000	\$ 27,400
<b>Total Revenues</b>	<b>1,000</b>	<b>-</b>	<b>4,000</b>	<b>2,000</b>	<b>27,400</b>
<b>Other Resources:</b>					
<b>TOTAL RESOURCES</b>	<b>\$ 1,000</b>	<b>\$ -</b>	<b>\$ 4,000</b>	<b>\$ 2,000</b>	<b>\$ 27,400</b>
<b>USES</b>					
<b>Expenditures:</b>					
<b>Total Expenditures</b>	-	-	-	-	-
<b>Other Uses:</b>					
Transfers Out	\$ -	\$ -	\$ -	\$ -	\$ 6,000
<b>TOTAL USES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,000</b>
<b>Change in Fund Balance</b>	<b>1,000</b>	<b>-</b>	<b>4,000</b>	<b>2,000</b>	<b>21,400</b>
<b>TOTAL</b>	<b>\$ 1,000</b>	<b>\$ -</b>	<b>\$ 4,000</b>	<b>\$ 2,000</b>	<b>\$ 27,400</b>

**Fund 651 – Morgan Territory- Elworthy 2**

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

**Fund 670 – Doolan Canyon-Livermore Toyota**

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

**Fund 671 – Doolan Canyon-El Charro**

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

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

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

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**PROJECTS FUNDS**

**Fund 333 – Capital Projects Fund**

**Fund 335 – Measure AA Bond Proceeds**

**Fund 336 – Other Than Assets (OTA) Projects Fund**

**Fund 337 - Measure WW Bond Proceeds**

**Fund 338 – 2012 Promissory Note Proceeds**

Project Funds include capital projects, which are major improvements undertaken by the District that are generally not recurring. Also included are Other Than Assets (OTA) projects are multi-year endeavors which do not meet the definition or threshold for capital assets. Projects can be funded by a variety of revenue sources, including grants, bond and debt proceeds, Measure CC parcel taxes, and the District’s General Fund. Bond proceeds funds are included in the project funds and are reflected as use of fund balance. The appropriations reflected here are only 2017 amounts. For detailed schedules of projects and total project budgets, please refer to the annual Projects Budget Five-Year Expenditure Plan.

**Projects Funds Year-by-Year Comparison**

	<b>2014 ACTUAL</b>	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>2017 BUDGET</b>	<b>Change</b>
<b>RESOURCES</b>					
<b>Revenues:</b>					
Charges for Services	\$ 19,483	\$ 20,472	\$ -	\$ -	
Property Usage	7,168	4,057	-	-	
Investment Earnings	285,534	131,169	220,000	220,000	
Grants/Inter-agency Agreements	24,132,648	7,281,131	331,330	331,330	
Miscellaneous	1,538,583	2,470,015	-	-	
<b>Total Revenues</b>	<b>25,983,416</b>	<b>9,906,843</b>	<b>551,330</b>	<b>551,330</b>	<b>0.0%</b>
<b>Other Resources:</b>					
Debt Issuance	-	-	-	-	
Transfers In	24,099,837	45,656,130	13,344,980	18,506,710	
<b>TOTAL RESOURCES</b>	<b>\$ 50,083,253</b>	<b>\$ 55,562,972</b>	<b>\$ 13,896,310</b>	<b>\$ 19,058,040</b>	<b>37.1%</b>
<b>USES</b>					
<b>Expenditures:</b>					
Personnel Services	\$ 6,207,142	\$ 6,440,823	\$ 7,567,420	\$ 7,824,830	
Supplies	611,305	571,814	163,800	44,900	
Services	4,191,083	7,318,667	3,868,540	5,799,320	
Capital Outlay/Equipment	34,592,548	20,738,756	7,642,250	9,369,400	
Grants/Inter-agency Agreements	257,222	666,133	-	-	
Debt Service Interest	(9,547)	-	-	-	
<b>Total Expenditures</b>	<b>45,849,753</b>	<b>35,736,193</b>	<b>19,242,010</b>	<b>23,038,450</b>	<b>19.7%</b>
<b>Other Uses:</b>					
Contributions to Another Func	-	-	-	-	
Transfers Out	20,906,566	24,159,943	22,065,000	22,680,000	
<b>TOTAL USES</b>	<b>66,756,319</b>	<b>59,896,136</b>	<b>41,307,010</b>	<b>45,718,450</b>	<b>10.7%</b>
<b>Change in Fund Balance</b>	<b>(16,673,066)</b>	<b>(4,333,164)</b>	<b>(27,410,700)</b>	<b>(26,660,410)</b>	<b>-2.7%</b>
<b>TOTAL</b>	<b>\$ 50,083,253</b>	<b>\$ 55,562,972</b>	<b>\$ 13,896,310</b>	<b>\$ 19,058,040</b>	<b>37.1%</b>

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

**Projects Funds Detail**

	Fund 333	Fund 335	Fund 336
	Capital Projects	Measure AA Project Funds	Other Than Asset Projects
<b>RESOURCES</b>			
<b>Revenues:</b>			
Investment Earnings	\$ -	\$ 60,000	\$ -
Grants/Inter-agency Agreements	-	-	331,330
<b>Total Revenues</b>	<b>-</b>	<b>60,000</b>	<b>331,330</b>
<b>Other Resources:</b>			
Transfers In	8,260,000	-	10,246,710
<b>TOTAL RESOURCES</b>	<b>\$ 8,260,000</b>	<b>\$ 60,000</b>	<b>\$ 10,578,040</b>
<b>USES</b>			
<b>Expenditures:</b>			
Personnel Services	\$ 1,807,770	\$ -	\$ 6,017,060
Supplies	-	-	44,900
Services	-	12,000	5,690,320
Capital Outlay/Equipment	9,300,400	-	69,000
<b>Total Expenditures</b>	<b>11,108,170</b>	<b>12,000</b>	<b>11,821,280</b>
<b>Other Sources/Uses:</b>			
Transfers Out	-	70,000	-
<b>TOTAL USES</b>	<b>11,108,170</b>	<b>82,000</b>	<b>11,821,280</b>
<b>Change in Fund Balance</b>	<b>(2,848,170)</b>	<b>(22,000)</b>	<b>(1,243,240)</b>
<b>TOTAL</b>	<b>\$ 8,260,000</b>	<b>\$ 60,000</b>	<b>\$ 10,578,040</b>

**Fund 333 – Capital Projects Fund**

This fund accounts for acquisition of land, rights of way, and capital outlays used to develop and improve parks and trails. New appropriations to capital projects decreased from the prior year, as appropriations to projects fluctuate from year to year depending upon planned activity in each project. The 2017 budget includes funding for future acquisition studies and land purchases, to be determined during 2017.

**Fund 335 – Measure AA Project (Bond Proceeds) Fund**

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

**Fund 336 – Other Than Asset (OTA) Projects Fund**

The OTA fund accounts for multi-year programs and projects, including projects which improve existing District facilities, projects related to large-scale maintenance, project feasibility or land studies, and other multi-year projects and programs which do not meet the District's asset capitalization limit. In 2017 appropriations for the OTA fund include funding for vegetation/fire fuel management, paving, mine shaft safety improvements, remodeling the Del Valle visitors center, and District-wide preliminary design costs.

**Projects Funds Detail, continued**

	Fund 337		Fund 338		Total Projects Funds
	Measure WW Project Funds		2012 Promissory Note Funds		
<b>RESOURCES</b>					
<b>Revenues:</b>					
Investment Earnings	\$	150,000	\$	10,000	\$ 220,000
Grants/Inter-agency Agreements		-		-	331,330
Miscellaneous		-		-	-
<b>Total Revenues</b>		<b>150,000</b>		<b>10,000</b>	<b>551,330</b>
<b>Other Resources:</b>					
Transfers In		-		-	18,506,710
<b>TOTAL RESOURCES</b>	<b>\$</b>	<b>150,000</b>	<b>\$</b>	<b>10,000</b>	<b>\$ 19,058,040</b>
<b>USES</b>					
<b>Expenditures:</b>					
Personnel Services	\$	-	\$	-	\$ 7,824,830
Supplies		-		-	44,900
Services		87,000		10,000	5,799,320
Capital Outlay/Equipment		-		-	9,369,400
<b>Total Expenditures</b>		<b>87,000</b>		<b>10,000</b>	<b>23,038,450</b>
<b>Other Sources/Uses:</b>					
Transfers Out		22,610,000		-	22,680,000
<b>TOTAL USES</b>		<b>22,697,000</b>		<b>10,000</b>	<b>45,718,450</b>
<b>Change in Fund Balance</b>		<b>(22,547,000)</b>		<b>-</b>	<b>(26,660,410)</b>
<b>TOTAL</b>	<b>\$</b>	<b>150,000</b>	<b>\$</b>	<b>10,000</b>	<b>\$ 19,058,040</b>

\*\*Total 2017 budgeted expenditures in the General Ledger exceed new 2017 project funding because some projects retain unspent appropriations from prior years.

**Fund 337 – Measure WW Bond Proceeds**

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

**Fund 338 – 2012 Promissory Note Proceeds**

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

**Summary of 2017 Project Budget Appropriations**

<b>Project Location/Name</b>	<b>Grants and Other***</b>	<b>Measure AA/ WW Bonds</b>	<b>Measure CC</b>	<b>General Fund</b>	<b>Total</b>
Alameda Point Policing Alameda Point	195,700				195,700
Anthony Chabot Maintain Infrastructure @ Skyline Ranch				42,600	42,600
Anthony Chabot Remediation of Gun Club				500,000	500,000
Bay Area Ridge Trail Build Ridge Trail (Louie Alignment)*		700,000			700,000
Black Diamond Complete LUPA/CEQA				150,000	150,000
Black Diamond Mine Shaft Safety Repairs				130,000	130,000
Chabot Fuel Break Management			(31,040)		(31,040)
Concord Hills (CNWS) Restore Hess Creek Channel	(40,717)				(40,717)
Coyote Hills Improve Patterson*				75,000	75,000
Coyote Hills Improve Patterson*		300,000			300,000
Crockett Hills Conduct Access Survey		100,000			100,000
Crown Beach Operate Visitor Center			207,840		207,840
Crown Beach Serve Trail System-Operations			54,000		54,000
Crown Beach Serve Trail System-Public Safety			32,000		32,000
Deer Valley Restore Horse Valley Wetland	40,717				40,717
Del Valle Remodel Visitor Center*	300,000				300,000
Del Valle Remodel Visitor Center*	300,000				300,000
District Wide Computer Network Infrastructure				230,000	230,000
District Wide Designated Land Acquisitions	1,040,400	6,000,000			7,040,400
District Wide Fuels & Fire Management				700,000	700,000
District Wide Future Preliminary Acquisition		380,000			380,000
District Wide Future Telephone Replacement				12,000	12,000
District Wide Install Automatic Gate @ District Headquarters*				50,000	50,000
District Wide Install Breezeway Lighting @ District Headquarters*				50,000	50,000
District Wide Pave Roads and Trails	500,000				500,000
District Wide Pave Roads and Trails	100,000				100,000
District Wide Pipes and Pumps	210,000				210,000
District Wide Preliminary Design Project				2,695,680	2,695,680
District Wide Prepare Engineering Report			15,000		15,000
District Wide Prepare Environmental Document			20,000		20,000
District Wide Quagga Mussel Response				247,930	247,930
District Wide Repair and Maintain Trails*	70,000				70,000
District Wide Restore Urban Creeks		1,600,000			1,600,000
District Wide Treat Avian Disease				10,000	10,000
District Wide Vaults & Sewers	500,000				500,000
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
Gateway Shoreline Oakland Army Base/Eastshore		100,000			100,000
Iron Horse Trail Feasibility Study Dublin BART		(150,000)			(150,000)
Iron Horse Trail Study Trail Connection		150,000			150,000
Kennedy Grove Replace Playground Equipment*				130,000	130,000
Las Trampas Install Modular Building				200,000	200,000
Las Trampas Prepare LUPA/CEQA*				150,000	150,000
Martin Luther King Jr Serve Trail System-Maintenance			(52,150)		(52,150)
Martin Luther King Jr Serve Trail System-Operations			113,320		113,320
Martin Luther King Jr Serve Trail System-Public Safety			90,000		90,000
McLaughlin Eastshore-Serve Trail System-Operations			233,310		233,310
McLaughlin Eastshore-Serve Trail System-Public Safety			130,000		130,000
Miller/Knox Maintain and Operate-Operations*			3,000		3,000
Miller/Knox Prepare LUPA/CEQA*				150,000	150,000
Mission Peak Restore Trail*				65,000	65,000

**Summary of 2017 Project Budget Appropriations, continued**

<b>Project Location/Name</b>	<b>Grants and Other***</b>	<b>Measure AA/ WW Bonds</b>	<b>Measure CC</b>	<b>General Fund</b>	<b>Total</b>
Point Pinole Monitor Marsh			31,300		31,300
Point Pinole Manage Trail Segment-Maintenance			(10,000)		(10,000)
Point Pinole Manage Trail Segment-Operations			(55,000)		(55,000)
Point Pinole Manage Trail Segment-Public Safety			18,000		18,000
Point Pinole Serve Trail System-Maintenance			14,030		14,030
Point Pinole Serve Trail System-Operations			59,000		59,000
Redwood Fuel Tank Remediation				35,000	35,000
Roberts Pave Path to Ball Field*			22,450		22,450
SF Bay Trail Develop Oakland Shore Bay Trail		200,000			200,000
Shadow Cliff Construct Nature Pavilion				200,000	200,000
Sibley/Claremont Fuel Management			(3,560)		(3,560)
Sibley/Claremont Manage Landbanked Property-Operations			31,000		31,000
Sibley/Claremont Manage Landbanked Property-Public Safety			8,000		8,000
Sibley/Claremont Manage Trail System-Public Safety			18,000		18,000
Sunol Improvements (SFPUC Funding)	(300,000)				(300,000)
Wildcat Canyon/Alvarado Improve Havey Canyon Crossing*	175,000				175,000
<b>Totals**</b>	<b>\$3,091,100</b>	<b>\$ 9,380,000</b>	<b>\$948,500</b>	<b>\$6,323,210</b>	<b>\$ 19,742,810</b>

**Key for Project Appropriations:**

\*Indicates project is new in 2017.

\*\*Total 2017 Project Funds expenditures (page 124) exceeds 2017 “Project Budget Appropriations” because staff will utilize unspent project budgets from prior years’ appropriations.

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

# BUDGET OVERVIEW

# BUDGET TRANSFERS

		<u>Transfers In</u>	
<u>To Fund</u>	<u>From Fund</u>	<u>Amount</u>	<u>Purpose</u>
General Fund	Permanent Funds:		
	Brushy Peak-Dyer	\$ 1,500	Feral Pig Management
	Brushy Peak-Weaver	2,000	Feral Pig Management
	Morgan Territory-Elworthy 1	2,500	Feral Pig Management
		<u>6,000</u>	<b>Total Mitigation Fund</b>
Meas WW Local Grants	Measure WW Project Funds	<b>13,300,000</b>	<b>Total WW Local Grants Fund</b>
Debt Service Funds:			
2012 Promissory Note	General Fund	1,421,920	Debt Service and admin fees
Measure AA	General Fund	5,000	Administrative fees
Measure WW	General Fund	6,000	Administrative fees
		<u>1,432,920</u>	<b>Total debt service funds</b>
Major Infra Reno/Replace	General Fund	<b>2,046,840</b>	Future infrastructure renovation or replacement
Employee Benefit Fund	General Fund	<b>2,000,000</b>	Fund pension liabilities
Capital Projects	General Fund	75,000	Coyote Hills Restore Wetlands
		130,000	Kennedy Grove Replace Playground Equipment
		200,000	Las Trampas Install Modular Building
		<u>200,000</u>	Shadow Cliffs Construct Nature Pavilion
		605,000	Subtotal
	Measure AA Project Funds	70,000	Future Preliminary Acquisition Studies
	Measure WW Project Funds	(150,000)	Iron Horse Trail Feasibility Study Dublin BART
		300,000	Coyote Hills Restore Wetlands*
		700,000	Bay Area Ridge Trail Build Ridge Trail (Louie Alignment)*
		150,000	Iron Horse Trail Study Trail Connection
		100,000	Gateway Shoreline Oakland Army Base/Eastshore
		310,000	Future Preliminary Acquisition Studies
		<u>6,000,000</u>	Future Preliminary Acquisitions
		7,410,000	Subtotal
	Two-County LLD Fund	175,000	Wildcat Canyon/Alvarado Improve Havey Canyon Crossing*
		<b>8,260,000</b>	<b>Total Capital Projects Fund</b>
Other Than Assets	General Fund	10,000	District Wide Treat Avian Disease
		12,000	District Wide Telephone Replacement
		150,000	Miller/Knox Prepare LUPA/CEQA
		35,000	Redwood Fuel Tank Remediation
		42,600	Anthony Chabot Maintain Infrastructure at Skyline Ranch
		50,000	District Wide Install Automatic Gate at District Headquarters
		50,000	District Wide Install Breezeway Lighting at District Headquarters
		65,000	Mission Peak Restore Trail
		100,000	District Wide Whole Park Access
		100,000	District Wide Whole Park Access A3 & A4
		130,000	Black Diamond Mine Shaft Safety Repairs
		150,000	Black Diamond Prepare LUPA/CEQA
		150,000	Las Trampas Prepare LUPA/CEQA
		230,000	District Wide Computer Network Infrastructure
		247,930	District Wide Quagga Mussel Response
		300,000	District Wide Whole Park Access A1 Priorities
		700,000	District Wide Fire Fuels Management
		500,000	Anthony Chabot Gun Club Environmental Remediation
		<u>2,695,680</u>	District Wide Preliminary Design Project
		5,718,210	Subtotal

**Transfers In, continued**

<b>To Fund</b>	<b>From Fund</b>	<b>Amount</b>	<b>Purpose</b>
Other Than Assets	Two County LLD	\$ 500,000	District Wide Pave Roads and Trails
		500,000	District Wide Vaults & Toilets
		70,000	District Wide Repair and Maintain Trails
		<u>1,070,000</u>	Subtotal
	Measure CC	(31,040)	Chabot Fuel Break Management
		207,840	Crown Beach Operate Visitor Center
		54,000	Crown Beach Serve Trail System-Operations
		32,000	Crown Beach Serve Trail System-Public Safety
		15,000	District Wide Prepare Engineering Report
		20,000	District Wide Prepare Environmental Document
		(52,150)	Martin Luther King Jr Serve Trail System-Maintenance
		113,320	Martin Luther King Jr Serve Trail System-Operations
		90,000	Martin Luther King Jr Serve Trail System-Public Safety
		233,310	McLaughlin Eastshore-Serve Trail System-Operations
		130,000	McLaughlin Eastshore-Serve Trail System-Public Safety
		3,000	Miller/Knox Manage Landscaping-Operations*
		31,300	Point Pinole Monitor Marsh
		14,030	Point Pinole Manage Dotson Marsh-Maintenance
		59,000	Point Pinole Manage Dotson Marsh-Operations
		(10,000)	Point Pinole Manage Trail Segment-Maintenance
(55,000)	Point Pinole Manage Trail Segment-Operations		
18,000	Point Pinole Manage Trail Segment-Public Safety		
22,450	Roberts/Pave Path to Ball Field		
(3,560)	Sibley/Claremont Fuel Management		
31,000	Sibley/Claremont Manage Landbanked Property-Operations		
8,000	Sibley/Claremont Manage Landbanked Property-Public Safety		
18,000	Sibley/Claremont Manage Trail System-Public Safety		
<u>948,500</u>	Subtotal		
Measure WW Funds	200,000	SF Bay Trail Develop Oakland Shore Bay Trail	
	100,000	Crockett Hills Study Traffic	
	<u>1,600,000</u>	District Wide Restore Urban Creeks	
	1,900,000	Subtotal	
Major Infra Reno/Replace	100,000	District Wide Pave Roads and Trails	
	300,000	Del Valle Remodel Visitor Center*	
	<u>210,000</u>	District Wide Pipes and Pumps	
	610,000	Subtotal	
		<b>10,246,710</b>	<b>Total Other Than Assets Fund</b>
		<u><b>\$ 37,292,470</b></u>	<b>Total Transfers In</b>



# BUDGET OVERVIEW

# BUDGET TRANSFERS

From Fund	To Fund	<u>Transfers Out</u> Amount	Purpose		
General Fund	Debt Service Funds:				
	2012 Promissory Note	\$ 1,421,920	Debt service and administrative fees		
	Measure AA	5,000	Administrative fees		
	Measure WW	6,000	Administrative fees		
		<u>1,432,920</u>	Subtotal		
		Major Infra Reno/Replace	2,046,840	Future infrasturcture renovation or replacement	
		Employee Benefit Fund	2,000,000	Fund pension liabilities	
		Capital Projects	75,000	Coyote Hills Restore Wetlands	
			130,000	Kennedy Grove Replace Playground Equipment	
			200,000	Las Trampas Install Modular Building	
			200,000	Shadow Cliffs Construct Nature Pavilion	
			<u>605,000</u>	Subtotal	
		Other Than Assets	10,000	District Wide Treat Avian Disease	
			12,000	District Wide Telephone Replacement	
			150,000	Miller/Knox Prepare LUPA/CEQA	
			35,000	Redwood Fuel Tank Remediation	
			42,600	Anthony Chabot Maintain Infrastructure at Skyline Ranch	
			50,000	District Wide Install Automatic Gate at District Headquarters	
			50,000	District Wide Install Breezeway Lighting at District Headquarters	
			65,000	Mission Peak Restore Trail	
			100,000	District Wide Whole Park Access	
			100,000	District Wide Whole Park Access A3 & A4	
			130,000	Black Diamond Mine Shaft Safety Repairs	
			150,000	Black Diamond Prepare LUPA/CEQA	
			150,000	Las Trampas Prepare LUPA/CEQA	
			230,000	District Wide Computer Network Infrastructure	
			247,930	District Wide Quagga Mussel Response	
			300,000	District Wide Whole Park Access A1 Priorities	
			700,000	District Wide Fire Fuels Management	
			500,000	Anthony Chabot Gun Club Environmental Remediation	
			2,695,680	District Wide Preliminary Design Project	
			<u>5,718,210</u>	Subtotal	
			<b>11,802,970</b>	<b>Total General Fund</b>	
	Two County LLD	Capitlal Project	175,000	Wildcat Canyon/Alvarado Improve Havey Canyon Crossing*	
		Other Than Asset	\$ 500,000	District Wide Pave Roads and Trails	
			500,000	District Wide Vaults & Toilets	
			70,000	District Wide Repair and Maintain Trails	
			<u>1,245,000</u>	<b>Total Two County LLD</b>	
	Measure WW Project Funds		200,000	SF Bay Trail Develop Oakland Shore Bay Trail	
			100,000	Crockett Hills Study Traffic	
			1,600,000	District Wide Restore Urban Creeks	
			<u>1,900,000</u>	Subtotal	
			Capital Project	(150,000)	Iron Horse Trail Feasibility Study Dublin BART
				300,000	Coyote Hills Restore Wetlands*
				700,000	Bay Area Ridge Trail Build Ridge Trail (Louie Alignment)*
				150,000	Iron Horse Trail Study Trail Connection
				100,000	Gateway Shoreline Oakland Army Base/Eastshore
				310,000	Future Preliminary Acquisition Studies
			6,000,000	Future Preliminary Acquisitions	
			<u>7,410,000</u>	Subtotal	

**BUDGET OVERVIEW**

**BUDGET TRANSFERS**

<u>Transfers Out, continued</u>			
<u>From Fund</u>	<u>To Fund</u>	<u>Amount</u>	<u>Purpose</u>
Measure WW Project Funds	Meas WW Local Grants	13,300,000	WW Local Grants
		<b>22,610,000</b>	<b>Total Measure WW Project Funds</b>
Major Infra Reno/Replace	Other Than Assets	100,000	District Wide Pave Roads and Trails
		300,000	Del Valle Remodel Visitor Center*
		210,000	District Wide Pipes and Pumps
		<b>610,000</b>	<b>Total Major Infrastructure Renov. &amp; Replacement</b>
Permanent Funds:			
Brushy Peak-Dyer	General Fund	1,500	Feral Pig Management
Brushy Peak-Weaver	General Fund	2,000	Feral Pig Management
Morgan Territory-Elworthy 1	General Fund	2,500	Feral Pig Management
		<b>\$ 6,000</b>	<b>Total Permanent Funds</b>
Measure AA Project Funds	Capital Projects	70,000	Future Preliminary Acquisition Studies
		<b>70,000</b>	<b>Total Measure AA Project Fund</b>
Measure CC	Other Than Assets	(31,040)	Chabot Fuel Break Management
		207,840	Crown Beach Operate Visitor Center
		54,000	Crown Beach Serve Trail System-Operations
		32,000	Crown Beach Serve Trail System-Public Safety
		15,000	District Wide Prepare Engineering Report
		20,000	District Wide Prepare Environmental Document
		(52,150)	Martin Luther King Jr Serve Trail System-Maintenance
		113,320	Martin Luther King Jr Serve Trail System-Operations
		90,000	Martin Luther King Jr Serve Trail System-Public Safety
		233,310	McLaughlin Eastshore-Serve Trail System-Operations
		130,000	McLaughlin Eastshore-Serve Trail System-Public Safety
		3,000	Miller/Knox Manage Landscaping-Operations*
		31,300	Point Pinole Monitor Marsh
		14,030	Point Pinole Manage Dotson Marsh-Maintenance
		59,000	Point Pinole Manage Dotson Marsh-Operations
		(10,000)	Point Pinole Manage Trail Segment-Maintenance
		(55,000)	Point Pinole Manage Trail Segment-Operations
		18,000	Point Pinole Manage Trail Segment-Public Safety
		22,450	Roberts/Pave Path to Ball Field
		(3,560)	Sibley/Claremont Fuel Management
		31,000	Sibley/Claremont Manage Landbanked Property-Operations
		8,000	Sibley/Claremont Manage Landbanked Property-Public Safety
		18,000	Sibley/Claremont Manage Trail System-Public Safety
		<b>\$ 948,500</b>	<b>Total Measure CC Fund</b>
		<b>\$ 37,292,470</b>	<b>Total Transfers Out</b>

**Projected Beginning/Ending Fund Balances**

FUND GROUPS	2017 ESTIMATED BEGIN FUND BALANCE/NET ASSETS	2017 SOURCES	2017 USES	2017 PROJECTED END FUND BALANCE/NET ASSETS	2017 PROJECTED FUND BALANCE/NET ASSET CHANGE	2017 % CHANGE IN NET ASSETS / FUND BALANCE
<b>General Fund:</b>						
Nonspendable inventory	\$ 400,000	\$ -	\$ -	\$ 400,000	\$ -	
Nonspendable prepaids	1,800,000	-	-	1,800,000	-	
Restricted encumbrances	1,800,000	-	-	1,800,000	-	
Restricted per contract/agreement	250,000	-	-	250,000	-	
Restricted first quarter expenditures	22,537,970	-	-	22,537,970	-	
Committed workers' comp claim	750,000	-	-	750,000	-	
Committed revenue take-away	12,340,000	-	-	12,340,000	-	
Assigned election costs	1,200,000	-	-	1,200,000	-	
Assigned legal contingency	1,500,000	-	-	1,500,000	-	
Assigned first quarter expenditures	8,595,850	-	-	8,595,850	-	
Unassigned	51,243,536	136,344,000	(136,313,250)	51,274,286	30,750	
<b>General Fund Total</b>	<b>\$ 102,417,356</b>	<b>\$ 136,344,000</b>	<b>\$ (136,313,250)</b>	<b>\$ 102,448,106</b>	<b>\$ 30,750</b>	0.03%
<b>Special Revenue Funds:</b>						
220 Two County LLD	\$ 4,149,729	\$ 4,034,000	\$ (5,504,210)	\$ 2,679,519	\$ (1,470,210)	-35.43%
221 East Contra Costa County LLD	499,069	702,100	(592,560)	608,609	109,540	21.95%
222 Five Canyon ZB	169,648	47,600	(59,900)	157,348	(12,300)	-7.25%
223 Dublin Hills ZB	70,869	18,400	(8,600)	80,669	9,800	13.83%
224 Walpert Ridge ZB	427,397	67,200	(35,870)	458,727	31,330	7.33%
225 San Ramon ZB	23,917	5,300	(500)	28,717	4,800	20.07%
226 Measure CC	(880,826)	3,175,000	(1,048,500)	1,245,674	2,126,500	-241.42%
227 Stone Valley ZB	44,788	6,300	(630)	50,458	5,670	12.66%
228 Sibley Volcanic ZB	32,673	20,500	-	53,173	20,500	N/A
253 Gifts	4,467,699	51,000	(64,430)	4,454,269	(13,430)	-0.30%
254 Ardenwood/Coyote Hills Trail	-	-	-	-	-	N/A
255 MLK Jr. Intern Program	122,479	10,000	(7,000)	125,479	3,000	2.45%
257 Mitigation	4,683,359	110,000	(88,680)	4,704,679	21,320	0.46%
258 McLaughlin Eastshore State Park	3,427,933	70,000	(47,660)	3,450,273	22,340	0.65%
259 ECCC HCP Properties	1,601,069	469,800	(377,200)	1,693,669	92,600	5.78%
260 Asset Seizure & Forfeiture	87,842	-	-	87,842	-	0.00%
261 Coyote Hills/Dumbarton Quarry	464,029	900,000	-	1,364,029	900,000	N/A
270 Measure WW Local Grant	(1,604,020)	13,300,000	(13,329,560)	(1,633,580)	(29,560)	N/A
<b>Special Revenue Funds Total</b>	<b>\$ 17,787,654</b>	<b>\$ 22,987,200</b>	<b>\$ (21,165,300)</b>	<b>\$ 19,609,554</b>	<b>\$ 1,821,900</b>	
<b>Debt Service Funds:</b>						
811 2012 Promissory Note	\$ 308,157.00	\$ 1,421,920	\$ (1,421,920)	308,157	-	N/A
812 Measure AA Bonds	1,772,038	4,083,500	(4,079,500)	1,776,038	4,000	0.23%
813 Measure WW Bonds	6,826,907	9,486,460	(9,483,460)	6,829,907	3,000	0.04%
<b>Debt Service Funds Total</b>	<b>\$ 8,907,102</b>	<b>\$ 14,991,880</b>	<b>\$ (14,984,880)</b>	<b>\$ 8,914,102</b>	<b>\$ 7,000</b>	
<b>Internal Service Funds:</b>						
552 Workers' Compensation	\$ 8,096,233	\$ 4,352,280	\$ (3,781,070)	\$ 8,667,443	\$ 571,210	-6.76%
553 Major Infrastructure Renovation/Re	7,264,373	2,066,840	(1,556,840)	7,774,373	510,000	7.02%
554 Major Equipment Replacement	13,661,304	1,622,020	(760,000)	14,523,324	862,020	6.31%
555 General Liability	5,953,287	1,915,610	(1,915,610)	5,953,287	-	0.00%
556 Employee Benefits	3,327,880	6,870,000	(4,870,000)	5,327,880	2,000,000	60.10%
<b>Internal Service Funds Total</b>	<b>\$ 38,303,077</b>	<b>\$ 16,826,750</b>	<b>\$ (12,883,520)</b>	<b>\$ 42,246,307</b>	<b>\$ 3,943,230</b>	

**Projected Beginning/Ending Fund Balances, continued**

FUND GROUPS	2017 ESTIMATED BEGIN FUND BALANCE/NET			2017 PROJECTED END FUND BALANCE/NET		2017 PROJECTED FUND BALANCE/NET		2017 % CHANGE IN NET ASSETS / FUND BALANCE
	ASSETS	2017 SOURCES	2017 USES	ASSETS	ASSET CHANGE	ASSETS	ASSET CHANGE	
<b>Permanent Funds:</b>								
610 Black Diamond Open Space	\$ 238,055	\$ 1,500	\$ -	\$ 239,555	\$ 1,500			0.6%
611 Black Diamond Suncrest Homes	367,618	-	-	-	-			0.0%
620 Brushy Peak-Dyer	525,693	4,000	(1,500)	528,193	2,500			0.5%
621 Brushy Peak-Weaver	456,799	3,000	(2,000)	457,799	1,000			0.2%
630 ESSP-Berkeley Meadows Phase 1	81,376	500	-	81,876	500			0.6%
631 ESSP Berkeley Meadows Phase 2	411,117	3,000	-	414,117	3,000			0.7%
640 Hayward Shore-Ora Loma	720,596	5,000	-	725,596	5,000			0.7%
641 Hayward-Corp Yard	68,821	400	-	69,221	400			0.6%
650 Morgan Territory-Elworthy I	419,927	3,000	(2,500)	420,427	500			0.1%
651 Morgan Territory-Elworthy II	204,915	1,000	-	205,915	1,000			0.5%
670 Doolan Canyon-Toyota	30,722	-	-	30,722	-			0.0%
671 El Charro-Livermore	516,234	4,000	-	520,234	4,000			0.8%
680 MLK Jr Shore/Damon Slough-Port	326,196	2,000	-	328,196	2,000			0.6%
<b>Permanent Funds Total</b>	<b>\$ 4,368,069</b>	<b>\$ 27,400</b>	<b>\$ (6,000)</b>	<b>\$ 4,021,851</b>	<b>\$ 21,400</b>			<b>0.5%</b>
<b>Projects Funds:</b>								
333 Capital Projects	\$ 16,672,120	\$ 8,260,000	\$ (10,068,130)	\$ 14,863,990	\$ (1,808,130)			-10.8%
Committed for Land Acq & Development	6,823,393	-	(1,040,040)	5,783,353	(1,040,040)			-15.2%
Committed Fire Fuel Mgmt Grant Match	380,245	-	-	380,245	-			0.0%
335 Measure AA Project Funds	14,916,166	60,000	(82,000)	14,894,166	(22,000)			-0.1%
336 Other Than Assets Projects	32,581,787	10,578,040	(11,821,280)	31,338,547	(1,243,240)			-3.8%
337 Measure WW Project Funds	17,940,535	150,000	(22,697,000)	(4,606,465)	(22,547,000)			-125.7%
338 2012 Promissory Note Project Fund	22,509,879	10,000	(10,000)	22,509,879	-			0.0%
<b>Projects Funds Total</b>	<b>111,824,124</b>	<b>19,058,040</b>	<b>(45,718,450)</b>	<b>85,163,714</b>	<b>(26,660,410)</b>			<b>-23.8%</b>
<b>GRAND TOTAL</b>	<b>\$283,607,382</b>	<b>\$210,235,270</b>	<b>\$ (231,071,400)</b>	<b>\$ 262,403,634</b>	<b>\$ (20,836,130)</b>			

**Fund balance changes > 10%**

220 – Special revenue fund excess fund balance will be spent down by future project or personnel appropriations.

223 – Special revenue fund excess fund balance will be spent down by future project or personnel appropriations.

224 -- Special revenue fund excess fund balance will be spent down by future project or personnel appropriations.

225 – Special revenue fund excess fund balance will be spent down by future project or personnel appropriations.

226 – Special excise tax fund where future project appropriations are expected to reduce fund balance during the 2017 fiscal year.

227 – Special revenue fund excess fund balance will be spent down by future project or personnel appropriations.

556 – Employee benefits fund anticipates mid-2017 appropriation to fund pension liabilities.

333 – Capital project fund change reflects the anticipated timing of project expenditures. Committed for Land Acquisition

336 – Other Than Asset Fund change reflects the anticipated timing of project expenditures.

337 – Measure WW bond proceeds fund balance will fluctuate according to the timing of project spending and request for reimbursement.



Wildcat Canyon Regional Park, Richmond

# Division Summaries

SECTION C  
Division Summaries

East Bay   
Regional Park District  
**Healthy Parks Healthy People**

**EXECUTIVE & LEGISLATIVE DIVISION**

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 2,738,847	\$ 2,896,885	\$ 4,220,130	\$ 4,602,550	9.1%
Supplies	49,361	48,875	43,680	68,270	56.3%
Contingency	-	-	353,270	353,270	0.0%
Services	1,041,344	1,016,249	1,243,610	1,312,320	5.5%
Election Costs	519,819	-	-	-	0.0%
Equipment	-	-	-	30,000	0.0%
Intra-District Charges	138,300	138,300	150,030	142,940	-4.7%
<b>Subtotal</b>	<b>\$ 4,487,672</b>	<b>\$ 4,100,310</b>	<b>\$ 6,010,720</b>	<b>\$ 6,509,350</b>	<b>8.3%</b>
<b>Total Operating/Project</b>	<b>\$ 4,487,672</b>	<b>\$ 4,100,310</b>	<b>\$ 6,010,720</b>	<b>\$ 6,509,350</b>	<b>8.3%</b>
<b>DEPARTMENTS:</b>					
Board of Directors	\$ 724,596	\$ 212,510	\$ 380,810	\$ 406,650	6.8%
General Manager	1,721,302	1,735,241	2,759,760	2,937,350	6.4%
Human Resources	2,046,327	2,152,558	2,571,350	2,882,740	12.1%
Clerk of the Board	-	-	298,800	282,610	-5.4%
<b>Total</b>	<b>\$ 4,492,224</b>	<b>\$ 4,100,310</b>	<b>\$ 6,010,720</b>	<b>\$ 6,509,350</b>	<b>8.3%</b>
		\$ -			
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 5,186,944	\$ 4,100,310	\$ 6,010,720	\$ 6,509,350	8.3%
<b>Total</b>	<b>\$ 5,186,944</b>	<b>\$ 4,100,310</b>	<b>\$ 6,010,720</b>	<b>\$ 6,509,350</b>	<b>8.3%</b>
<b>STAFFING:</b>					
*Regular/Permanent	17.00	19.00	23.00	24.00	1.00
Seasonal/Temporary	5.69	5.27	6.00	6.00	-
<b>Total</b>	<b>22.69</b>	<b>24.27</b>	<b>29.00</b>	<b>30.00</b>	<b>1.00</b>

Note: Human Resources and the Clerk of the Board joined the Executive & Legislative Division during 2016.

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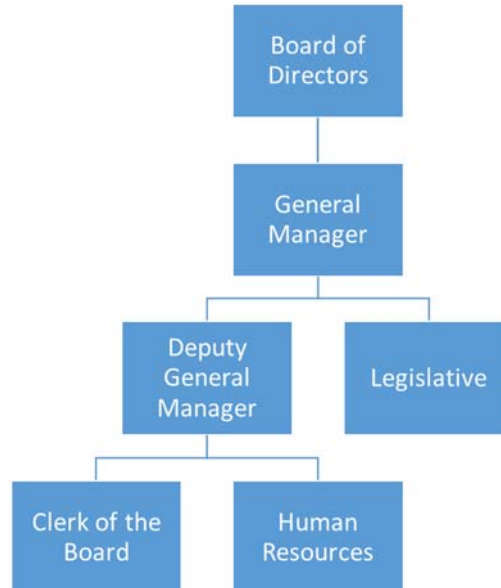


# EXECUTIVE & LEGISLATIVE DIVISION

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## EXECUTIVE AND LEGISLATIVE DIVISION

The Board of Directors, General Manager's Office, Clerk of the Board, Human Resources, Legislative Office and support personnel comprise the Executive and Legislative Division (E&L). Together the division provides the policy and leadership direction needed to promote the Park District's Vision and Mission, within and outside of the organization.



## BOARD OF DIRECTORS

The elected seven-member Board of Directors serves as the legislative body of the District. The Board provides policy direction and leadership to advance the District's Vision and Mission and Master Plan.

## GENERAL MANAGER'S OFFICE

The General Manager's Office provides executive leadership to District staff to achieve the District's Mission and Vision Statements, as guided by the Master Plan. The General Manager's Office develops organizational structure and strategy to accomplish policy goals.

## CLERK OF THE BOARD

The activities of the Clerk of the Board ensure an open and inclusive public process. The Clerk of the Board manages the board meeting agenda process, facilitates Board meetings, and serves as a conduit for communication between the staff, board members and the general public.

## HUMAN RESOURCES

The Human Resources Department supports the promotion of a positive and productive work environment. Human Resources staff assist in efforts to recruit, develop and retain a workforce that reflects the community it serves.

## LEGISLATIVE






The Legislative Office monitors proposed federal, state and local legislation affecting District lands, parks, facilities, operations and budgets and provides administrative support for the Park Advisory Committee.













# EXECUTIVE & LEGISLATIVE DIVISION

## EXECUTIVE AND LEGISLATIVE DIVISION PERFORMANCE MEASURES

### Executive & Legislative Key Performance Indicators

Goal	Indicator:	Actual 2015	Target 2016	Actual 2016	Target 2017
	Percentage of Alameda and Contra Costa County residents surveyed indicating that they somewhat or strongly view the Park District as a valuable public resource	97	97	96	97
	Average number of days from vacancy to new hire	NA	NA	90	90
	Number of job recruitments completed	52	NA	75	50
	Number of in-service professional development opportunities available to employees	100	200	95	100
	Number of job fairs attended or held to outreach and secure talent	7	10	15	15





### Executive & Legislative Key Performance Measures

Goal	Objective:	Completion:
	Develop an Employee Survey Index to strengthen internal communication and collaboration, as well as, increase organizational efficiency	2017
	Streamline the process for filling transfers and acting assignments by implementing an online applicant tracking system	2017
	Develop annual work objectives to be incorporated in the employee appraisal review process and strengthen performance planning	2017
	Advance development of a regional park at Alameda Point, by facilitating transfer of naval base lands and developing an MOU with the City of Alameda	2017-2025
	Facilitate transfer of naval weapons station lands to create new regional park at Concord Hills	2017-2025
	Conduct advance planning for development of the future Gateway Park at the Oakland Army Base, to facilitate the transfer of army base lands	2017-2025
	Advance trail safety messaging with partners including BART and other transportation agencies	2017
	Plan renovations to Crown Memorial State Beach, including integrating recently acquired GSA properties	2017
	Advance State Park Bond with funding for per capita grants, Coastal Conservancy Bay Area Programs, and agencies operating State Parks	2018
	Achieve ongoing funding commitment for paved trail maintenance from Alameda and Contra Costa Counties	2017


## EXECUTIVE & LEGISLATIVE DIVISION

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### Executive & Legislative Key Performance Measures continued

Goal	Objective:	Completion:
	Advance District's interests in potential bridge toll measure	2018
	Inventory greenhouse gas emissions and develop reduction targets leading towards carbon neutrality	2017
	Develop a District-wide sustainability plan to reduce the District's carbon footprint, save energy costs through energy efficiency projects, and capitalize on the benefits provided by the District's natural infrastructure	2017
	Complete a trail user survey to determine current usage and enhance use of trails as a green transportation corridor	2017

### Executive & Legislative Approved Budget Requests above \$100,000

Goal	Approved Budget Request Description:	Amount:
	Add 1 FTE Principal HR Analyst	\$218,400

**BOARD OF DIRECTORS SERVICE DESCRIPTION & BUDGET**

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

- Provides ongoing direction at bi-weekly Board meetings, monthly committee meetings, and workshops. Directs staff acquisition of key open space and wildlife habitat properties; reviews, releases for public comment, and approves land use plans and amendments.
- Monitors proposed federal, state and local legislation affecting District parklands, facilities, and budget, supporting or opposing, as well as providing direction to staff and consultants.
- Takes action to ensure the District's fiscal health including: adopting the District's budget, authorizing contracts, reviewing capital plans, and grant applications.
- Supports policies and activities which provide for efficient and effective public safety services for visitors, including annual update of Ordinance 38, which provides enforceable regulations for safe use of District facilities.
- Supports and participates in Mayors Conferences, legislative opportunities and Public Affairs Division events, promoting the District and building partnerships.

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 73,551	\$ 84,882	\$ 146,790	\$ 173,830	18.4%
Supplies	10,122	11,428	9,520	9,520	0.0%
Contingency	-	-	87,180	87,180	0.0%
Services	94,503	89,601	108,470	108,470	0.0%
Election Costs	519,819	-	-	-	0.0%
Intra-District Charges	26,600	26,600	28,850	27,650	-4.2%
<b>Subtotal</b>	<b>\$ 724,596</b>	<b>\$ 212,510</b>	<b>\$ 380,810</b>	<b>\$ 406,650</b>	<b>6.8%</b>
<b>Total Operating/Project</b>	<b>\$ 724,596</b>	<b>\$ 212,510</b>	<b>\$ 380,810</b>	<b>\$ 406,650</b>	<b>6.8%</b>
<b>DEPARTMENTS:</b>					
Board of Directors	\$ 724,596	\$ 212,510	\$ 380,810	\$ 406,650	6.8%
<b>Total</b>	<b>\$ 724,596</b>	<b>\$ 212,510</b>	<b>\$ 380,810</b>	<b>\$ 406,650</b>	<b>6.8%</b>
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 724,596	\$ 212,510	\$ 380,810	\$ 406,650	6.8%
<b>Total</b>	<b>\$ 724,596</b>	<b>\$ 212,510</b>	<b>\$ 380,810</b>	<b>\$ 406,650</b>	<b>6.8%</b>
<b>STAFFING:</b>					
Regular/Permanent	0.00	0.00	0.00	0.00	-
<b>Total</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-</b>

**GENERAL MANAGER’S SERVICE DESCRIPTION & BUDGET**

The General Manager’s Office facilitates direct and open communication District-wide, both internally and externally. The Office provides community outreach through programming, events, and publications, such as the annual Community Report. The Office produces an annual State of the District report, which is presented to the Board and staff, outlining accomplishments of the previous year, as well as priorities and initiatives for the coming year. The Office supports the expansion and development of the Park District’s historical archives and oral histories.

The General Manager’s Office through its Legislative staff provides strategic leadership in the area of external policy to ensure productive relationships with federal, state, and local government representatives, for-profit and non-governmental organizations, and community and special interest groups. The Legislative staff works to advance District budget and project priorities and objectives by meeting with individual Board members, legislative delegates in Sacramento and Washington, D.C. attending Regional Parks Foundation meetings and events, and developing relationships with local agency executives. The office develops internal policy recommendations and ensures that policy recommendations are reviewed by the Executive Team Members and by Board Committee before being adopted by the full Board of Directors. The General Manager’s Office provides leadership on Board Workshops to establish budget priorities, and encourages open and transparent communication between the Board of Directors and staff. The office also provides administrative support for the Park Advisory Committee.

The General Manager’s Office provides leadership and direction in the area of organizational development and staff workforce planning, including oversight of labor agreement negotiations. Direction is provided to staff through individual meetings with Assistant General Managers and with other District staff as needed for high-priority projects and policies. The Deputy General Manager directly supervises of the Clerk of the Board and Human Resources departments.

	<b>2014 ACTUAL</b>	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>2017 BUDGET</b>	<b>Change</b>
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 1,237,137	\$ 1,255,205	\$ 1,874,150	\$ 1,999,020	7%
Supplies	19,482	13,669	12,750	36,050	183%
Contingency	-	-	266,090	266,090	0%
Services	456,583	458,267	597,980	597,980	0%
Capital Equipment	-	-	-	30,000	0%
Intra-District Charges	8,100	8,100	8,790	8,210	-7%
<b>Subtotal</b>	<b>\$ 1,721,302</b>	<b>\$ 1,735,241</b>	<b>\$ 2,759,760</b>	<b>\$ 2,937,350</b>	<b>6%</b>
<b>Total Operating/Project</b>	<b>\$ 1,721,302</b>	<b>\$ 1,735,241</b>	<b>\$ 2,759,760</b>	<b>\$ 2,937,350</b>	<b>6%</b>
<b>DEPARTMENTS:</b>					
General Manager	\$ 1,721,302	\$ 1,735,241	\$ 2,759,760	\$ 2,937,350	
<b>Total</b>	<b>\$ 1,721,302</b>	<b>\$ 1,735,241</b>	<b>\$ 2,759,760</b>	<b>\$ 2,937,350</b>	<b>6%</b>
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 1,721,302	\$ 1,735,241	\$ 2,759,760	\$ 2,937,350	6%
<b>Total</b>	<b>\$ 1,721,302</b>	<b>\$ 1,735,241</b>	<b>\$ 2,759,760</b>	<b>\$ 2,937,350</b>	<b>6%</b>
<b>STAFFING:</b>					
Regular/Permanent	7.00	9.00	10.00	10.00	--
Seasonal/Temporary	0.42	0.00	0.00	0.00	--
<b>Total</b>	<b>7.42</b>	<b>9.00</b>	<b>10.00</b>	<b>10.00</b>	<b>--</b>

**HUMAN RESOURCES SERVICE DESCRIPTION & BUDGET**

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

	<b>2014 ACTUAL</b>	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>2017 BUDGET</b>	<b>Change</b>
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 1,428,159	\$ 1,556,799	\$ 1,905,820	\$ 2,152,520	12.9%
Supplies	19,757	23,778	20,980	22,270	6.1%
Services	490,258	468,381	532,160	600,870	12.9%
Intra-District Charges	103,600	103,600	112,390	107,080	-4.7%
<b>Subtotal</b>	<b>\$ 2,041,774</b>	<b>\$ 2,152,558</b>	<b>\$ 2,571,350</b>	<b>\$ 2,882,740</b>	<b>12.1%</b>
<b>PROJECT BUDGET:</b>					
Personnel Services	\$ 4,552	\$ -	\$ -	\$ -	0.0%
<b>Subtotal</b>	<b>\$ 4,552</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>
<b>Total Operating/Project</b>	<b>\$ 2,046,327</b>	<b>\$ 2,152,558</b>	<b>\$ 2,571,350</b>	<b>\$ 2,882,740</b>	<b>12.1%</b>
<b>DEPARTMENTS:</b>					
Human Resources	\$ 2,046,327	\$ 2,152,558	\$ 2,571,350	\$ 2,882,740	12.1%
<b>Total</b>	<b>\$ 2,046,327</b>	<b>\$ 2,152,558</b>	<b>\$ 2,571,350</b>	<b>\$ 2,882,740</b>	<b>12.1%</b>
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 2,046,374	\$ 2,152,558	\$ 2,571,350	\$ 2,882,740	12.1%
336 OTA Projects	4,552	-	-	-	0.0%
556 Employee Benefits	(4,600)	-	-	-	0.0%
<b>Total</b>	<b>\$ 2,046,327</b>	<b>\$ 2,152,558</b>	<b>\$ 2,571,350</b>	<b>\$ 2,882,740</b>	<b>12.1%</b>
<b>STAFFING:</b>					
Regular/Permanent	10.00	10.00	11.00	12.00	1.00
Seasonal/Temporary	5.27	5.27	6.00	6.00	-
<b>Total</b>	<b>15.27</b>	<b>15.27</b>	<b>17.00</b>	<b>18.00</b>	<b>1.00</b>

**CLERK OF THE BOARD SERVICE DESCRIPTION & BUDGET**

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

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

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

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 324,910	\$ 325,755	\$ 293,370	\$ 277,180	-5.5%
Supplies	836	76	430	430	0.0%
Services	1,396	3,644	5,000	5,000	0.0%
<b>Subtotal</b>	<b>\$ 327,142</b>	<b>\$ 329,475</b>	<b>\$ 298,800</b>	<b>\$ 282,610</b>	<b>-5.4%</b>
<b>PROJECT BUDGET:</b>					
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>
<b>Total Operating/Project</b>	<b>\$ 327,142</b>	<b>\$ 329,475</b>	<b>\$ 298,800</b>	<b>\$ 282,610</b>	<b>-5.4%</b>
<b>DEPARTMENTS:</b>					
Clerk of the Board	\$ 327,142	\$ 329,475	\$ 298,800	\$ 282,610	-5.4%
<b>Total</b>	<b>\$ 327,142</b>	<b>\$ 329,475</b>	<b>\$ 298,800</b>	<b>\$ 282,610</b>	
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 327,142	\$ 329,475	\$ 298,800	\$ 282,610	-5.4%
<b>Total</b>	<b>\$ 327,142</b>	<b>\$ 329,475</b>	<b>\$ 298,800</b>	<b>\$ 282,610</b>	<b>-5.4%</b>
<b>STAFFING:</b>					
Regular/Permanent	2.00	2.00	2.00	2.00	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
<b>Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>

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## ACQUISITION, STEWARDSHIP AND DEVELOPMENT

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 5,459,506	\$ 5,355,941	\$ 6,814,330	\$ 7,013,690	2.9%
Supplies	599,382	719,790	691,580	692,160	0.1%
Services	973,159	1,312,489	1,589,960	1,915,170	20.5%
Equipment	2,603	1,264	75,000	103,000	37.3%
Intra-District Charges	344,500	375,300	362,600	348,610	-3.9%
<b>Subtotal</b>	<b>\$ 7,379,150</b>	<b>\$ 7,764,784</b>	<b>\$ 9,533,470</b>	<b>\$ 10,072,630</b>	5.7%
<b>PROJECT BUDGET:</b>					
Personnel Services	\$ 4,151,542	4,244,640	\$ 4,550,670	\$ 4,981,040	9.5%
Supplies	43,570	46,506	-	-	0.0%
Services	1,633,759	4,842,837	460,400	1,005,000	118.3%
Capital Outlay/Equip	32,458,700	17,882,739	7,325,010	8,970,400	22.5%
Debt Service/Leases	-	77,472	-	-	0.0%
<b>Subtotal</b>	<b>\$ 38,287,571</b>	<b>\$ 27,094,195</b>	<b>\$ 12,336,080</b>	<b>\$ 14,956,440</b>	21.2%
<b>Total Operating/Project</b>	<b>\$ 45,666,721</b>	<b>\$ 34,858,978</b>	<b>\$ 21,869,550</b>	<b>\$ 25,029,070</b>	14.4%
<b>DEPARTMENTS:</b>					
Administration	\$ 1,365,108	\$ 1,185,183	\$ 1,169,270	\$ 1,153,270	-1.4%
Design and Construction	13,116,812	12,754,225	4,632,100	4,670,100	0.8%
Environmental Programs	1,134,027	2,289,807	295,880	821,370	177.6%
Planning / GIS	555,442	799,311	2,690,090	2,948,630	9.6%
Land Acquisition	23,554,012	12,294,497	7,906,180	8,596,200	8.7%
Stewardship	4,672,920	4,628,995	4,663,230	4,924,120	5.6%
Trails Development	1,268,401	906,960	512,800	1,915,380	273.5%
<b>Total</b>	<b>\$ 45,666,721</b>	<b>\$ 34,858,978</b>	<b>\$ 21,869,550</b>	<b>\$ 25,029,070</b>	14.4%
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 7,341,363	\$ 7,722,959	\$ 9,304,820	\$ 9,926,740	6.7%
253 Gifts	10,707	25,983	38,440	38,430	0.0%
257 Mitigation	24,060	15,047	96,430	88,680	-8.0%
258 McLaughlin Eastshore Str	3,020	795	18,780	18,780	0.0%
333 Capital	33,827,028	18,925,974	8,822,000	10,673,100	21.0%
336 OTA Projects	4,460,543	8,168,220	3,514,080	4,283,340	21.9%
554 Major Equip Replacemen	-	-	75,000	-	-100.0%
<b>Total</b>	<b>\$ 45,666,721</b>	<b>\$ 34,858,978</b>	<b>\$ 21,869,550</b>	<b>\$ 25,029,070</b>	14.4%
<b>STAFFING:</b>					
Regular/Permanent	70.98	73.37	77.07	77.566	0.50
Seasonal/Temporary	0.00	0.25	0.00	0.000	0.00
<b>Total</b>	<b>70.98</b>	<b>73.62</b>	<b>77.07</b>	<b>77.566</b>	<b>0.50</b>



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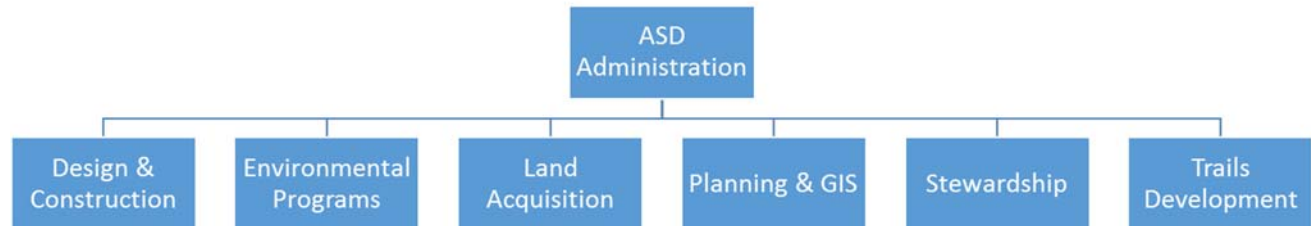
# ACQUISITION, STEWARDSHIP & DEVELOPMENT DIVISION

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## ACQUISITION, STEWARDSHIP & DEVELOPMENT DIVISION

The Acquisition, Stewardship & Development (ASD) Division acquires new parklands, plans new parks and open space, develops regional park and trail facilities, and protects and enhances the sensitive natural and cultural resources throughout the District's parklands.



### ASD ADMINISTRATION

The ASD Administration staff provide leadership and support for the functions and activities of the departments within Acquisition, Stewardship & Development. Staff members include the Assistant General Manager (AGM) and clerical staff. The department also supports the selection, development and retention of well-trained, dedicated productive employees.

### DESIGN & CONSTRUCTION DEPARTMENT

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

### ENVIRONMENTAL PROGRAMS DEPARTMENT

The Environmental Programs Department plans and implements capital projects focused on improving ecosystem function and integrating compatible public access. The Department collaborates with District staff, project partners and restoration managers to ensure projects are aligned with evolving trends in policy, funding, science and regulation for implementation of the District's mission.

### LAND ACQUISITION DEPARTMENT

The Land Acquisition Department develops and implements strategies to acquire and preserve significant biologic, geologic, scenic, recreational and historic properties and resources, and to improve public access to parks and trails in accordance with the District's Master Plan.

### PLANNING/GIS DEPARTMENT

The Planning/GIS Department reviews and provides input on land use decisions of East Bay governments that relate to the District, working with public agencies, the private sector, and key stakeholders to pursue strategies that will ensure the fiscal and geographic health of the District. The Department provides land use planning, mapping, geographic information system, and graphic support services, to acquire, manage, maintain, and restore District parklands.

### STEWARDSHIP DEPARTMENT

The Stewardship Department balances environmental concerns with outdoor recreational opportunities by planning and monitoring the District's impacts on wildlife. The Department provides resource management services to guide the development and management of District parklands and to ensure the long term protection of natural and cultural resources.













## ACQUISITION, STEWARDSHIP & DEVELOPMENT DIVISION

### TRAILS DEVELOPMENT DEPARTMENT

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

### ACQUISITION, STEWARDSHIP & DEVELOPMENT PERFORMANCE MEASURES










#### Acquisition, Stewardship & Development Key Performance Indicators

Goal	Indicator:	Actual 2015	Target 2016	Actual 2016	Target 2017
	Miles of new trail opened	5	5	6	5
	Total acres of land acquired or under management by the Park District	119,890	121,000	120,931	121,400
	Percent of projects bid on schedule	85%	90%	91%	90%
	Number of hours monitoring and assessing biological resources and water quality	NA	NA	NA	5,000
	Number of trail maintenance Ivan Dickson Program volunteers restoring District trails	451	500	582	600
	Number of plans and policies completed to guide District land use	5	8	6	4
	Habitat restorations completed	NA	N/A	N/A	4
	Recreation enhancements completed	NA	N/A	N/A	4
	Percent of acquisitions leveraged with funding from non-District sources	18%	30%	50%	25%
	Amount of dollars for land acquisition from non-District sources	\$2.4m	\$3.0m	\$6.0m	\$1.8m
	Acres of creeks restored or enhanced to improve habitat and water quality	NA	NA	NA	1.2
	Acres of wetland acquired, created, restored or enhanced to protect the shoreline and to adapt to sea level rise and protect from flooding	NA	NA	NA	99







# ACQUISITION, STEWARDSHIP & DEVELOPMENT DIVISION

## ASD PERFORMANCE MEASURES CONTINUED

### Acquisition, Stewardship & Development Key Performance Objectives

Goal	Objective:	Completion:
	Complete new access and staging area via Atlas Road Bridge at Point Pinole Regional Shoreline	2017
	Implement the Encinal Beach restoration project to improve habitat quality, provide water access to kayakers and improve public access to the shoreline	2017
	Construct a bridge over Havey Creek in Wildcat Canyon Regional Park to restore safe public access to the north side of the park	2017
	Complete the Concord Hill Land Use Plan to guide implementation of public access and resource conservation measures	2017
	Complete the Black Diamond Mines Land Use Plan Amendment to incorporate new lands into the existing regional park	2017
	Develop a District-wide Bike Loop Trail brochure	2017
	Conduct a review and assessment of year-one of the Job Order Contracting Program	2017
	Complete marsh restoration project at the Dotson Family (formerly Breuner) Marsh to reduce the impact of anticipated sea level rise	2017
	Develop conceptual restoration plan for the Hayward Marsh to address habitat restoration needs and protect against sea level rise	2017

### Acquisition, Stewardship & Development Approved Budget Requests above \$100,000

Goal	Approved Budget Request Description:	Amount:
	Install modular buildings at Public Safety Headquarters and Las Trampas	\$200,000
	Funding to complete the Las Trampas Land Use Plan Amendment (LUPA) and study of California Environmental Quality Act (CEQA)	\$150,000
	Funding to complete the Miller Knox LUPA	\$150,000
	Funding to complete the Black Diamond Mines LUPA and Environmental Impact Report (EIR)	\$150,000
	Purchase replacement Electrofishing boat with trailer for Stewardship Department	\$103,000
	Improve resource agency permit support	\$100,000

# ACQUISITION, STEWARDSHIP & DEVELOPMENT DIVISION

# ADMINISTRATION

## ASD ADMINISTRATION DEPARTMENT SERVICE DESCRIPTION & BUDGET

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

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 878,015	\$ 652,544	\$ 735,080	\$ 754,350	2.6%
Supplies	12,645	9,938	7,770	8,390	8.0%
Services	112,039	162,565	77,220	57,820	-25.1%
Intra-District Charges	321,900	321,900	349,200	332,710	-4.7%
<b>Subtotal</b>	<b>\$ 1,324,598</b>	<b>\$ 1,146,947</b>	<b>\$ 1,169,270</b>	<b>\$ 1,153,270</b>	<b>-1%</b>
<b>PROJECT BUDGET:</b>					
Capital Outlay/Equip	\$ 40,509	\$ 38,237	\$ -	\$ -	0.0%
<b>Subtotal</b>	<b>\$ 40,509</b>	<b>\$ 38,237</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>
<b>Total Operating/Project</b>	<b>\$ 1,365,108</b>	<b>\$ 1,185,183</b>	<b>\$ 1,169,270</b>	<b>\$ 1,153,270</b>	<b>-1.4%</b>
<b>DEPARTMENTS:</b>					
Administration	\$ 1,365,108	\$ 1,185,183	\$ 1,169,270	\$ 1,153,270	-1.4%
<b>Total</b>	<b>\$ 1,365,108</b>	<b>\$ 1,185,183</b>	<b>\$ 1,169,270</b>	<b>\$ 1,153,270</b>	<b>-1.4%</b>
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 1,321,514	\$ 1,146,152	\$ 1,150,490	\$ 1,153,270	0.2%
253 Gifts/Dickson	64	-	-	-	0.0%
258 McLaughlin Eastshore Stat	3,020	795	18,780	-	-100.0%
333 Capital	40,509	38,237	-	-	0.0%
<b>Total</b>	<b>\$ 1,365,108</b>	<b>\$ 1,185,183</b>	<b>\$ 1,169,270</b>	<b>\$ 1,153,270</b>	<b>-1.4%</b>
<b>STAFFING:</b>					
Regular/Permanent	5.03	5.05	4.533	4.533	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
<b>Total</b>	<b>5.03</b>	<b>5.05</b>	<b>4.533</b>	<b>4.533</b>	<b>-</b>

# ACQUISITION, STEWARDSHIP & DEVELOPMENT DIVISION

# DESIGN & CONSTRUCTION

## DESIGN & CONSTRUCTION DEPARTMENT SERVICE DESCRIPTION & BUDGET

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

Design and Construction works with Land Acquisition to identify and acquire rights of way; with Grants to develop project scopes and funding applications; with Finance to prepare capital project budgets and track expenditures; with Planning to assess the feasibility of Land Use Plans; and with Stewardship to prepare regulatory permit applications and monitor the implementation of permit conditions. Design and Construction staff facilitate proper scoping, scheduling and funding for stakeholders, such as, Operations, Maintenance, Interpretation, Police and Fire. The Department confers with Legal Counsel regarding laws, regulations, and codes that may affect projects. The Department also assists with design review and inspection of projects managed by other departments, outside agencies and developers.

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ -	\$ 3,442.11	\$ -	\$ -	0.0%
Supplies	11,246	31,683	29,370	30,080	2.4%
Services	16,883	60,053	65,040	87,230	34.1%
Equipment	2,603	-	75,000	-	-100.0%
Intra-District Charges	18,000	48,000	8,000	8,000	0.0%
<b>Subtotal</b>	<b>\$ 48,731.96</b>	<b>\$ 143,178</b>	<b>\$ 177,410</b>	<b>\$ 125,310</b>	<b>-29.4%</b>
<b>PROJECT BUDGET:</b>					
Personnel Services	\$ 3,569,386	\$ 3,764,633	\$ 3,974,690	\$ 4,344,790	9.3%
Supplies	3,333	107	-	-	0.0%
Services	1,001,273	3,917,027	10,000	-	-100.0%
Capital Outlay/Equip	8,494,089	4,929,279	470,000	200,000	-57.4%
<b>Subtotal</b>	<b>\$ 13,068,080</b>	<b>\$ 12,611,047</b>	<b>\$ 4,454,690</b>	<b>\$ 4,544,790</b>	<b>2.0%</b>
<b>Total Operating/Project</b>	<b>\$ 13,116,812</b>	<b>\$ 12,754,225</b>	<b>\$ 4,632,100</b>	<b>\$ 4,670,100</b>	<b>0.8%</b>
<b>DEPARTMENTS:</b>					
Design & Construction	\$ 13,116,812	\$ 12,754,225	\$ 4,632,100	\$ 4,670,100	0.8%
<b>Total</b>	<b>\$ 13,116,812</b>	<b>\$ 12,754,225</b>	<b>\$ 4,632,100</b>	<b>\$ 4,670,100</b>	<b>0.8%</b>
<b>FUNDING SOURCES:</b>					
101 General Fund	48,732	143,178	102,410	125,310	22.4%
333 Capital	9,443,597	5,622,642	1,601,120	1,511,120	-5.6%
336 OTA Projects	3,624,484	6,988,405	2,853,570	3,033,670	6.3%
554 Major Equip Replacement	-	-	75,000	-	-100.0%
	<b>\$ 13,116,812</b>	<b>\$ 12,754,225</b>	<b>\$ 4,632,100</b>	<b>\$ 4,670,100</b>	<b>0.8%</b>
<b>STAFFING:</b>					
Regular/Permanent	26.83	27.00	28.00	28.00	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
<b>Total</b>	<b>26.83</b>	<b>27.00</b>	<b>28.00</b>	<b>28.00</b>	<b>-</b>

# ACQUISITION, STEWARDSHIP & DEVELOPMENT DIVISION

# ENVIRONMENTAL PROGRAMS

## ENVIRONMENTAL PROGRAMS DEPARTMENT SERVICE DESCRIPTION & BUDGET

The Department evaluates and prioritizes habitat restoration opportunities and defines project scope and phasing. It coordinates with the Trails Development Department to ensure compatible public access is incorporated into restoration project design, consistent with the Master Plan. The Department develops and implements project funding strategies in coordination with the Grants Department to leverage District funds with funding partners with mutual objectives. The Department identifies right of way constraints and supports the Land Acquisition Division in clearing these constraints. The Department oversees initial vegetation management and regulatory permit monitoring of its projects following construction and coordinates the handoff of long term project specific management responsibilities to the Operations Division and Stewardship Department. The Environmental Programs Department helps to fulfill the District mission to:

- Prepare a five-year Capital Improvement Plan as a part of its annual budget, listing construction projects to be built over a five-year period.
- Provide a diversified system of regional parklands, trails, and related services that offer outstanding opportunities for creative recreational use.
- Manage, maintain and restore the parklands so that they retain their important scenic, natural and cultural values.

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 374,734	\$ 395,319	\$ 148,920	\$ 191,070	28.3%
Supplies	1,907	4,451	7,760	7,760	0.0%
Services	24,809	20,637	90,030	90,030	0.0%
<b>Subtotal</b>	<b>\$ 401,450</b>	<b>\$ 420,406</b>	<b>\$ 246,710</b>	<b>\$ 288,860</b>	<b>17.1%</b>
<b>PROJECT BUDGET:</b>					
Personnel Services	\$ 96,209	\$ 56,871	\$ 49,170	\$ 157,510	220.3%
Services	129,302	576,951	-	-	0.0%
Capital Outlay/Equip	507,067	1,235,579	-	375,000	0.0%
<b>Subtotal</b>	<b>\$ 732,577</b>	<b>\$ 1,869,401</b>	<b>\$ 49,170</b>	<b>\$ 532,510</b>	<b>983.0%</b>
<b>Total Operating/Project</b>	<b>\$ 1,134,027</b>	<b>\$ 2,289,807</b>	<b>\$ 295,880</b>	<b>\$ 821,370</b>	<b>177.6%</b>
<b>DEPARTMENTS:</b>					
Environmental Programs	\$ 1,134,027	\$ 2,289,807	\$ 295,880	\$ 821,370	177.6%
<b>Total</b>	<b>\$ 1,134,027</b>	<b>\$ 2,289,807</b>	<b>\$ 295,880</b>	<b>\$ 821,370</b>	<b>177.6%</b>
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 377,390	\$ 405,359	\$ 159,630	\$ 201,590	26.3%
257 Mitigation	24,060	15,047	87,080	87,270	0.2%
333 Capital	575,598	1,277,004	39,320	486,850	1138.2%
336 OTA Projects	156,980	592,398	9,850	45,660	363.6%
<b>Total</b>	<b>\$ 1,134,027</b>	<b>\$ 2,289,807</b>	<b>\$ 295,880</b>	<b>\$ 821,370</b>	<b>177.6%</b>
<b>STAFFING:</b>					
Regular/Permanent	4.00	4.00	2.00	2.00	-
Seasonal/Temporary	0.00	0.25	0.00	0.00	-
<b>Total</b>	<b>4.00</b>	<b>4.25</b>	<b>2.00</b>	<b>2.00</b>	<b>--</b>

# ACQUISITION, STEWARDSHIP & DEVELOPMENT DIVISION

# LAND ACQUISITION

## LAND ACQUISITION DEPARTMENT SERVICE DESCRIPTION & BUDGET

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

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 559,245	\$ 661,417	\$ 777,480	\$ 794,920	2.2%
Supplies	1,408	2,060	670	670	0.0%
Services	6,360	11,235	129,710	148,490	14.5%
<b>Subtotal</b>	<b>\$ 567,013</b>	<b>\$ 674,712</b>	<b>\$ 907,860</b>	<b>\$ 944,080</b>	<b>4.0%</b>
<b>PROJECT BUDGET:</b>					
Personnel Services	\$ 265,271	\$ 283,817	\$ 233,310	\$ 231,720	-0.7%
Services	-	13,237	-	-	0.0%
Capital Outlay/Equip	22,721,728	11,322,731	6,765,010	7,420,400	9.7%
<b>Subtotal</b>	<b>\$ 22,986,999</b>	<b>\$ 11,619,785</b>	<b>\$ 6,998,320</b>	<b>\$ 7,652,120</b>	<b>9.3%</b>
<b>Total Operating/Project</b>	<b>\$ 23,554,012</b>	<b>\$ 12,294,497</b>	<b>\$ 7,906,180</b>	<b>\$ 8,596,200</b>	<b>8.7%</b>
<b>DEPARTMENTS:</b>					
Land Acquisition	\$ 23,554,012	\$ 12,294,497	\$ 7,906,180	\$ 8,596,200	8.7%
<b>Total</b>	<b>\$ 23,554,012</b>	<b>\$ 12,294,497</b>	<b>\$ 7,906,180</b>	<b>\$ 8,596,200</b>	
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 567,013	\$ 674,712	\$ 907,860	\$ 925,300	1.9%
258 McLaughlin Eastshore Stat	-	-	-	18,780	0.0%
333 Capital	22,986,999	11,606,548	6,998,320	7,652,120	9.3%
336 OTA Projects	-	13,237	-	-	0.0%
<b>Total</b>	<b>\$ 23,554,012</b>	<b>\$ 12,294,497</b>	<b>\$ 7,906,180</b>	<b>\$ 8,596,200</b>	<b>8.7%</b>
<b>STAFFING:</b>					
Regular/Permanent	5.00	6.00	6.00	6.00	--
Seasonal/Temporary	0.00	0.00	0.00	0.00	--
<b>Total</b>	<b>5.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>--</b>



# ACQUISITION, STEWARDSHIP & DEVELOPMENT DIVISION

# PLANNING / GIS

## PLANNING/GIS DEPARTMENT SERVICE DESCRIPTION & BUDGET

The Planning / Geographic Information Systems (GIS) Department helps guide planning and land use decisions of two counties, 33 cities, and other East Bay governments that relate to the District. The Department establishes and maintains partnerships with public agencies, the private sector, and key stakeholders to protect and enhance the planning and land use goals of the District. The Department provides staffing for acquisition planning and evaluations, and pursues opportunities to create long term operational maintenance funding mechanisms such as Community Facilities Districts to ensure the fiscal health of the District. The Department prepares land use plans, and provides mapping, geographic information system, and graphic support services, to acquire, manage, maintain, and restore District parklands.

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 526,889	\$ 531,562	\$ 2,190,240	\$ 2,257,190	3.1%
Supplies	1,418	655	9,110	11,270	23.7%
Services	9,316	31,609	100,810	108,650	7.8%
Intra-District Charges	-	-	5,400	-	-100.0%
<b>Subtotal</b>	<b>\$ 537,623</b>	<b>\$ 563,825</b>	<b>\$ 2,305,560</b>	<b>\$ 2,377,110</b>	<b>3.1%</b>
<b>PROJECT BUDGET:</b>					
Personnel Services	\$ 838	\$ 7,379	\$ 94,530	\$ 21,520	-77.2%
Supplies	31	678	-	-	0.0%
Services	16,951	217,432	200,000	450,000	125.0%
Capital Outlay/Equip	-	9,996	90,000	100,000	11.1%
<b>Subtotal</b>	<b>\$ 17,819</b>	<b>\$ 235,485</b>	<b>\$ 384,530</b>	<b>\$ 571,520</b>	<b>48.6%</b>
<b>Total Operating/Project</b>	<b>\$ 555,442</b>	<b>\$ 799,311</b>	<b>\$ 2,690,090</b>	<b>\$ 2,948,630</b>	<b>9.6%</b>
<b>DEPARTMENTS:</b>					
Interagency Planning	\$ 555,442	\$ 799,311	\$ 2,690,090	\$ 2,948,630	9.6%
<b>Total</b>	<b>\$ 555,442</b>	<b>\$ 799,311</b>	<b>\$ 2,690,090</b>	<b>\$ 2,948,630</b>	
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 537,623	\$ 563,825	\$ 2,296,210	\$ 2,375,700	3.5%
257 Mitigation	-	-	9,350	1,410	-84.9%
333 Capital	873	10,297	154,710	120,110	-22.4%
336 OTA Projects	16,946	225,188	229,820	451,410	96.4%
<b>Total</b>	<b>\$ 555,442</b>	<b>\$ 799,311</b>	<b>\$ 2,690,090</b>	<b>\$ 2,948,630</b>	<b>9.6%</b>
<b>STAFFING:</b>					
Regular/Permanent	3.00	3.00	15.53	15.53	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
<b>Total</b>	<b>3.00</b>	<b>3.00</b>	<b>15.53</b>	<b>15.53</b>	<b>-</b>

# ACQUISITION, STEWARDSHIP & DEVELOPMENT DIVISION

## STEWARDSHIP

### STEWARDSHIP DEPARTMENT SERVICE DESCRIPTION & BUDGET

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

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 2,734,233	\$ 2,782,345	\$ 2,498,880	\$ 2,545,920	1.9%
Supplies	560,883	661,738	616,480	613,570	-0.5%
Services	793,043	1,005,335	1,120,650	1,416,450	26.4%
Equipment	-	1,264	-	103,000	0.0%
Intra-District Charges	4,600	5,400	-	7,900	0.0%
<b>Subtotal</b>	<b>\$ 4,092,758.82</b>	<b>\$ 4,456,082</b>	<b>\$ 4,236,010</b>	<b>\$ 4,686,840</b>	<b>10.6%</b>
<b>PROJECT BUDGET:</b>					
Personnel Services	\$ 130,419	\$ 111,389	\$ 176,820	\$ 202,280	14.4%
Supplies	38,595	45,656	-	-	0.0%
Services	340,457	(25,546)	250,400	35,000	-86.0%
Capital Outlay/Equip	70,689	41,413	-	-	0.0%
<b>Subtotal</b>	<b>\$ 580,161</b>	<b>\$ 172,913</b>	<b>\$ 427,220</b>	<b>\$ 237,280</b>	<b>-44.5%</b>
<b>Total Operating/Project</b>	<b>\$ 4,672,920</b>	<b>\$ 4,628,995</b>	<b>\$ 4,663,230</b>	<b>\$ 4,924,120</b>	<b>5.6%</b>
<b>DEPARTMENTS:</b>					
Planning & Stewardship	\$ 4,672,920	\$ 4,628,995	\$ 4,663,230	\$ 4,924,120	5.6%
<b>Total</b>	<b>\$ 4,672,920</b>	<b>\$ 4,628,995</b>	<b>\$ 4,663,230</b>	<b>\$ 4,924,120</b>	<b>5.6%</b>
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 4,092,759	\$ 4,456,082	\$ 4,236,010	\$ 4,686,840	10.6%
333 Capital	88,983	54,909	16,680	14,470	-13.2%
336 OTA Projects	491,178	118,003	410,540	222,810	-45.7%
<b>Total</b>	<b>\$ 4,672,920</b>	<b>\$ 4,628,995</b>	<b>\$ 4,663,230</b>	<b>\$ 4,924,120</b>	<b>5.6%</b>
<b>STAFFING:</b>					
Regular/Permanent	24.120	25.32	18.00	18.50	0.50
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
<b>Total</b>	<b>24.12</b>	<b>25.32</b>	<b>18.00</b>	<b>18.50</b>	<b>0.50</b>

# ACQUISITION, STEWARDSHIP & DEVELOPMENT DIVISION

# TRAILS DEVELOPMENT

## TRAILS DEVELOPMENT DEPARTMENT SERVICE DESCRIPTION & BUDGET

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

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 386,390	\$ 329,313	\$ 463,730	\$ 470,240	1.4%
Supplies	9,876	9,265	20,420	20,420	0.0%
Services	10,709	21,055	6,500	6,500	0.0%
<b>Subtotal</b>	<b>\$ 406,975</b>	<b>\$ 359,633</b>	<b>\$ 490,650</b>	<b>\$ 497,160</b>	1.3%
<b>PROJECT BUDGET:</b>					
Personnel Services	\$ 89,419	\$ 20,551	\$ 22,150	\$ 23,220	4.8%
Supplies	1,611	64	-	-	0.0%
Services	145,777	143,736	-	520,000	0.0%
Capital Outlay/Equip	624,619	305,503	-	875,000	0.0%
Debt Service/Leases	-	77,472	-	-	0.0%
<b>Subtotal</b>	<b>\$ 861,426</b>	<b>\$ 547,327</b>	<b>\$ 22,150</b>	<b>\$ 1,418,220</b>	6302.8%
<b>Total Operating/Project</b>	<b>\$ 1,268,401</b>	<b>\$ 906,960</b>	<b>\$ 512,800</b>	<b>\$ 1,915,380</b>	273.5%
<b>DEPARTMENTS:</b>					
Trails Development	\$ 1,268,401	\$ 906,960	\$ 512,800	\$ 1,915,380	273.5%
<b>Total</b>	<b>\$ 1,268,401</b>	<b>\$ 906,960</b>	<b>\$ 512,800</b>	<b>\$ 1,915,380</b>	273.5%
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 396,332	\$ 333,650	\$ 452,210	\$ 458,730	1.4%
253 Gifts/Dickson	10,643	25,983	38,440	38,430	0.0%
333 Capital	690,470	316,338	11,850	888,430	7397.3%
336 OTA Projects	170,956	230,989	10,300	529,790	5043.6%
<b>Total</b>	<b>\$ 1,268,401</b>	<b>\$ 906,960</b>	<b>\$ 512,800</b>	<b>\$ 1,915,380</b>	273.5%
<b>STAFFING:</b>					
Regular/Permanent	3.00	3.00	3.00	3.00	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
<b>Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	-

## FINANCE & MANAGEMENT SERVICES

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 8,767,021	\$ 8,791,436	\$ 9,394,580	\$ 9,684,070	3.1%
Supplies	466,602	303,251	472,650	472,650	0.0%
Services	3,077,589	2,987,371	3,914,180	3,823,430	-2.3%
Grants/Inter-agency Agreements	10,977,450	6,251,002	17,100,000	13,300,000	-22.2%
Equipment	16,281	11,708	118,750	51,750	-56.4%
Intra-District Charges	231,400	232,400	250,570	243,370	-2.9%
<b>Subtotal</b>	<b>\$ 23,536,343</b>	<b>\$ 18,577,167</b>	<b>\$ 31,250,730</b>	<b>\$ 27,575,270</b>	<b>-11.8%</b>
<b>PROJECT BUDGET:</b>					
Personnel Services	73,027	130,626	131,000	94,190	-28.1%
Supplies	38,190	68,483	146,000	15,000	-89.7%
Services	221,215	233,053	137,500	1,982,000	1341.5%
Grants to Other Agencies	257,222	-	-	-	0.0%
Land Construction, Cap. Equip	156,932	983,716	70,000	69,000	-1.4%
Debt Service/Leases	-	588,660	-	-	0.0%
<b>Subtotal</b>	<b>\$ 746,586</b>	<b>\$ 2,004,537</b>	<b>\$ 484,500</b>	<b>\$ 2,160,190</b>	<b>345.9%</b>
<b>Total Operating/Project</b>	<b>\$ 24,282,929</b>	<b>\$ 20,581,705</b>	<b>\$ 31,735,230</b>	<b>\$ 29,735,460</b>	<b>-6.3%</b>
<b>DEPARTMENTS:</b>					
Administration	\$ 1,015,228	\$ 1,140,168	\$ 1,303,400	\$ 3,133,480	140.4%
Clerk of the Board	327,142	329,475	-	-	0.0%
Grants Department	7,322,166	7,322,167	17,367,690	13,473,020	-22.4%
Finance Department	7,172,519	7,031,898	8,239,770	8,125,660	-1.4%
Information Services	2,129,628	2,359,313	2,428,880	2,633,100	8.4%
Office Services	2,019,396	2,398,684	2,395,490	2,370,200	-1.1%
<b>Total</b>	<b>\$ 24,282,929</b>	<b>\$ 20,581,705</b>	<b>\$ 31,735,230</b>	<b>\$ 29,735,460</b>	<b>-6.3%</b>
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 7,989,417	\$ 8,009,320	\$ 8,906,120	\$ 9,183,690	3.1%
220 Two County LLD	31,883	28,697	35,000	35,000	0.0%
221 ECDC LLD	5,093	5,000	9,000	9,000	0.0%
222 Five Canyon Zone	500	500	500	500	0.0%
224 Walpert Ridge Zone	500	500	500	500	0.0%
226 Measure CC	100,000	100,000	100,000	100,000	0.0%
270 Measure WW Local Grant	10,966,011	6,220,470	17,047,010	13,329,560	-21.8%
333 Capital	96,965	1,020,396	70,000	94,190	34.6%
335 Meas AA Bond Proceeds	518	-	12,000	12,000	0.0%
336 OTA Projects	649,622	948,592	305,500	1,957,000	540.6%
337 Meas WW Bond Proceeds	48,308	27,099	87,000	87,000	0.0%
338 2012 Note Proceeds	7,662	8,451	10,000	10,000	0.0%
554 Major Equip Replacement	-	-	67,000	-	-100.0%
556 Employee Benefits	4,375,875	4,201,430	5,070,000	4,870,000	-3.9%
811 2012 Prom Note Debt Svc	980	850	1,600	1,600	0.0%
812 Meas AA Debt Svc	4,420	6,000	6,000	6,000	0.0%
813 Meas WW Debt Svc	5,175	4,400	8,000	8,000	0.0%
<b>Total</b>	<b>\$ 24,282,929</b>	<b>\$ 20,581,705</b>	<b>\$ 31,735,230</b>	<b>\$ 29,735,460</b>	<b>-6.3%</b>
<b>STAFFING:</b>					
Regular/Permanent	42.28	43.28	43.28	44.78	1.50
Seasonal/Temporary	1.22	0.72	0.72	0.72	-
<b>Total</b>	<b>43.50</b>	<b>44.00</b>	<b>44.00</b>	<b>45.50</b>	<b>1.50</b>

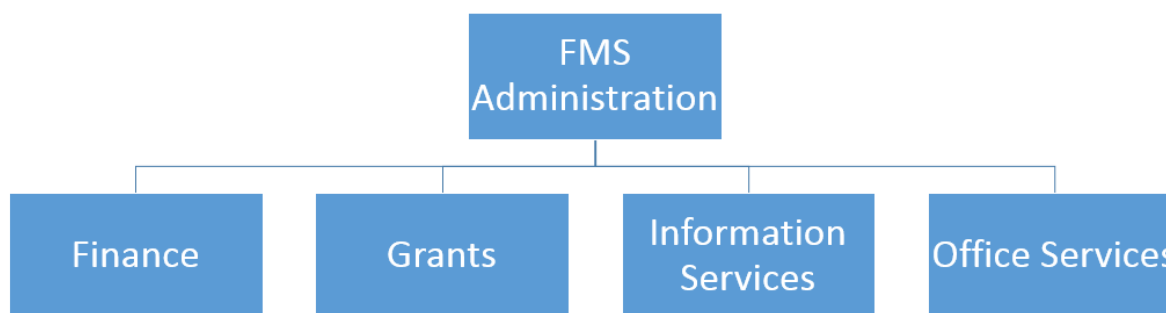
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# **FINANCE & MANAGEMENT SERVICES DIVISION**

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## **FINANCE AND MANAGEMENT SERVICES DIVISION**

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



## **FMS ADMINISTRATION DEPARTMENT**

The FMS Administration Department provides leadership to the Division as well as financial oversight and guidance to the Board Finance Committee, the General Manager, and to other divisions. The Department includes support to the District's Capital, Asset Management and voter approved programs such as for Measures AA, CC and WW.

## **FINANCE DEPARTMENT**

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

## **GRANTS DEPARTMENT**

The Grants Department pursues activities to ensure the fiscal health of the District by maximizing additional financing sources for District projects. Through this department's efforts, the District acquires resources to maintain and construct park facilities. The Grants Department provides a link between the District and its funding partners, facilitating the accomplishment of mutual goals.

## **INFORMATION SERVICES DEPARTMENT**











The Information Services Department facilitates interactions between District staff and technology. The Department provides District-wide hardware and software procurement and support to over 1,000 employees and PCs, servers, and supports critical applications including the Finance Enterprise Resource Planning (ERP) system and Computer Aided Dispatch for Public Safety.

## **OFFICE SERVICES DEPARTMENT**



The Office Services Department manages the Administration building, Central Stores, reception services, copy and mail services and the Trudeau Training Center. This Department provides internal support for all District divisions through stores orders and deliveries.

## FINANCE & MANAGEMENT SERVICES DIVISION







### Finance & Management Services Key Performance Indicators

Goal	Indicator:	Actual 2015	Target 2016	Actual 2016	Target 2017
	Percent <i>good</i> or <i>excellent</i> ratings in the annual Office Services (facilities, reception, central stores, mail, copy services) internal customer survey	83%	80%	TBD	85%
	Average time for an Information Services help desk ticket / work request to be resolved	35 hours	35 hours	TBD	30 hours
	Number of successful grant applications submitted	26	20	26	25
	Grantor payments received	\$9.2 m	\$10.0 m	\$15.8 m	\$10.0 m
	Amount of investment to the Major Infrastructure Renovation and Replacement Fund	\$5.5 m	\$6.0 m	\$3.1 m	\$5.0 m
	Received the <i>Distinguished Budget Presentation Award</i> from the Government Finance Officers Association (GFOA)	Yes	Yes	Yes	Yes
	Bond rating from Standard & Poor's rating agency	AAA	AAA	AAA	AAA
	GFOA <i>Certificate of Achievement for Excellence in Financial Reporting</i> awarded to the District by GFOA for the annual financial report (CAFR)	Yes	Yes	Yes	Yes
	General Fund reserve balance policy targets met at year-end	Yes	Yes	Yes	Yes
	Percent paper reduction by implementing electronic document storage system and other methods	NA	NA	23%	50%




### Finance & Management Services Key Performance Objectives

Goal	Objective:	Completion:
	Complete Peralta Oaks Administration Building parking lot expansion and elevator modernization project to increase ADA accessibility	2017
	Complete installation of fiber communication infrastructure at 40 remote sites to improve network speed, capacity and efficiency at staff facilities	2017

## FINANCE & MANAGEMENT SERVICES DIVISION

Goal	Objective:	Completion:
	Complete study of wireless network installation at campground facilities to provide better communication options	2017
	Complete Point Isabel kayak launch to provide environmentally appropriate non-motorized access to the bay and meet public demand	2018
	Develop a policy to create baseline funding to stabilize pension costs and reduce unfunded pension liabilities	2017
	Virtualize 90% of network servers throughout the District to create redundancy, increase efficiency and reduce costs	2017
	Reduce natural gas costs at the Peralta Oaks Administration Building & Trudeau Training Center by 25% of 2014 levels to increase energy efficiency	2017
	Complete Shadow Cliffs solar panel project, which will generate 1.2 megawatts of power to offset District energy costs and usage	2017

### Finance & Management Services Approved Budget Requests above \$100,000

Goal	Approved Budget Request Description:	Amount:
	Provide additional base budget funding for Major Infrastructure Renovation & Replacement Fund	\$500,000
	One-time funding for Major Infrastructure Renovation & Replacement Fund	\$500,000
	Fund one additional Account Clerk to address increased volume and improve the Finance Department's ability to respond to customer needs	\$115,600



# FINANCE & MANAGEMENT SERVICES DIVISION

# ADMINISTRATION

## ADMINISTRATION DEPARTMENT SERVICE DESCRIPTION & BUDGET

The Administration Department provides strategic direction, integrating current and future interests into a long-term, forward-looking strategy. The Assistant General Manager provides leadership in financial and policy planning. Staff coordinates intra- and inter-divisional projects, activities, schedules and assignments and facilitates communication District-wide. The Department annually: coordinates five Board Workshops on strategic issues to inform the Board and achieve consensus on District-wide strategies and funding goals; Schedules and chairs twelve Capital Project Group meetings, where recommendations for uses of funds are established, capital priorities are set, and operational impacts of new acquisitions and projects are identified; Accommodates base budget changes related to benefits and labor costs, "Pipeline" operating cost increases, and funding for vehicles, equipment and infrastructure; Constructs the draft project budget for Measure CC and receives Board approval of Measure CC and Landscape & Lighting District special tax reports; Tracks the Measure WW program, monitoring cash-flow and legal compliance, ensuring timely expenditure on appropriate projects, and overseeing the Local Grant Program; Serves as staff liaison to other agencies, as necessary, maintaining effective communications and attending to the District's interests; Works with redevelopment and successor agencies to represent the District's interests; Directs and oversees Finance, Information Systems, Grants, and Office Services managers.

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 420,369	\$ 565,128	\$ 697,380	\$ 844,970	21.2%
Supplies	21,896	3,288	13,930	13,930	0.0%
Services	44,563	32,726	44,320	44,320	0.0%
Grants/Inter-agency Agreements	300,000	300,000	300,000	300,000	0.0%
Intra-District Charges	228,400	228,400	247,770	236,070	-4.7%
<b>Subtotal</b>	<b>\$ 1,015,228</b>	<b>\$ 1,129,543</b>	<b>\$ 1,303,400</b>	<b>\$ 1,439,290</b>	10.4%
<b>PROJECT BUDGET:</b>					
Personnel Services	\$ -	\$ 10,626	\$ -	\$ 94,190	0.0%
Services	-	-	-	1,600,000	0.0%
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ 10,626</b>	<b>\$ -</b>	<b>\$ 1,694,190</b>	0.0%
<b>Total Operating/Project</b>	<b>\$ 1,015,228</b>	<b>\$ 1,140,168</b>	<b>\$ 1,303,400</b>	<b>\$ 3,133,480</b>	140.4%
<b>DEPARTMENTS:</b>					
Administration	\$ 1,015,228	\$ 1,140,168	\$ 1,303,400	\$ 3,133,480	140.4%
<b>Total</b>	<b>\$ 1,015,228</b>	<b>\$ 1,140,168</b>	<b>\$ 1,303,400</b>	<b>\$ 3,133,480</b>	
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 915,228	\$ 994,910	\$ 1,203,400	\$ 1,241,380	3.2%
226 Measure CC	100,000	100,000	100,000	100,000	0.0%
270 Measure WW Local Grant	-	34,633	-	66,490	0.0%
333 Capital	-	6,356	-	94,190	0.0%
336 OTA Projects	-	4,270	-	1,600,000	0.0%
553 Major Infrastructure Reno/R	-	-	-	31,420	0.0%
<b>Total</b>	<b>\$ 1,015,228</b>	<b>\$ 1,140,168</b>	<b>\$ 1,303,400</b>	<b>\$ 3,133,480</b>	140.4%
<b>STAFFING:</b>					
Regular/Permanent	2.00	3.00	4.00	4.00	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
<b>Total</b>	<b>2.00</b>	<b>3.00</b>	<b>4.00</b>	<b>4.00</b>	-

**FINANCE DEPARTMENT SERVICE DESCRIPTION**

The Finance Department manages the processing, accounting and reporting of all financial activities of the District: financial reporting and projections, budget monitoring, internal audit, payroll, accounts payable, general ledger, accounts receivable, financial software management, debt administration and treasury management. These essential services are provided to all divisions to enable them to achieve their goals.

The Department prepares the Comprehensive Annual Financial Report (CAFR), obtaining an unqualified audit opinion from its independent auditors, and the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting. This award demonstrates that the District's financial reports are transparent and in compliance with best practices in governmental accounting and financial reporting.

The Department develops the District's annual operating budget with performance measures and five year project budget. The District's budget annually receives the GFOA Distinguished Budget Presentation Award, demonstrating that its budget documents meet guidelines established by the National Advisory Council on State and Local Budgeting and GFOA best practices. The Department also prepares the Budget Brief, an abbreviated document containing highlights of the annual budget, to provide condensed financial information to District stakeholders.

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

The Finance Department Budget is shown on the following page.

# FINANCE & MANAGEMENT SERVICES DIVISION

FINANCE

## FINANCE DEPARTMENT BUDGET

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 5,450,285	\$ 5,302,189	\$ 5,924,270	\$ 6,011,660	1.5%
Supplies	10,788	12,033	15,200	15,200	0.0%
Services	1,671,460	1,582,607	2,174,800	1,974,800	-9.2%
Subtotal	<b>\$ 7,132,534</b>	<b>\$ 6,896,828</b>	<b>\$ 8,114,270</b>	<b>\$ 8,001,660</b>	-1.4%
<b>PROJECT BUDGET:</b>					
Personnel Services	\$ -	\$ 11,045	\$ -	\$ -	0.0%
Supplies	-	254	-	-	0.0%
Services	\$ 39,986	\$ 123,770	\$ 125,500	\$ 124,000	-1.2%
Subtotal	<b>\$ 39,986</b>	<b>\$ 135,070</b>	<b>\$ 125,500</b>	<b>\$ 124,000</b>	-1.2%
<b>Total Operating/Project</b>	<b>\$ 7,172,519</b>	<b>\$ 7,031,898</b>	<b>\$ 8,239,770</b>	<b>\$ 8,125,660</b>	-1.4%
<b>DEPARTMENTS:</b>					
Finance	\$ 7,172,519	\$ 7,031,898	\$ 8,239,770	\$ 8,125,660	-1.4%
<b>Total</b>	<b>\$ 7,172,519</b>	<b>\$ 7,031,898</b>	<b>\$ 8,239,770</b>	<b>\$ 8,125,660</b>	-1.4%
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 2,635,127	\$ 2,639,054	\$ 2,983,670	\$ 3,071,060	2.9%
220 Two County LLD	31,883	28,697	35,000	35,000	0.0%
221 ECCC LLD	5,093	5,000	9,000	9,000	0.0%
222 Five Canyon Zone	500	500	500	500	0.0%
224 Walpert Ridge Zone	500	500	500	500	0.0%
270 Measure WW Local Grant	16,491	10,397	-	-	0.0%
335 Meas AA Bond Proceeds	518	-	12,000	12,000	0.0%
336 OTA Projects	39,986	99,520	16,500	15,000	-9.1%
337 Meas WW Bond Proceeds	48,308	27,099	87,000	87,000	0.0%
338 2012 Note Proceeds	7,662	8,451	10,000	10,000	0.0%
556 Employee Benefits	4,375,875	4,201,430	5,070,000	4,870,000	-3.9%
811 2012 Promissory Note Del	980	850	1,600	1,600	0.0%
812 Meas AA Debt Svc	4,420	6,000	6,000	6,000	0.0%
813 Meas WW Debt Svc	5,175	4,400	8,000	8,000	0.0%
Total	<b>\$ 7,172,519</b>	<b>\$ 7,031,898</b>	<b>\$ 8,239,770</b>	<b>\$ 8,125,660</b>	-1.4%
<b>STAFFING:</b>					
Regular/Permanent	18.284	18.284	18.284	19.284	1.00
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
<b>Total</b>	<b>18.284</b>	<b>18.284</b>	<b>18.284</b>	<b>19.284</b>	<b>1.00</b>

# FINANCE & MANAGEMENT SERVICES DIVISION

## GRANTS

### GRANTS DEPARTMENT SERVICE DESCRIPTION & BUDGET

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

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

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 443,268	\$ 384,792	\$ 405,690	\$ 442,020	9.0%
Supplies	1,921	1,325	6,000	6,000	0.0%
Services	15,929	4,121	25,000	25,000	0.0%
Grants/Inter-agency Agreements	10,677,450	5,951,002	16,800,000	13,000,000	-22.6%
<b>Subtotal</b>	<b>\$ 11,138,567</b>	<b>\$ 6,341,240</b>	<b>\$ 17,236,690</b>	<b>\$ 13,473,020</b>	<b>-21.8%</b>
<b>PROJECT BUDGET:</b>					
Personnel Services	\$ 73,027	\$ 108,955	\$ 131,000	\$ -	-100.0%
Services	125,514	99,079	-	-	0.0%
Grants/Inter-agency Agreements	257,222	-	-	-	0.0%
Capital Outlay/Equip	24,686	184,232	-	-	0.0%
Debt Service/Leases	-	588,660	-	-	0.0%
<b>Subtotal</b>	<b>\$ 480,449</b>	<b>\$ 980,927</b>	<b>\$ 131,000</b>	<b>\$ -</b>	<b>-100.0%</b>
<b>Total Operating/Project</b>	<b>\$ 11,619,016</b>	<b>\$ 7,322,167</b>	<b>\$ 17,367,690</b>	<b>\$ 13,473,020</b>	<b>-22.4%</b>
<b>DEPARTMENTS:</b>					
Grants Dept	\$ 11,619,016	\$ 7,322,167	\$ 17,367,690	\$ 13,473,020	-22.4%
<b>Total</b>	<b>\$ 11,619,016</b>	<b>\$ 7,322,167</b>	<b>\$ 17,367,690</b>	<b>\$ 13,473,020</b>	<b>-22.4%</b>
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 189,048	\$ 165,800	\$ 189,680	\$ 209,950	10.7%
270 Measure WW Local Grant	10,949,519	6,175,440	17,047,010	13,263,070	-22.2%
333 Capital	25,797	247,717	-	-	0.0%
336 OTA Projects	454,652	733,210	131,000	-	-100.0%
<b>Total</b>	<b>\$ 11,619,016</b>	<b>\$ 7,322,167</b>	<b>\$ 17,367,690</b>	<b>\$ 13,473,020</b>	<b>-22.4%</b>
<b>STAFFING:</b>					
Regular/Permanent	4.00	4.00	4.00	4.00	-
Seasonal/Temporary	0.50	0.00	0.00	0.00	-
<b>Total</b>	<b>4.50</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>-</b>

# FINANCE & MANAGEMENT SERVICES DIVISION

# INFORMATION SERVICES

## INFORMATION SERVICES DEPARTMENT SERVICE DESCRIPTION & BUDGET

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

The Department's personnel keep current on new systems and technologies and provide internal service and assistance to District staff related to the equipment, software and networks they manage. Each year the Department chairs six Business Process Team Meetings.

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 1,025,511	\$ 1,054,736	\$ 1,229,090	\$ 1,238,350	0.8%
Supplies	239,487	159,803	199,450	199,450	0.0%
Services	693,365	730,401	816,030	926,990	13.6%
Equipment	16,281	11,708	26,310	26,310	0.0%
<b>Subtotal</b>	<b>\$ 1,974,644</b>	<b>\$ 1,956,648</b>	<b>\$ 2,270,880</b>	<b>\$ 2,391,100</b>	<b>5.3%</b>
<b>PROJECT BUDGET:</b>					
Supplies	\$ 38,190	\$ 68,229	\$ 146,000	\$ 15,000	-89.7%
Services	55,715	7,765	12,000	158,000	1216.7%
Capital Outlay/Equip	61,078	326,671	-	69,000	0.0%
<b>Subtotal</b>	<b>\$ 154,983</b>	<b>\$ 402,665</b>	<b>\$ 158,000</b>	<b>\$ 242,000</b>	<b>53.2%</b>
<b>Total Operating/Project</b>	<b>\$ 2,129,628</b>	<b>\$ 2,359,313</b>	<b>\$ 2,428,880</b>	<b>\$ 2,633,100</b>	<b>8.4%</b>
<b>DEPARTMENTS:</b>					
Information Services	\$ 2,129,628	\$ 2,359,313	\$ 2,428,880	\$ 2,633,100	8.4%
<b>Total</b>	<b>\$ 2,129,628</b>	<b>\$ 2,359,313</b>	<b>\$ 2,428,880</b>	<b>\$ 2,633,100</b>	
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 1,974,644	\$ 1,956,648	\$ 2,270,880	\$ 2,391,100	5.3%
333 Capital	-	293,511	-	-	0.0%
336 OTA Projects	154,983	109,154	158,000	242,000	53.2%
<b>Total</b>	<b>\$ 2,129,628</b>	<b>\$ 2,359,313</b>	<b>\$ 2,428,880</b>	<b>\$ 2,633,100</b>	<b>8.4%</b>
<b>STAFFING:</b>					
Regular/Permanent	7.00	7.00	8.00	8.00	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
<b>Total</b>	<b>7.00</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>	<b>-</b>

# FINANCE & MANAGEMENT SERVICES DIVISION

## OFFICE SERVICES

### OFFICE SERVICES DEPARTMENT SERVICE DESCRIPTION & BUDGET

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

- Reprographics
- U.S. Postal Service and interoffice mail
- Switchboard and reception
- Administration of the District's pool vehicle program
- Management of outside services including:
  - Energy and utility contracts
  - Janitorial and landscaping services
  - Record destruction and storage
  - District-wide hazardous waste disposal
- Conducts annual inventory review process
- Monitor usage patterns and work with staff on print/copy reduction options
- Divert waste by educating staff and providing desk side recycling and organic waste containers

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 1,102,678	\$ 1,158,835	\$ 1,138,150	\$ 1,147,070	0.8%
Supplies	191,674	126,726	238,070	238,070	0.0%
Services	650,877	633,873	854,030	852,320	-0.2%
Equipment	-	-	92,440	25,440	-72.5%
Intra-District Charges	3,000	4,000	2,800	7,300	160.7%
<b>Subtotal</b>	<b>\$ 1,948,228</b>	<b>\$ 1,923,433</b>	<b>\$ 2,325,490</b>	<b>\$ 2,270,200</b>	<b>-2.4%</b>
<b>PROJECT BUDGET:</b>					
Services	\$ -	\$ 2,438	\$ -	\$ 100,000	0.0%
Capital Outlay/Equip	71,168	472,812	70,000	-	-100.0%
<b>Subtotal</b>	<b>\$ 71,168</b>	<b>\$ 475,250</b>	<b>\$ 70,000</b>	<b>\$ 100,000</b>	<b>42.9%</b>
<b>Total Operating/Project</b>	<b>\$ 2,019,396</b>	<b>\$ 2,398,684</b>	<b>\$ 2,395,490</b>	<b>\$ 2,370,200</b>	<b>-1.1%</b>
<b>DEPARTMENTS:</b>					
Office Services	\$ 2,019,396	\$ 2,398,684	\$ 2,395,490	\$ 2,370,200	-1.1%
<b>Total</b>	<b>\$ 2,019,396</b>	<b>\$ 2,398,684</b>	<b>\$ 2,395,490</b>	<b>\$ 2,370,200</b>	<b>-1.1%</b>
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 1,948,228	\$ 1,923,433	\$ 2,258,490	\$ 2,270,200	0.5%
333 Capital	71,168	472,812	70,000	-	-100.0%
336 OTA Projects	-	2,438	-	100,000	0.0%
554 Major Equip Replacement	-	-	67,000	-	-100.0%
<b>Total</b>	<b>\$ 2,019,396</b>	<b>\$ 2,398,684</b>	<b>\$ 2,395,490</b>	<b>\$ 2,370,200</b>	<b>-1.1%</b>
<b>STAFFING:</b>					
Regular/Permanent	9.00	9.00	9.00	9.50	0.50
Seasonal/Temporary	0.72	0.72	0.72	0.72	-
<b>Total</b>	<b>9.72</b>	<b>9.72</b>	<b>9.72</b>	<b>10.22</b>	<b>0.50</b>

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**LEGAL DIVISION**

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 1,410,328	\$ 1,122,648	\$ 1,733,380	\$ 1,824,930	5.3%
Supplies	73,995	37,743	21,110	24,610	16.6%
Services	3,659,081	5,405,182	5,959,150	6,216,150	4.3%
Intra-District Charges	189,170	189,170	190,850	194,230	1.8%
<b>Subtotal</b>	<b>\$ 5,332,575</b>	<b>\$ 6,754,743</b>	<b>\$ 7,904,490</b>	<b>\$ 8,259,920</b>	4.5%
<b>PROJECT BUDGET:</b>					
Personnel Services	\$ -	\$ 556	\$ -	\$ -	0.0%
Services	-	5,188	-	500,000	0.0%
Capital Outlay/Equip	437,513	331,618	-	-	0.0%
<b>Subtotal</b>	<b>\$ 437,513</b>	<b>\$ 337,361</b>	<b>\$ -</b>	<b>\$ 500,000</b>	0.0%
<b>Total Operating/Project</b>	<b>\$ 5,770,088</b>	<b>\$ 7,092,104</b>	<b>\$ 7,904,490</b>	<b>\$ 8,759,920</b>	10.8%
<b>DEPARTMENTS:</b>					
Legal	\$ 2,593,096	\$ 2,213,610	\$ 2,132,960	\$ 2,907,600	36.3%
Risk Management	3,103,587	4,827,500	5,648,390	5,696,680	0.9%
Safety	73,404	50,993	123,140	155,640	26.4%
<b>Total</b>	<b>\$ 5,770,088</b>	<b>\$ 7,092,104</b>	<b>\$ 7,904,490</b>	<b>\$ 8,759,920</b>	10.8%
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 2,469,150	\$ 1,932,874	\$ 2,256,100	\$ 2,563,240	13.6%
224 Walpert Ridge Zone	118,793	-	-	-	0.0%
333 Capital	437,513	331,618	-	-	0.0%
336 OTA Projects	-	5,743	-	500,000	0.0%
552 Workers' Comp	1,649,731	4,068,640	3,771,890	3,781,070	0.2%
555 General Liability Fund	1,094,900	753,229	1,876,500	1,915,610	2.1%
<b>Total</b>	<b>\$ 5,770,088</b>	<b>\$ 7,092,104</b>	<b>\$ 7,904,490</b>	<b>\$ 8,759,920</b>	10.8%
<b>STAFFING:</b>					
Regular/Permanent	6.00	6.00	7.00	7.00	-
Seasonal/Temporary	3.45	3.45	3.45	3.45	-
<b>Total</b>	<b>9.45</b>	<b>9.45</b>	<b>10.45</b>	<b>10.45</b>	-

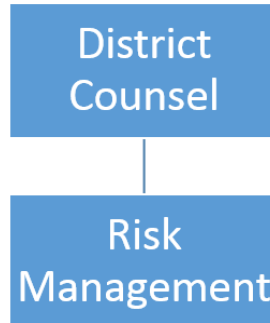


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# LEGAL DIVISION

## LEGAL DIVISION

The Legal Division manages provision of all legal services for the District, with the goal of safeguarding parklands and ensuring environmental preservation while maintaining safe public access to recreation. The Legal Division has responsibility for health and safety programs for District staff and the public, manages claims and lawsuits, and maintains oversight of contracting.



### DISTRICT COUNSEL'S OFFICE

District Counsel provides legal guidance to Board members, the General Manager, and staff. District Counsel represents the District in all legal matters and maintains the use of outside counsel when necessary.

### RISK MANAGEMENT

The Risk Management Department protects District's assets and limits exposure to liability by identifying, assessing, prioritizing, and mitigating risks. Loss control is accomplished through the implementation of safety training, pursuit of recoverable costs, monitoring of insurance compliance of contractors, and management of reported claims.

### Legal Division Key Performance Indicators

Goal	Indicator:	Actual 2015	Target 2016	Actual 2016	Target 2017
	Number of safety trainings provided to employees	NA	NA	10	8



### Legal Division Key Performance Objectives

Goal	Objective:	Completion:
	Identify and develop qualified staff to serve as trainers on the safe use of tools and equipment from the Recreation Areas Unit; develop and implement a new hands-on equipment trailer towing and equipment tie-down class	2017
	Update in-house "equipment operator safety card" which serves to verify employee competence with specific pieces of equipment	2017
	Support the development of Concord Hills Regional Park by reviewing land and environmental documents	2017
	Support the Stanford Avenue Staging Area Expansion Project at Mission Peak Regional Preserve by providing legal advice and review	2017
	Update standard construction and maintenance agreement templates to comply with new rules and regulations and minimize risk and exposure	2017

## LEGAL DIVISION

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Goal	Approved Budget Request above \$100,000:	Amount:
	Environmental site cleanup	\$500,000
	Additional legal services costs	\$200,000

**DISTRICT COUNSEL SERVICE DESCRIPTION & BUDGET**

The Assistant General Manager serves as Counsel for the District. The Department provides legal guidance and represents the District in all legal issues affecting the District. District Counsel selects, assesses performance and billing practices of outside legal counsel and consultants on legal matters including claims, lawsuits, contracts, licenses and easement agreements. District Counsel also reviews all draft legal documents, including contracts, leases, ordinances, and agreements, etc. for legality and clarity and provides advice on the legal consequences and potential opportunities of District activities. The Assistant General Manager coordinates with the General Manager and the District's legislative advocates on draft legislation and legal positions on statutory and regulatory issues at the State and Federal levels

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 611,023	\$ 549,992	\$ 784,590	\$ 855,850	9.1%
Supplies	4,579	4,269	6,720	6,720	0.0%
Services	1,383,767	1,138,561	1,150,800	1,350,800	17.4%
Intra-District Charges	189,170	189,170	190,850	194,230	1.8%
<b>Subtotal</b>	<b>\$ 2,188,539</b>	<b>\$ 1,881,992</b>	<b>\$ 2,132,960</b>	<b>\$ 2,407,600</b>	<b>12.9%</b>
<b>PROJECT BUDGET:</b>					
Services	\$ -	\$ -	\$ -	\$ 500,000	0.0%
Capital Outlay/Equip	404,558	331,618	-	-	0.0%
<b>Subtotal</b>	<b>\$ 404,558</b>	<b>\$ 331,618</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>0.0%</b>
<b>Total Operating/Project</b>	<b>\$ 2,593,096</b>	<b>\$ 2,213,610</b>	<b>\$ 2,132,960</b>	<b>\$ 2,907,600</b>	<b>36.3%</b>
<b>DEPARTMENTS:</b>					
Legal	\$ 2,593,096	\$ 2,213,610	\$ 2,132,960	\$ 2,907,600	36.3%
<b>Total</b>	<b>\$ 2,593,096</b>	<b>\$ 2,213,610</b>	<b>\$ 2,132,960</b>	<b>\$ 2,907,600</b>	<b>36.3%</b>
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 2,395,746	\$ 1,881,880	\$ 2,132,960	\$ 2,407,600	12.9%
224 Walpert Ridge Zone	118,793	-	-	-	0.0%
333 Capital	404,558	331,618	-	-	0.0%
336 OTA Projects	-	-	-	500,000	0.0%
555 General Liability Fund	(326,000)	112	-	-	0.0%
<b>Total</b>	<b>\$ 2,593,096</b>	<b>\$ 2,213,610</b>	<b>\$ 2,132,960</b>	<b>\$ 2,907,600</b>	<b>36.3%</b>
<b>STAFFING:</b>					
Regular/Permanent	3.00	3.00	3.00	3.00	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
<b>Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>-</b>

**RISK MANAGEMENT SERVICE DESCRIPTION & BUDGET**

The Risk Management Department focuses on managing potential liabilities, including controlling and preventing injuries and accidents through trainings and practices in compliance with CalOSHA safety regulations. The District minimizes exposure to major losses related to general liability, property, earthquake, workers' compensation, watercraft, aviation, crime, and cyber liability through participation in insurance programs. Trainings for District staff are offered on topics such as ladder safety, heat illness prevention, hearing conservation, respirator use, blood borne pathogens, and prevention of vector borne diseases like Lyme disease.

The Risk Management Department also manages the District's insurance policies to prevent against adverse financial impacts from excessive unanticipated or catastrophic losses. Risk Management Department staff manage the District's unemployment claims process and manage the workers' compensation program to reduce the impact of work-related injuries and illnesses.

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 799,305	\$ 572,655	\$ 948,790	\$ 969,080	2.1%
Supplies	69,417	33,474	14,390	17,890	24.3%
Services	2,275,314	4,266,620	4,808,350	4,865,350	1.2%
<b>Subtotal</b>	<b>\$ 3,144,036</b>	<b>\$ 4,872,750</b>	<b>\$ 5,771,530</b>	<b>\$ 5,852,320</b>	1.4%
<b>PROJECT BUDGET:</b>					
Personnel Services	\$ -	\$ 556	\$ -	\$ -	0.0%
Services	-	5,188	-	-	0.0%
Capital Outlay/Equip	32,955	-	-	-	0.0%
<b>Subtotal</b>	<b>\$ 32,955</b>	<b>\$ 5,743</b>	<b>\$ -</b>	<b>\$ -</b>	0.0%
<b>Total Operating/Project</b>	<b>\$ 3,176,991</b>	<b>\$ 4,878,493</b>	<b>\$ 5,771,530</b>	<b>\$ 5,852,320</b>	1.4%
<b>DEPARTMENTS:</b>					
Risk Management	3,103,587	4,827,500	5,648,390	5,696,680	0.9%
Safety	73,404	50,993	123,140	155,640	26.4%
<b>Total</b>	<b>\$ 3,176,991</b>	<b>\$ 4,878,493</b>	<b>\$ 5,771,530</b>	<b>\$ 5,852,320</b>	1.4%
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 73,404	\$ 50,993	\$ 123,140	\$ 155,640	26.4%
333 Capital	32,955	-	-	-	0.0%
336 OTA Projects	-	5,743	-	-	0.0%
552 Workers' Comp	1,649,731	4,068,640	3,771,890	3,781,070	0.2%
555 General Liability Fund	1,420,900	753,117	1,876,500	1,915,610	2.1%
<b>Total</b>	<b>\$ 3,176,991</b>	<b>\$ 4,878,493</b>	<b>\$ 5,771,530</b>	<b>\$ 5,852,320</b>	1.4%
<b>STAFFING:</b>					
Regular/Permanent	3.00	3.00	4.00	4.00	-
Seasonal/Temporary	3.45	3.45	3.45	3.45	-
<b>Total</b>	<b>6.45</b>	<b>6.45</b>	<b>7.45</b>	<b>7.45</b>	-

**OPERATIONS DIVISION**

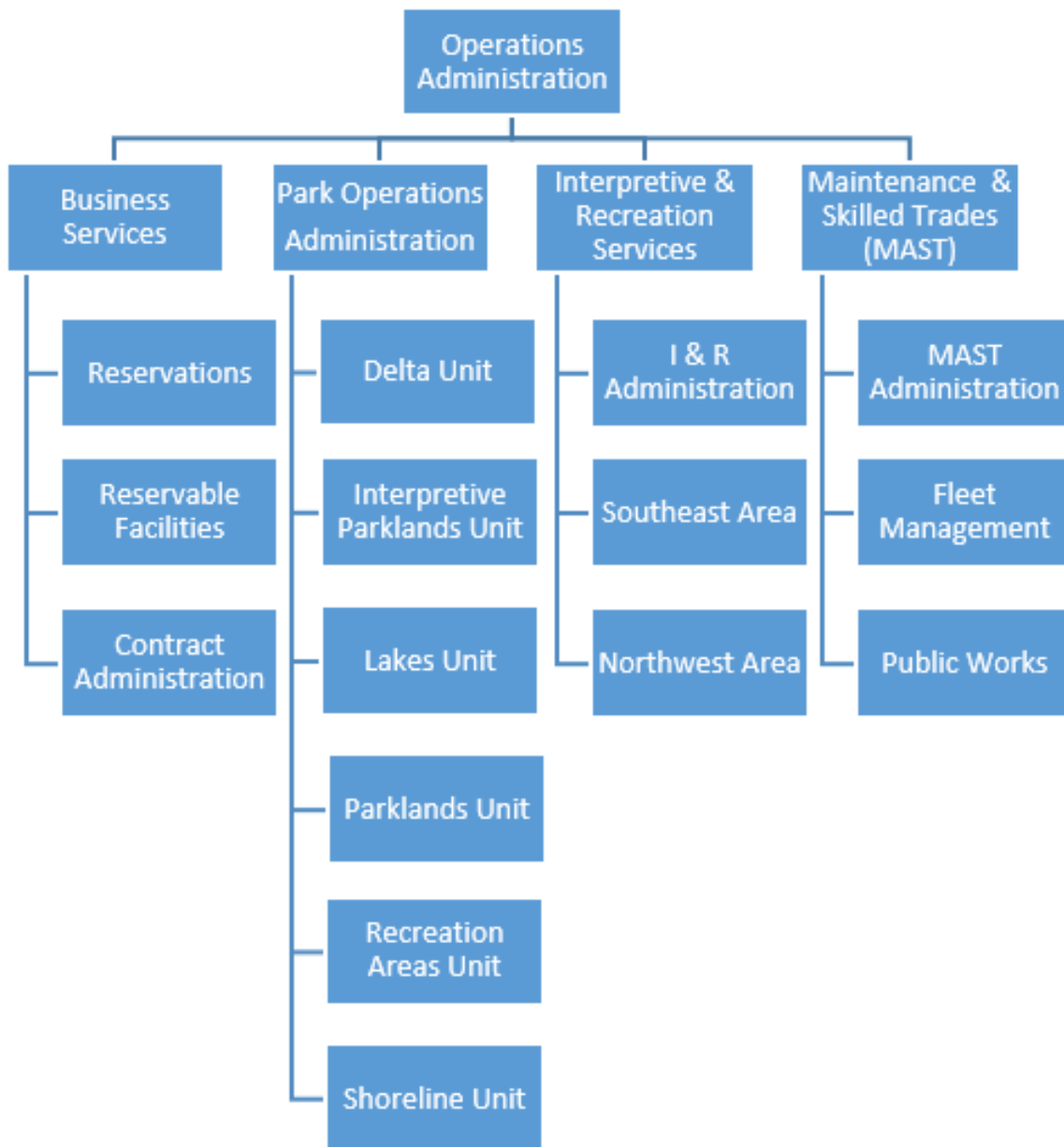
	<b>2014 ACTUAL</b>	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>2017 BUDGET</b>	<b>Change</b>
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 44,745,124	\$ 45,963,585	\$ 50,084,060	\$ 50,594,980	1.0%
Supplies	5,751,248	5,052,872	5,849,250	6,567,320	12.3%
Services	5,730,327	6,256,517	7,381,860	7,766,020	5.2%
Equipment	1,355,348	1,018,965	1,051,660	673,910	-35.9%
Intra-District Charges	3,588,680	3,298,010	3,628,190	3,600,540	-0.8%
<b>Subtotal</b>	<b>\$ 61,170,727</b>	<b>\$ 61,589,949</b>	<b>\$ 67,995,020</b>	<b>\$ 69,202,770</b>	<b>1.8%</b>
<b>PROJECT BUDGET:</b>					
Personnel Services	\$ 1,150,431	\$ 1,278,917	\$ 1,767,460	\$ 1,620,930	-8.3%
Supplies	476,156	441,512	17,800	29,900	68.0%
Services	1,650,200	1,802,991	2,525,660	2,271,650	-10.1%
Capital Outlay/Equip	1,536,760	1,539,573	247,240	330,000	33.5%
<b>Subtotal</b>	<b>\$ 4,832,993</b>	<b>\$ 5,062,993</b>	<b>\$ 4,558,160</b>	<b>\$ 4,252,480</b>	<b>-6.7%</b>
<b>Total Operating/Project</b>	<b>\$ 66,003,721</b>	<b>\$ 66,652,941</b>	<b>\$ 72,553,180</b>	<b>\$ 73,455,250</b>	<b>1.2%</b>
<b>DEPARTMENTS:</b>					
Administration	\$ 3,373,838	\$ 2,979,645	\$ 3,281,950	\$ 3,082,270	-6.1%
Park Operations	34,170,631	35,492,550	37,531,430	37,945,790	1.1%
Interpretive & Recreation	11,466,624	9,029,044	10,360,170	11,412,680	10.2%
Maintenance & Trades	16,992,627	16,680,891	18,651,070	18,273,430	-2.0%
Business Services	-	2,470,811	2,728,560	2,741,080	0.5%
<b>Total</b>	<b>\$ 66,003,721</b>	<b>\$ 66,652,941</b>	<b>\$ 72,553,180</b>	<b>\$ 73,455,250</b>	<b>1.2%</b>
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 56,764,194	\$ 57,088,974	\$ 62,297,880	\$ 62,736,000	0.7%
220 Two County LLD	3,567,628	3,581,833	4,107,960	4,224,210	2.8%
221 ECCC LLD	528,106	548,831	577,200	583,560	1.1%
222 Five Canyon Zone	11,482	41,965	38,460	59,400	54.4%
223 Dublin Hills Zone	7,350	8,005	8,110	8,600	6.0%
224 Walpert Ridge Zone	28,457	20,322	35,590	35,370	-0.6%
225 San Ramon Hills Zone	-	-	500	500	0.0%
227 Stone Valley Zone	-	-	630	630	0.0%
253 Gifts	15,820	16,480	26,000	26,000	0.0%
255 MLK Jr Program	3,986	2,000	7,000	7,000	0.0%
258 McLaughlin Eastshore State Park	25,675	23,565	32,340	28,880	-10.7%
259 ECCC HCP Properties	218,030	257,972	365,350	377,200	3.2%
333 Capital	1,541,813	1,691,289	215,900	340,880	57.9%
336 OTA Projects	3,291,180	3,371,704	4,342,260	3,911,600	-9.9%
554 Major Equip Replacement	-	-	498,000	200,000	-59.8%
<b>Total</b>	<b>\$ 66,003,721</b>	<b>\$ 66,652,941</b>	<b>\$ 72,553,180</b>	<b>\$ 73,455,250</b>	<b>1.2%</b>
<b>STAFFING:</b>					
Regular/Permanent	370.470	394.495	402.945	409.142	6.197
Seasonal/Temporary	45.971	46.313	47.113	48.063	0.950
<b>Total</b>	<b>416.441</b>	<b>440.808</b>	<b>450.058</b>	<b>457.206</b>	<b>7.147</b>

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# OPERATIONS DIVISION

## OPERATIONS DIVISION

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



## OPERATIONS ADMINISTRATION

Operations Administration provides executive management and administrative support to the Division's three large departments: Park Operations, Interpretive & Recreation Services, and Maintenance and Skilled Trades, as well as Board Operations Committee. Staff negotiates agreements with agencies, prepares agendas and manages regularly-scheduled intra- and inter-division meetings to ensure coordination with Stewardship, Planning, and construction projects.



## **OPERATIONS DIVISION**

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### **BUSINESS SERVICES UNIT**

The Business Services Department provides the necessary link between the District's concessions, special use agreements, communication site leases, contracts for services, residence agreements, and the Park Operations and Finance Departments. Its staff manage Reservations and Reservable Facilities and Camp Arroyo maintenance.

### **PARKS OPERATIONS**

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

### **DELTA UNIT**

The Delta Unit manages three regional trail systems, four East Contra Costa County parks, and two County Sheriff's Office Work Alternative Programs. The Unit's mission is to provide safe, accessible trails and parks to promote healthy and inclusive outdoor activities. The Regional Trails Unit encompasses The Iron Horse Trail, Contra Costa Canal Trail, Lafayette-Moraga Trail, California Hiking and Riding Trail, Briones and Las Trampas to Mt. Diablo Trails, and the Delta de Anza Trail. Parks include Briones, Carquinez Strait, Crockett Hills, Waterbird, Big Break Shoreline, Antioch/Oakley Shoreline, Radke Martinez Shoreline and Bay Point Shoreline. The Regional Trail system provides valuable links for recreation and non-vehicular travel throughout the East Bay and Delta area. The Alternative Work Program engages with established county sheriff departments' work release programs to perform labor-intensive projects throughout the Park District. Staff conduct trail maintenance, vegetation management, and resource protection. The Unit also partners with public agencies, neighbors, and volunteers.

### **INTERPRETIVE PARKLANDS UNIT**

The Interpretive Parklands Unit manages fifteen interpretive and natural resources-based wilderness areas, preserves, and park areas, including Morgan Territory Regional Preserve, Round Valley Regional Preserve, Bishop Ranch Regional Preserve, Calaveras Ridge Regional Trail, Las Trampas Regional Wilderness, Sycamore Valley Open Space Regional Preserve, Pleasanton Ridge Regional Park, Dublin Hills Regional Park, Mission Peak Regional Preserve, Sunol - Ohlone Regional Wilderness, Garin - Dry Creek Pioneer Regional Park, Vasco Caves Regional Preserve, Brushy Peak Regional Preserve and Black Diamond Regional Preserve and Black Diamond Mining Operations. The Black Diamond Mines Regional Preserve develops and maintains underground public use facilities, works in cooperation with the Interpretive and Recreation Services Department to provide educational and interpretive programs, and provides technical assistance to other organizations and District departments. Mining Operations is also responsible for the Regional Preserve's abandoned mine safety program, and obtains donations of funds, equipment, materials and services that support the Unit. These parks, generally large wildland open space areas, represent the District's success in scenic, cultural, and natural resource preservation balanced with appropriate recreational opportunities.

### **LAKES UNIT**

The Lakes Unit provides outstanding year-round recreation at seven District facilities: Del Valle Regional Park, Lake Chabot Regional Park, Quarry Lakes Regional Recreation Area, Shadow Cliffs Regional Recreation Area, Coyote Hills Regional Park, Alameda County Trails, and Little Hills Ranch. These parks include year round water and trail related recreation including fishing,

## **OPERATIONS DIVISION**

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boating, water fowl and wildlife viewing, camping, hiking, group reservable facilities and a variety of special events that serve the recreational and educational needs of the public. The Lakes Unit parks are staffed by skilled and caring public service oriented employees. Their goals are to support cultural diversity, improve accessibility to all and balance environmental protection with recreational opportunities.

### **PARKLAND UNIT**

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, 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.

### **RECREATION AREAS UNIT**

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

### **SHORELINE UNIT**

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

### **INTERPRETIVE & RECREATION SERVICES ADMINISTRATION**

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

## **OPERATIONS DIVISION**

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### **SOUTHEAST INTERPRETIVE AND RECREATION SERVICES UNIT**

The Southeast Interpretive and Recreation Services Unit provides interpretive and recreational services and builds personal relationships between the public and cultural and natural resources, striving to foster a greater understanding and stewardship among all residents of the East Bay. The role of the Unit is to promote, produce, and facilitate educational and recreational activities for park visitors that are compatible with the mission of the District. This Unit operates Ardenwood Historic Farm Regional Preserve and visitor centers at Black Diamond Regional Preserve, Sunol-Ohlone Regional Wilderness, Big Break Regional Shoreline as well as the District-wide volunteer program, and the subsidized bus transportation program for groups serving seniors, individuals with disabilities, and low income families. This Unit also conducts oral and video histories of parklands.

### **NORTHWEST INTERPRETIVE AND RECREATION SERVICES UNIT**

The Northwest Interpretive and Recreation Services Unit provides interpretive and recreational services and builds personal relationships between the public and cultural and natural resources, striving to foster a greater understanding and stewardship among all residents of the East Bay. The role of the Unit is to promote, produce, and facilitate educational and recreational activities for park visitors that are compatible with the mission of the District. This Unit operates Tilden Nature Area, Crab Cove Marine Reserve, Coyote Hills Regional Park, Tidewater Boating Center, and region-wide mobile education program utilizing a mobile visitor center and a mobile fish exhibit.

### **MAST ADMINISTRATION**

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

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

### **FLEET MANAGEMENT UNIT**














The Fleet Management Unit has District-wide responsibilities and duties. The services provided by Fleet Management are an integral part of the District's core mission to manage and maintain a high quality, diverse system of interconnected parklands. It assists other departments by providing the full range of fleet services, including purchasing and compliance with laws and rules which regulate the automotive industry and repair facilities. The Unit manages and services a fleet of nearly 850 units comprised of vehicles, landscaping equipment, trailers, heavy equipment, police vehicles, boats, and fire apparatus.

### **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.

## OPERATIONS DIVISION

### Operations Division Key Performance Indicators



Goal	Indicator:	Actual 2015	Target 2016	Actual 2016	Target 2017
	Number of Healthy Parks Healthy People programs conducted each year to engage under-resourced communities	32	18	18	24
	Number of youth served via Youth Engagement Programming for under-served urban youth	10	12	12	15
	Average rating of the Districtwide Pavement Condition Index (PCI) of roads and trails	64	68	72	72
	Number of trail miles maintained or restored	NA	NA	NA	50
	Average rating of the Facilities Condition Index (FCI) for District structures and utilities	45	72	50	72
	Number of Interpretive & Recreation programs provided to the public	2830	2900	3220	3490
	Number of community outreach programs and special events provided via Mobile Education Center	109	36	83	100
	Annual number of reservations for recreation, aquatic or visitor center programs	10,282	10,000	15,643	15,750
	Annual number of community volunteer hours recorded	151,084	152,000	150,782	155,000
	Number of vehicles replaced with more fuel efficient vehicles	4	4	7	4
	Number of ecologically friendly vault restroom facilities installed	5	5	6	5
	Solid waste diversion rate	NA	3%	3%	5%
	Reduction in water usage District-wide using 2013 as a baseline	27%	25%	33%	25%

### Operations Division Key Performance Objectives










Goal	Objective:	Completion:
	Create Adventure Crew Pilot Program to focus on under-resourced communities (City of Richmond area), to promote health, fitness and leadership skills through outdoor recreation and community service learning projects	2017
	Implement a convenience camping pilot program at Del Valle Regional Park with up to six cabin-style units to expand camping to a new group of campers	2017
	Conduct feasibility study at Redwood Canyon Public Golf Course to evaluate event center expansion and capacity to support public and community events	2017

## OPERATIONS DIVISION

### Operations Division Key Performance Measures Continued

Goal	Objective:	Completion:
	Stabilize Del Valle water system in order to ensure safe and clean drinking water at the park	2017
	Update the District's Cultural Atlas to ensure that best practices are followed in managing cultural and historic resources and facilities	2017

### Operations Division Approved Budget Requests above \$100,000

Goal	Approved Budget Request description:	Amount:
	Additional funds for fleet replacement	\$600,000
	Construct interpretive pavilion at Shadow Cliffs Regional Recreation Area	\$200,000
	Purchase Fleet & Fuel management software	\$150,000
	Add one FTE Senior Equipment Mechanic	\$131,600
	Funding to replace the playground at Kennedy Grove Regional Recreation Area	\$130,000
	Mine safety and restoration at the Black Diamond Regional Preserve	\$130,000
	Add one FTE Naturalist at Sunol Visitor Center	\$128,800
	Quagga Mussel prevention program	\$118,950
	Add one FTE Park Ranger II at Shoreline / Eastshore State Park	\$112,900

**OPERATIONS ADMINISTRATION SERVICE DESCRIPTION & BUDGET**

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

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 982,035	\$ 509,066	\$ 738,250	\$ 753,670	2.1%
Supplies	33,051	45,756	11,770	11,770	0.0%
Services	519,106	587,642	559,050	437,080	-21.8%
Intra-District Charges	1,820,200	1,820,200	1,972,880	1,879,750	-4.7%
<b>Subtotal</b>	<b>\$ 3,354,392</b>	<b>\$ 2,962,664</b>	<b>\$ 3,281,950</b>	<b>\$ 3,082,270</b>	<b>-6.1%</b>
<b>PROJECT BUDGET:</b>					
Supplies	-	12,176	-	-	0.0%
Services	\$ 19,447	4,806	\$ -	\$ -	0.0%
<b>Subtotal</b>	<b>\$ 19,447</b>	<b>\$ 16,981</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>
<b>Total Operating/Project</b>	<b>\$ 3,373,838</b>	<b>\$ 2,979,645</b>	<b>\$ 3,281,950</b>	<b>\$ 3,082,270</b>	<b>-6.1%</b>
<b>DEPARTMENTS:</b>					
Administration	\$ 3,373,838	\$ 2,979,645	\$ 3,281,950	\$ 3,082,270	-6.1%
<b>Total</b>	<b>\$ 3,373,838</b>	<b>\$ 2,979,645</b>	<b>\$ 3,281,950</b>	<b>\$ 3,082,270</b>	<b>-6.1%</b>
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 3,354,392	\$ 2,962,664	\$ 3,281,950	\$ 3,082,270	-6.1%
336 OTA Projects	19,447	16,981	-	-	0.0%
<b>Total</b>	<b>\$ 3,373,838</b>	<b>\$ 2,979,645</b>	<b>\$ 3,281,950</b>	<b>\$ 3,082,270</b>	<b>-6.1%</b>
<b>STAFFING:</b>					
Regular/Permanent	7.00	4.00	4.00	4.00	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
<b>Total</b>	<b>7.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>-</b>

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

**Operations Administration Budget by Unit/Park Location**

<b>Unit/Location</b>	<b>Personnel</b>		<b>Supplies</b>		<b>Services</b>		<b>Equipment</b>		<b>Inter-Agency</b>		<b>Total</b>	
	<b>Services</b>											
<b>OPERATIONS ADMINISTRATION</b>												
Administration												
Budget 2016	\$	738,250	\$	11,770	\$	161,200	\$	-	\$	1,972,880	\$	2,884,100
Budget 2017	\$	753,670	\$	11,770	\$	39,230	\$	-	\$	1,879,750	\$	2,684,420
% Change		2.1%		0.0%		-75.7%		0.0%		-4.7%		-6.9%
Community Resources												
Budget 2016	\$	-	\$	-	\$	397,850	\$	-	\$	-	\$	397,850
Budget 2017	\$	-	\$	-	\$	397,850	\$	-	\$	-	\$	397,850
% Change		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%
<b>Total Operations Administration Department</b>												
Budget 2016	\$	738,250	\$	11,770	\$	559,050	\$	-	\$	1,972,880	\$	3,281,950
Budget 2017	\$	753,670	\$	11,770	\$	437,080	\$	-	\$	1,879,750	\$	3,082,270
% Change		2.1%		0.0%		-21.8%		0.0%		-4.7%		-6.1%

**PARK OPERATIONS DEPARTMENT**

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 26,285,437	\$ 27,081,352	\$ 29,063,890	\$ 29,114,470	0.2%
Supplies	1,861,393	2,035,859	2,070,130	2,203,390	6.4%
Services	2,951,486	3,189,574	3,826,220	3,829,400	0.1%
Equipment	253,849	245,202	155,000	137,500	-11.3%
Intra-District Charges	1,448,480	1,307,540	1,345,880	1,391,690	3.4%
<b>Subtotal</b>	<b>\$ 32,800,645</b>	<b>\$ 33,859,526</b>	<b>\$ 36,461,120</b>	<b>\$ 36,676,450</b>	0.6%
<b>PROJECT BUDGET:</b>					
Personnel Services	\$ 644,659	\$ 706,704	\$ 772,800	\$ 790,390	2.3%
Supplies	101,290	202,670	7,800	-	-100.0%
Services	367,239	171,052	289,710	348,950	20.4%
Capital Outlay/Equip	256,797	552,597	-	130,000	0.0%
<b>Subtotal</b>	<b>\$ 1,369,986</b>	<b>\$ 1,633,024</b>	<b>\$ 1,070,310</b>	<b>\$ 1,269,340</b>	18.6%
<b>Total Operating/Project</b>	<b>\$ 34,170,631</b>	<b>\$ 35,492,550</b>	<b>\$ 37,531,430</b>	<b>\$ 37,945,790</b>	1.1%
<b>UNITS:</b>					
Administration	\$ 2,438,710	\$ 2,587,673	\$ 2,521,570	\$ 2,551,030	1.2%
Interpretive Parklands	4,910,312	5,645,053	5,820,720	6,013,380	3.3%
Lakes	6,279,472	6,574,459	6,976,370	6,873,630	-1.5%
Parklands	5,307,821	5,497,982	6,054,540	5,876,900	-2.9%
Recreation Areas	5,326,016	5,670,495	5,974,360	6,043,250	1.2%
Delta Unit	4,415,917	4,309,910	4,766,920	4,825,300	1.2%
Shoreline	5,492,383	5,206,979	5,416,950	5,762,300	6.4%
<b>Total</b>	<b>\$ 34,170,631</b>	<b>\$ 35,492,550</b>	<b>\$ 37,531,430</b>	<b>\$ 37,945,790</b>	1.1%
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 28,763,670	\$ 29,720,954	\$ 31,768,170	\$ 31,975,580	0.7%
220 Two County LLD	3,202,056	3,221,430	3,528,770	3,500,730	-0.8%
221 ECCC LLD	528,106	548,831	577,200	583,560	1.1%
222 Five Canyon Zone	11,482	41,965	38,460	59,400	54.4%
223 Dublin Hills Zone	7,350	8,005	8,110	8,600	6.0%
224 Walpert Ridge Zone	28,457	20,322	35,590	35,370	-0.6%
225 San Ramon Hills Zone	-	-	500	500	0.0%
227 Stone Valley Zone	-	-	630	630	0.0%
253 Gifts	15,820	16,480	26,000	26,000	0.0%
258 McLaughlin Eastshore Stat	25,675	23,565	32,340	28,880	-10.7%
259 ECCC HCP Properties	218,030	257,972	365,350	377,200	3.2%
333 Capital	292,700	589,627	-	130,000	0.0%
336 OTA Projects	1,077,286	1,043,396	1,070,310	1,139,340	6.4%
554 Major Equip Replacement	-	-	80,000	80,000	0.0%
<b>Total</b>	<b>\$ 34,170,631</b>	<b>\$ 35,492,550</b>	<b>\$ 37,531,430</b>	<b>\$ 37,945,790</b>	1.1%
<b>STAFFING:</b>					
Regular/Permanent	232.500	239.600	243.200	245.500	2.300
Seasonal/Temporary	26.192	26.192	26.192	26.492	0.300
<b>Total</b>	<b>258.692</b>	<b>265.792</b>	<b>269.392</b>	<b>271.992</b>	2.600



# OPERATIONS DIVISION

# PARK OPERATIONS

## PARK OPERATIONS ADMINISTRATION SERVICE DESCRIPTION & BUDGET

Park Operations Administration has a workforce of approximately 370 permanent and seasonal employees at 44 work locations, managing over 120,000 acres of parklands and 1,200 miles of public trails. The department manages public use of parks and facilities, collects park user fees at numerous sites, controls opening and closure of facilities, performs routine maintenance of grounds and buildings, and provides emergency response to police, fire and environmental emergencies. The department performs natural resources management activities such as vegetation management and soil conservation to manage, maintain and restore the parklands and retain their important scenic, natural, and cultural values. Administrative staff provide budget administration, leadership and support for units that manage the District's parklands and recreational facilities.

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 504,403	\$ 450,767	\$ 550,160	\$ 570,940	3.8%
Supplies	84,667	217,626	105,270	105,270	0.0%
Services	257,616	246,102	314,780	314,780	0.0%
Intra-District Charges	1,072,620	1,072,620	1,077,870	1,101,370	2.2%
<b>Subtotal</b>	<b>\$ 1,919,306</b>	<b>\$ 1,987,115</b>	<b>\$ 2,048,080</b>	<b>\$ 2,092,360</b>	2.2%
<b>PROJECT BUDGET:</b>					
Personnel Services	\$ 243,636	\$ 340,441	\$ 344,510	\$ 339,720	-1.4%
Supplies	56,673	158,865	-	-	0.0%
Services	191,277	101,252	128,980	118,950	-7.8%
Capital Outlay/Equip	27,819	-	-	-	0.0%
<b>Subtotal</b>	<b>\$ 519,404</b>	<b>\$ 600,558</b>	<b>\$ 473,490</b>	<b>\$ 458,670</b>	-3.1%
<b>Total Operating/Project</b>	<b>\$ 2,438,710</b>	<b>\$ 2,587,673</b>	<b>\$ 2,521,570</b>	<b>\$ 2,551,030</b>	1.2%
<b>UNIT:</b>					
Administration	\$ 2,438,710	\$ 2,587,673	\$ 2,521,570	\$ 2,551,030	1.2%
<b>Total</b>	<b>\$ 2,438,710</b>	<b>\$ 2,587,673</b>	<b>\$ 2,521,570</b>	<b>\$ 2,551,030</b>	1.2%
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 1,906,848	\$ 1,970,634	\$ 2,026,080	\$ 2,070,360	2.2%
253 Gifts	12,458	16,480	22,000	22,000	0.0%
333 Capital	27,819	-	-	-	0.0%
336 OTA Projects	491,585	600,558	473,490	458,670	-3.1%
<b>Total</b>	<b>\$ 2,438,710</b>	<b>\$ 2,587,673</b>	<b>\$ 2,521,570</b>	<b>\$ 2,551,030</b>	1.2%
<b>STAFFING:</b>					
Regular/Permanent	5.25	5.25	5.25	5.25	-
Seasonal/Temporary	10.54	10.54	10.54	10.54	-
<b>Total</b>	<b>15.79</b>	<b>15.79</b>	<b>15.79</b>	<b>15.79</b>	-

**Park Operations Budget by Unit/Park Location**

<b>Unit/Location</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Services</b>	<b>Equipment</b>	<b>Inter-Agency</b>	<b>Total</b>
<b>PARK OPERATIONS DEPARTMENT</b>						
Administration						
Budget 2016	\$ 894,670	\$ 105,270	\$ 443,760	\$ -	\$ 1,077,870	\$ 2,521,570
Budget 2017	\$ 910,660	\$ 105,270	\$ 433,730	\$ -	\$ 1,101,370	\$ 2,551,030
% Change	1.8%	0.0%	-2.3%	0.0%	2.2%	1.2%

# OPERATIONS DIVISION- PARK OPERATIONS

# INTERPRETIVE PARKLANDS UNIT

## INTERPRETIVE PARKLANDS UNIT SERVICE DESCRIPTION & BUDGET

Staff operate and maintain parklands, facilities and trails to protect scenic, cultural, and natural resources, and ensure safe public use. Direct communication, efficiency, productivity, and morale is promoted. Supervisors communicate District goals through meetings, written communication, and training. Feedback from staff and visitors is provided to management. Staff provide outstanding customer service. They work with property owners, agencies and concessionaires to ensure high quality customer service, serve the District's mission, and adhere to contract agreements. Staff maintain and enhance the diverse natural and historic resources in coordination with Planning and Stewardship and I & R Departments. Staff adhere to Grazing Operating Guidelines and meet with Wildland Vegetation staff and grazing lessees periodically. They work collaboratively to identify and achieve resource management, infrastructure, public safety, and aesthetic goals. Mining Operations staff design, construct and maintain the mines and assist Interpretive Unit with interpretive services. They make the mines available for research, provide training in underground safety, and assist in mining-related matters.

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 4,079,154	\$ 4,429,071	\$ 4,918,750	\$ 4,926,370	0.2%
Supplies	291,832	298,659	345,540	325,420	-5.8%
Services	286,103	317,736	500,980	482,740	-3.6%
Equipment	59,150	75,641	-	27,500	0.0%
Intra-District Charges	38,600	45,350	55,450	56,350	1.6%
<b>Subtotal</b>	<b>\$ 4,754,838</b>	<b>\$ 5,166,456</b>	<b>\$ 5,820,720</b>	<b>\$ 5,818,380</b>	0.0%
<b>PROJECT BUDGET:</b>					
Supplies	\$ 2,078	\$ 1,385	\$ -	\$ -	0.0%
Services	30,015	17,448	-	195,000	0.0%
Capital Outlay/Equip	123,381	459,763	-	-	0.0%
<b>Subtotal</b>	<b>\$ 155,474</b>	<b>\$ 478,596</b>	<b>\$ -</b>	<b>\$ 195,000</b>	0.0%
<b>Total Operating/Project</b>	<b>\$ 4,910,312</b>	<b>\$ 5,645,053</b>	<b>\$ 5,820,720</b>	<b>\$ 6,013,380</b>	3.3%
<b>UNIT:</b>					
Interpretive Parklands	\$ 4,910,312	\$ 5,645,053	\$ 5,820,720	\$ 6,013,380	3.3%
<b>Total</b>	<b>\$ 4,910,312</b>	<b>\$ 5,645,053</b>	<b>\$ 5,820,720</b>	<b>\$ 6,013,380</b>	
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 3,876,814	\$ 4,245,744	\$ 4,751,180	\$ 4,743,310	-0.2%
220 Two County LLD	511,887	519,104	541,560	536,020	-1.0%
221 ECCC LLD	108,939	115,309	113,800	112,750	-0.9%
223 Dublin Hills Zone	7,350	8,005	8,110	8,600	6.0%
224 Walpert Ridge Zone	28,457	20,322	35,590	35,370	-0.6%
225 San Ramon Hills Zone	-	-	500	500	0.0%
227 Stone Valley Zone	-	-	630	630	0.0%
253 Gifts/Dickson	3,362	-	4,000	4,000	0.0%
259 ECCC HCP Properties	218,030	257,972	365,350	377,200	3.2%
333 Capital	123,381	459,763	-	-	0.0%
336 OTA Projects	32,093	18,833	-	195,000	0.0%
<b>Total</b>	<b>\$ 4,910,312</b>	<b>\$ 5,645,053</b>	<b>\$ 5,820,720</b>	<b>\$ 6,013,380</b>	3.3%
<b>STAFFING:</b>					
Regular/Permanent	35.10	38.50	40.25	40.25	-
Seasonal/Temporary	1.61	1.61	1.61	1.61	-
<b>Total</b>	<b>36.710</b>	<b>40.11</b>	<b>41.860</b>	<b>41.860</b>	-

**OPERATIONS DIVISION-  
PARK OPERATIONS**

**INTERPRETIVE PARKLANDS UNIT**

**Interpretive Parklands Budget by Unit/Park Location**

<b>Unit/Location</b>	<b>Personnel</b>		<b>Supplies</b>	<b>Services</b>	<b>Equipment</b>	<b>Inter-Agency</b>	<b>Total</b>
	<b>Services</b>						
<b>INTERPRETIVE PARKLANDS UNIT</b>							
<b>Administration</b>							
Budget 2016	\$ 278,090	\$ 4,970	\$ 2,640	\$ -	\$ 55,450	\$ 341,150	
Budget 2017	\$ 276,610	\$ 4,970	\$ 2,640	\$ -	\$ 56,350	\$ 340,570	
% Change	-0.5%	0.0%	0.0%	0.0%	1.6%	-0.2%	
<b>Bishop Ranch Open Space Regional Preserve</b>							
Budget 2016	\$ -	\$ -	\$ 2,180	\$ -	\$ -	\$ 2,180	
Budget 2017	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
% Change	0.0%	0.0%	-100.0%	0.0%	0.0%	-100.0%	
<b>Black Diamond Mines</b>							
Budget 2016	\$ 449,080	\$ 64,270	\$ 28,820	\$ -	\$ -	\$ 542,170	
Budget 2017	\$ 458,230	\$ 42,770	\$ 155,820	\$ 27,500	\$ -	\$ 684,320	
% Change	2.0%	-33.5%	440.7%	0.0%	0.0%	26.2%	
<b>Black Diamond Mines Regional Preserve</b>							
Budget 2016	\$ 631,690	\$ 40,960	\$ 75,290	\$ -	\$ -	\$ 747,940	
Budget 2017	\$ 619,880	\$ 40,960	\$ 75,290	\$ -	\$ -	\$ 736,130	
% Change	-1.9%	0.0%	0.0%	0.0%	0.0%	-1.6%	
<b>Brushy Peak</b>							
Budget 2016	\$ 108,560	\$ 3,660	\$ 2,670	\$ -	\$ -	\$ 114,890	
Budget 2017	\$ 129,810	\$ 3,660	\$ 2,670	\$ -	\$ -	\$ 136,140	
% Change	19.6%	0.0%	0.0%	0.0%	0.0%	18.5%	
<b>Calaveras Ridge Trail</b>							
Budget 2016	\$ 81,200	\$ 12,150	\$ -	\$ -	\$ -	\$ 93,350	
Budget 2017	\$ 74,270	\$ 12,150	\$ -	\$ -	\$ -	\$ 86,420	
% Change	-8.5%	0.0%	0.0%	0.0%	0.0%	-7.4%	
<b>Deer Valley Regional Park</b>							
Budget 2016	\$ 227,720	\$ -	\$ -	\$ -	\$ -	\$ 227,720	
Budget 2017	\$ 210,860	\$ -	\$ -	\$ -	\$ -	\$ 210,860	
% Change	-7.4%	0.0%	0.0%	0.0%	0.0%	-7.4%	
<b>Dry Creek Pioneer Regional Park</b>							
Budget 2016	\$ 223,370	\$ 19,710	\$ 10,290	\$ -	\$ -	\$ 253,370	
Budget 2017	\$ 221,420	\$ 19,710	\$ 10,290	\$ -	\$ -	\$ 251,420	
% Change	-0.9%	0.0%	0.0%	0.0%	0.0%	-0.8%	
<b>Dublin Hills</b>							
Budget 2016	\$ 23,920	\$ 2,100	\$ 500	\$ -	\$ -	\$ 26,520	
Budget 2017	\$ 25,900	\$ 2,100	\$ 500	\$ -	\$ -	\$ 28,500	
% Change	8.3%	0.0%	0.0%	0.0%	0.0%	7.5%	
<b>Garin Regional Park</b>							
Budget 2016	\$ 604,390	\$ 34,470	\$ 41,550	\$ -	\$ -	\$ 680,410	
Budget 2017	\$ 599,020	\$ 34,470	\$ 39,640	\$ -	\$ -	\$ 673,130	
% Change	-0.9%	0.0%	-4.6%	0.0%	0.0%	-1.1%	

**OPERATIONS DIVISION-  
PARK OPERATIONS**

**INTERPRETIVE PARKLANDS UNIT**

**Interpretive Parklands Budget by Unit/Park Location, continued**

<b>Unit/Location</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Services</b>	<b>Equipment</b>	<b>Inter-Agency</b>	<b>Total</b>
<b>INTERPRETIVE PARKLANDS UNIT</b>						
Las Trampas Wilderness Regional Preserve						
Budget 2016	\$ 477,380	\$ 29,340	\$ 85,920	\$ -	\$ -	\$ 592,640
Budget 2017	\$ 472,460	\$ 29,220	\$ 131,220	\$ -	\$ -	\$ 632,900
% Change	-1.0%	-0.4%	52.7%	0.0%	0.0%	6.8%
Las Trampas to Mt. Diablo						
Budget 2016	\$ -	\$ 630	\$ -	\$ -	\$ -	\$ 630
Budget 2017	\$ -	\$ 630	\$ -	\$ -	\$ -	\$ 630
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Mission Peak Regional Preserve						
Budget 2016	\$ 214,560	\$ 16,990	\$ 75,680	\$ -	\$ -	\$ 307,230
Budget 2017	\$ 224,850	\$ 6,990	\$ 78,680	\$ -	\$ -	\$ 310,520
% Change	4.8%	-58.9%	4.0%	0.0%	0.0%	1.1%
Morgan Territory Regional Preserve						
Budget 2016	\$ -	\$ 4,090	\$ 9,760	\$ -	\$ -	\$ 13,850
Budget 2017	\$ -	\$ 4,090	\$ 13,160	\$ -	\$ -	\$ 17,250
% Change	0.0%	0.0%	34.8%	0.0%	0.0%	24.5%
Pleasanton Ridge Regional Park						
Budget 2016	\$ 491,130	\$ 37,320	\$ 46,960	\$ -	\$ -	\$ 575,410
Budget 2017	\$ 499,810	\$ 50,320	\$ 46,960	\$ -	\$ -	\$ 597,090
% Change	1.8%	34.8%	0.0%	0.0%	0.0%	3.8%
Round Valley Regional Preserve						
Budget 2016	\$ 113,800	\$ 4,580	\$ 4,250	\$ -	\$ -	\$ 122,630
Budget 2017	\$ 112,750	\$ 4,580	\$ 4,250	\$ -	\$ -	\$ 121,580
% Change	-0.9%	0.0%	0.0%	0.0%	0.0%	-0.9%
Sunol/Ohlone Regional Wilderness						
Budget 2016	\$ 521,070	\$ 27,430	\$ 31,240	\$ -	\$ -	\$ 579,740
Budget 2017	\$ 511,800	\$ 27,430	\$ 31,240	\$ -	\$ -	\$ 570,470
% Change	-1.8%	0.0%	0.0%	0.0%	0.0%	-1.6%
Sycamore Valley Open Space Regional Preserve						
Budget 2016	\$ 122,800	\$ 2,210	\$ 3,300	\$ -	\$ -	\$ 128,310
Budget 2017	\$ 121,660	\$ 2,210	\$ 3,300	\$ -	\$ -	\$ 127,170
% Change	-0.9%	0.0%	0.0%	0.0%	0.0%	-0.9%
Vargas Plateau						
Budget 2016	\$ 100,120	\$ 11,500	\$ 8,000	\$ -	\$ -	\$ 119,620
Budget 2017	\$ 101,110	\$ 10,000	\$ 8,000	\$ -	\$ -	\$ 119,110
% Change	1.0%	-13.0%	0.0%	0.0%	0.0%	-0.4%

**OPERATIONS DIVISION-  
PARK OPERATIONS**

**INTERPRETIVE PARKLANDS UNIT**

**Interpretive Parklands Budget by Unit/Park Location, continued**

<b>Unit/Location</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Services</b>	<b>Equipment</b>	<b>Inter-Agency</b>	<b>Total</b>
<b>INTERPRETIVE PARKLANDS UNIT</b>						
Vasco Caves						
Budget 2016	\$ 1,680	\$ 8,100	\$ 43,280	\$ -	\$ -	\$ 53,060
Budget 2017	\$ 1,680	\$ 8,100	\$ 45,430	\$ -	\$ -	\$ 55,210
% Change	0.0%	0.0%	5.0%	0.0%	0.0%	4.1%
Vasco Hills (formerly Vasco Corridor)						
Budget 2016	\$ 248,190	\$ 21,060	\$ 28,650	\$ -	\$ -	\$ 297,900
Budget 2017	\$ 264,250	\$ 21,060	\$ 28,650	\$ -	\$ -	\$ 313,960
% Change	6.5%	0.0%	0.0%	0.0%	0.0%	5.4%
Total Interpretive Parklands Unit						
Budget 2016	\$ 4,918,750	\$ 345,540	\$ 500,980	\$ -	\$ 55,450	\$ 5,820,720
Budget 2017	\$ 4,926,370	\$ 325,420	\$ 677,740	\$ 27,500	\$ 56,350	\$ 6,013,380
% Change	0.2%	-5.8%	35.3%	0.0%	1.6%	3.3%

**OPERATIONS DIVISION-  
PARK OPERATIONS**

**LAKES UNIT**

**LAKES UNIT SERVICE DESCRIPTION & BUDGET**

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

	<b>2014 ACTUAL</b>	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>2017 BUDGET</b>	<b>Change</b>
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 5,350,838	\$ 5,431,881	\$ 5,749,190	\$ 5,719,150	-0.5%
Supplies	390,715	406,835	426,210	442,340	3.8%
Services	479,979	608,523	664,470	665,340	0.1%
Equipment	38,404	56,705	80,000	-	-100.0%
Intra-District Charges	3,960	47,840	56,500	46,800	-17.2%
<b>Subtotal</b>	<b>\$ 6,263,897</b>	<b>\$ 6,551,784</b>	<b>\$ 6,976,370</b>	<b>\$ 6,873,630</b>	<b>-1.5%</b>
<b>PROJECT BUDGET:</b>					
Services	-	4,623	-	-	0.0%
Capital Outlay/Equip	15,575	18,052	-	-	0.0%
<b>Subtotal</b>	<b>\$ 15,575</b>	<b>\$ 22,675</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>
<b>Total Operating/Project</b>	<b>\$ 6,279,472</b>	<b>\$ 6,574,459</b>	<b>\$ 6,976,370</b>	<b>\$ 6,873,630</b>	<b>-1.5%</b>
<b>UNIT:</b>					
Lakes	\$ 6,279,472	\$ 6,574,459	\$ 6,976,370	\$ 6,873,630	-1.5%
<b>Total</b>	<b>\$ 6,279,472</b>	<b>\$ 6,574,459</b>	<b>\$ 6,976,370</b>	<b>\$ 6,873,630</b>	<b>-1.5%</b>
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 5,747,893	\$ 5,982,205	\$ 6,340,340	\$ 6,283,700	-0.9%
220 Two County LLD	516,004	569,580	556,030	589,930	6.1%
333 Capital	15,575	18,052	-	-	0.0%
336 OTA Projects	-	4,623	-	-	0.0%
554 Major Equip Replacement	-	-	80,000	-	-100.0%
<b>Total</b>	<b>\$ 6,279,472</b>	<b>\$ 6,574,459</b>	<b>\$ 6,976,370</b>	<b>\$ 6,873,630</b>	<b>-1.5%</b>
<b>STAFFING:</b>					
Regular/Permanent	48.100	49.100	49.100	49.100	-
Seasonal/Temporary	4.320	4.320	4.320	4.320	-
<b>Total</b>	<b>52.420</b>	<b>53.420</b>	<b>53.420</b>	<b>53.420</b>	<b>-</b>

**OPERATIONS DIVISION-  
PARK OPERATIONS**

**LAKES UNIT**

**Lakes Unit Budget by Unit/Park Location**

Unit/Location	Personnel					Inter-Agency	Total
	Services	Supplies	Services	Equipment			
<b>LAKES UNIT</b>							
Administrative							
Budget 2016	\$ 293,750	\$ 2,030	\$ 2,860	\$ -	\$ 56,500	\$ 355,140	
Budget 2017	\$ 291,900	\$ 2,030	\$ 2,860	\$ -	\$ 46,800	\$ 343,590	
% Change	-0.6%	0.0%	0.0%	0.0%	-17.2%	-3.3%	
Alameda County Trails							
Budget 2016	\$ 513,170	\$ 53,450	\$ 15,200	\$ -	\$ -	\$ 581,820	
Budget 2017	\$ 504,070	\$ 76,580	\$ 12,420	\$ -	\$ -	\$ 593,070	
% Change	-1.8%	43.3%	-18.3%	0.0%	0.0%	1.9%	
Coyote Hills Regional Park							
Budget 2016	\$ 721,230	\$ 44,980	\$ 77,510	\$ -	\$ -	\$ 843,720	
Budget 2017	\$ 712,920	\$ 44,980	\$ 77,510	\$ -	\$ -	\$ 835,410	
% Change	-1.2%	0.0%	0.0%	0.0%	0.0%	-1.0%	
Del Valle Regional Park							
Budget 2016	\$ 1,536,480	\$ 131,550	\$ 223,430	\$ -	\$ -	\$ 1,891,460	
Budget 2017	\$ 1,536,520	\$ 131,550	\$ 223,430	\$ -	\$ -	\$ 1,891,500	
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Lake Chabot Regional Park							
Budget 2016	\$ 899,360	\$ 54,030	\$ 81,980	\$ -	\$ -	\$ 1,035,370	
Budget 2017	\$ 898,560	\$ 54,030	\$ 81,980	\$ -	\$ -	\$ 1,034,570	
% Change	-0.1%	0.0%	0.0%	0.0%	0.0%	-0.1%	
Little Hills							
Budget 2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Budget 2017	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Quarry Lakes							
Budget 2016	\$ 770,290	\$ 57,080	\$ 82,130	\$ 80,000	\$ -	\$ 989,500	
Budget 2017	\$ 791,220	\$ 50,080	\$ 89,130	\$ -	\$ -	\$ 930,430	
% Change	2.7%	-12.3%	8.5%	-100.0%	0.0%	-6.0%	
Redwood Canyon Golf Course							
Budget 2016	\$ -	\$ 1,760	\$ 45,720	\$ -	\$ -	\$ 47,480	
Budget 2017	\$ -	\$ 1,760	\$ 45,720	\$ -	\$ -	\$ 47,480	
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Shadow Cliffs							
Budget 2016	\$ 1,014,910	\$ 79,070	\$ 135,040	\$ -	\$ -	\$ 1,229,020	
Budget 2017	\$ 983,960	\$ 79,070	\$ 131,690	\$ -	\$ -	\$ 1,194,720	
% Change	-3.0%	0.0%	-2.5%	0.0%	0.0%	-2.8%	



**OPERATIONS DIVISION-  
PARK OPERATIONS**

**LAKES UNIT**

**Lakes Unit Budget by Unit/Park Location, continued**

<b>Unit/Location</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Services</b>	<b>Equipment</b>	<b>Inter-Agency</b>	<b>Total</b>
<b>LAKES UNIT</b>						
Tassajara Creek Trail						
Budget 2016	\$ -	\$ 2,260	\$ 600	\$ -	\$ -	\$ 2,860
Budget 2017	\$ -	\$ 2,260	\$ 600	\$ -	\$ -	\$ 2,860
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Lakes Unit						
Budget 2016	\$ 5,749,190	\$ 426,210	\$ 664,470	\$ 80,000	\$ 56,500	\$ 6,976,370
Budget 2017	\$ 5,719,150	\$ 442,340	\$ 665,340	\$ -	\$ 46,800	\$ 6,873,630
% Change	-0.5%	3.8%	0.1%	-100.0%	-17.2%	-1.5%

# OPERATIONS DIVISION- PARK OPERATIONS

## PARKLAND UNIT

### PARKLAND UNIT SERVICE DESCRIPTION & BUDGET

Parkland staff allocate resources to operate and maintain parks, trails, and the Botanic Garden safely and efficiently for public use. They achieve a high standard of safety, cleanliness, and maintenance of park facilities. Staff undertake vegetation management projects and practices to support the Tree Hazard Assessment and Wildland Vegetation Management Programs. They implement the District's Good Neighbor Policy to maintain positive relationships with adjacent property owners. They administer operating agreements for twelve concessions and work to ensure compliance with agreements to guarantee high level of service to the public. Communication with the public is a priority. Staff keep information panels updated with relevant material, and respond quickly to phone calls, letters, and e-mails. They develop strategies with the Unit's Park Supervisors to implement ADA upgrades. Staff are aware of District sustainability goals, and implement sustainable work practices.

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 4,079,154	\$ 4,429,071	\$ 4,918,750	\$ 4,926,370	0.2%
Supplies	291,832	298,659	345,540	325,420	-5.8%
Services	286,103	317,736	500,980	482,740	-3.6%
Equipment	59,150	75,641	-	27,500	0.0%
Intra-District Charges	38,600	45,350	55,450	56,350	1.6%
<b>Subtotal</b>	<b>\$ 4,754,838</b>	<b>\$ 5,166,456</b>	<b>\$ 5,820,720</b>	<b>\$ 5,818,380</b>	0.0%
<b>PROJECT BUDGET:</b>					
Supplies	2,078	1,385	-	-	0.0%
Services	30,015	17,448	-	195,000	0.0%
Capital Outlay/Equip	123,381	459,763	-	-	0.0%
<b>Subtotal</b>	<b>\$ 155,474</b>	<b>\$ 478,596</b>	<b>\$ -</b>	<b>\$ 195,000</b>	0.0%
<b>Total Operating/Project</b>	<b>\$ 4,910,312</b>	<b>\$ 5,645,053</b>	<b>\$ 5,820,720</b>	<b>\$ 6,013,380</b>	3.3%
<b>UNIT:</b>					
Interpretive Parklands	\$ 4,910,312	\$ 5,645,053	\$ 5,820,720	\$ 6,013,380	3.3%
<b>Total</b>	<b>\$ 4,910,312</b>	<b>\$ 5,645,053</b>	<b>\$ 5,820,720</b>	<b>\$ 6,013,380</b>	
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 3,876,814	\$ 4,245,744	\$ 4,751,180	\$ 4,743,310	-0.2%
220 Two County LLD	511,887	519,104	541,560	536,020	-1.0%
221 ECCC LLD	108,939	115,309	113,800	112,750	-0.9%
223 Dublin Hills Zone	7,350	8,005	8,110	8,600	6.0%
224 Walpert Ridge Zone	28,457	20,322	35,590	35,370	-0.6%
225 San Ramon Hills Zone	-	-	500	500	0.0%
227 Stone Valley Zone	-	-	630	630	0.0%
253 Gifts/Dickson	3,362	-	4,000	4,000	0.0%
259 ECCC HCP Properties	218,030	257,972	365,350	377,200	3.2%
333 Capital	123,381	459,763	-	-	0.0%
336 OTA Projects	32,093	18,833	-	195,000	0.0%
<b>Total</b>	<b>\$ 4,910,312</b>	<b>\$ 5,645,053</b>	<b>\$ 5,820,720</b>	<b>\$ 6,013,380</b>	3.3%
<b>STAFFING:</b>					
Regular/Permanent	35.10	38.50	40.25	40.25	-
Seasonal/Temporary	1.61	1.61	1.61	1.61	-
<b>Total</b>	<b>36.710</b>	<b>40.11</b>	<b>41.860</b>	<b>41.860</b>	-

**OPERATIONS DIVISION-  
PARK OPERATIONS**

**PARKLAND UNIT**

**Parkland Unit Budget by Unit/Park Location**

<b>Unit/Location</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Services</b>	<b>Equipment</b>	<b>Inter-Agency</b>	<b>Total</b>
<b>PARKLAND UNIT</b>						
<b>Administrative</b>						
Budget 2016	\$ 317,970	\$ 1,700	\$ 4,540	\$ -	\$ 12,000	\$ 336,210
Budget 2017	\$ 309,090	\$ 3,100	\$ 3,140	\$ -	\$ 30,070	\$ 345,400
% Change	-2.8%	82.4%	-30.8%	0.0%	150.6%	2.7%
<b>Anthony Chabot Regional Park</b>						
Budget 2016	\$ 1,018,800	\$ 69,890	\$ 112,590	\$ -	\$ -	\$ 1,201,280
Budget 2017	\$ 1,041,690	\$ 73,990	\$ 102,590	\$ -	\$ -	\$ 1,218,270
% Change	2.2%	5.9%	-8.9%	0.0%	0.0%	1.4%
<b>Botanic Garden</b>						
Budget 2016	\$ 827,340	\$ 23,460	\$ 43,740	\$ -	\$ -	\$ 894,540
Budget 2017	\$ 815,980	\$ 23,460	\$ 28,080	\$ -	\$ -	\$ 867,520
% Change	-1.4%	0.0%	-35.8%	0.0%	0.0%	-3.0%
<b>Leona Canyon</b>						
Budget 2016	\$ -	\$ 3,180	\$ -	\$ -	\$ -	\$ 3,180
Budget 2017	\$ -	\$ 3,180	\$ -	\$ -	\$ -	\$ 3,180
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Redwood Regional Park</b>						
Budget 2016	\$ 584,440	\$ 27,920	\$ 40,670	\$ -	\$ -	\$ 653,030
Budget 2017	\$ 600,260	\$ 37,140	\$ 39,020	\$ -	\$ -	\$ 676,420
% Change	2.7%	33.0%	-4.1%	0.0%	0.0%	3.6%
<b>Sibley/Claremont/Huckleberry Regional Preserves</b>						
Budget 2016	\$ 553,920	\$ 61,580	\$ 95,530	\$ 75,000	\$ -	\$ 786,030
Budget 2017	\$ 559,640	\$ 26,880	\$ 21,430	\$ -	\$ -	\$ 607,950
% Change	1.0%	-56.3%	-77.6%	-100.0%	0.0%	-22.7%
<b>Tilden Regional Park</b>						
Budget 2016	\$ 1,178,990	\$ 70,350	\$ 264,110	\$ -	\$ -	\$ 1,513,450
Budget 2017	\$ 1,194,820	\$ 58,350	\$ 272,160	\$ -	\$ -	\$ 1,525,330
% Change	1.3%	-17.1%	3.0%	0.0%	0.0%	0.8%
<b>Wildcat Canyon/Alvarado Regional Parks</b>						
Budget 2016	\$ 583,480	\$ 48,430	\$ 34,910	\$ -	\$ -	\$ 666,820
Budget 2017	\$ 575,580	\$ 25,430	\$ 31,820	\$ -	\$ -	\$ 632,830
% Change	-1.4%	-47.5%	-8.9%	0.0%	0.0%	-5.1%
<b>Total Parkland Unit</b>						
Budget 2016	\$ 5,064,940	\$ 306,510	\$ 596,090	\$ 75,000	\$ 12,000	\$ 6,054,540
Budget 2017	\$ 5,097,060	\$ 251,530	\$ 498,240	\$ -	\$ 30,070	\$ 5,876,900
% Change	0.6%	-17.9%	-16.4%	-100.0%	150.6%	-2.9%

**OPERATIONS DIVISION-  
PARK OPERATIONS**

**RECREATION AREAS UNIT**

**RECREATION AREAS UNIT SERVICE DESCRIPTION & BUDGET**

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

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 4,396,620	\$ 4,603,127	\$ 4,872,280	\$ 4,805,170	-1.4%
Supplies	344,845	372,438	395,940	415,940	5.1%
Services	560,954	654,725	684,740	666,760	-2.6%
Intra-District Charges	13,000	25,970	21,400	25,380	18.6%
<b>Subtotal</b>	<b>\$ 5,315,419</b>	<b>\$ 5,656,260</b>	<b>\$ 5,974,360</b>	<b>\$ 5,913,250</b>	-1.0%
<b>PROJECT BUDGET:</b>					
Supplies	\$ 7,097	\$ 14,235	\$ -	\$ -	0.0%
Capital Outlay/Equip	3,499	-	-	130,000	0.0%
<b>Subtotal</b>	<b>\$ 10,597</b>	<b>\$ 14,235</b>	<b>\$ -</b>	<b>\$ 130,000</b>	0.0%
<b>Total Operating/Project</b>	<b>\$ 5,326,016</b>	<b>\$ 5,670,495</b>	<b>\$ 5,974,360</b>	<b>\$ 6,043,250</b>	1.2%
<b>DEPARTMENTS:</b>					
Recreation Areas	\$ 5,326,016	\$ 5,670,495	\$ 5,974,360	\$ 6,043,250	1.2%
<b>Total</b>	<b>\$ 5,326,016</b>	<b>\$ 5,670,495</b>	<b>\$ 5,974,360</b>	<b>\$ 6,043,250</b>	1.2%
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 5,303,937	\$ 5,614,295	\$ 5,935,900	\$ 5,853,850	-1.4%
222 Five Canyon Zone	11,482	41,965	38,460	59,400	54.4%
333 Capital	3,499	-	-	130,000	0.0%
336 OTA Projects	7,097	14,235	-	-	0.0%
<b>Total</b>	<b>\$ 5,326,016</b>	<b>\$ 5,670,495</b>	<b>\$ 5,974,360</b>	<b>\$ 6,043,250</b>	1.2%
<b>STAFFING:</b>					
Regular/Permanent	37.08	37.83	38.83	38.83	-
Seasonal/Temporary	5.117	5.117	5.117	5.117	-
<b>Total</b>	<b>42.197</b>	<b>42.947</b>	<b>43.947</b>	<b>43.947</b>	-

**OPERATIONS DIVISION-  
PARK OPERATIONS**

**RECREATION AREAS UNIT**

**Recreation Areas Budget by Unit/Park Location**

Unit/Location	Personnel						Total
	Services	Supplies	Services	Equipment	Inter-Agency		
<b>RECREATION AREAS UNIT</b>							
Administrative							
Budget 2016	\$ 293,530	\$ 3,440	\$ 8,570	\$ -	\$ 21,400	\$	326,940
Budget 2017	\$ 309,040	\$ 3,440	\$ 6,920	\$ -	\$ 25,380	\$	344,780
% Change	5.3%	0.0%	-19.3%	0.0%	18.6%		5.5%
Alternative Work Program Supervisor							
Budget 2016	\$ 115,460	\$ 5,000	\$ 6,500	\$ -	\$ -	\$	126,960
Budget 2017	\$ 116,850	\$ 5,000	\$ 7,000	\$ -	\$ -	\$	128,850
% Change	1.2%	0.0%	7.7%	0.0%	0.0%		1.5%
Cull Canyon Regional Recreation Area							
Budget 2016	\$ 560,240	\$ 46,520	\$ 71,170	\$ -	\$ -	\$	677,930
Budget 2017	\$ 509,060	\$ 46,520	\$ 70,660	\$ -	\$ -	\$	626,240
% Change	-9.1%	0.0%	-0.7%	0.0%	0.0%		-7.6%
Contra Loma Regional Park							
Budget 2016	\$ 1,114,820	\$ 128,340	\$ 157,530	\$ -	\$ -	\$	1,400,690
Budget 2017	\$ 1,104,230	\$ 128,340	\$ 153,000	\$ -	\$ -	\$	1,385,570
% Change	-0.9%	0.0%	-2.9%	0.0%	0.0%		-1.1%
Diablo Foothills Regional Park							
Budget 2016	\$ 476,850	\$ 37,650	\$ 54,570	\$ -	\$ -	\$	569,070
Budget 2017	\$ 497,200	\$ 37,650	\$ 50,810	\$ -	\$ -	\$	585,660
% Change	4.3%	0.0%	-6.9%	0.0%	0.0%		2.9%
Don Castro Regional Recreation Area							
Budget 2016	\$ 573,580	\$ 50,110	\$ 91,200	\$ -	\$ -	\$	714,890
Budget 2017	\$ 562,650	\$ 70,110	\$ 90,210	\$ -	\$ -	\$	722,970
% Change	-1.9%	39.9%	-1.1%	0.0%	0.0%		1.1%
Kennedy Grove Regional Recreation Area							
Budget 2016	\$ 418,470	\$ 28,780	\$ 42,020	\$ -	\$ -	\$	489,270
Budget 2017	\$ 412,960	\$ 28,780	\$ 38,670	\$ 130,000	\$ -	\$	610,410
% Change	-1.3%	0.0%	-8.0%	0.0%	0.0%		24.8%
Roberts Regional Recreation Area							
Budget 2016	\$ 629,050	\$ 50,900	\$ 87,380	\$ -	\$ -	\$	767,330
Budget 2017	\$ 621,970	\$ 50,900	\$ 85,730	\$ -	\$ -	\$	758,600
% Change	-1.1%	0.0%	-1.9%	0.0%	0.0%		-1.1%
Temescal Regional Recreation Area							
Budget 2016	\$ 690,280	\$ 45,200	\$ 165,800	\$ -	\$ -	\$	901,280
Budget 2017	\$ 671,210	\$ 45,200	\$ 163,760	\$ -	\$ -	\$	880,170
% Change	-2.8%	0.0%	-1.2%	0.0%	0.0%		-2.3%
Total Recreation Areas Unit							
Budget 2016	\$ 4,872,280	\$ 395,940	\$ 684,740	\$ -	\$ 21,400	\$	5,974,360
Budget 2017	\$ 4,805,170	\$ 415,940	\$ 666,760	\$ 130,000	\$ 25,380	\$	6,043,250
% Change	-1.4%	5.1%	-2.6%	0.0%	18.6%		1.2%

# OPERATIONS DIVISION- PARK OPERATIONS

DELTA UNIT

## DELTA UNIT SERVICE DESCRIPTION & BUDGET

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

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 3,519,297	\$ 3,454,833	\$ 3,879,660	\$ 3,826,510	-1.4%
Supplies	284,116	237,568	257,000	264,000	2.7%
Services	473,629	445,947	597,500	622,030	4.1%
Equipment	-	80,774	-	80,000	0.0%
Intra-District Charges	37,000	24,530	32,760	32,760	0.0%
<b>Subtotal</b>	<b>\$ 4,314,042</b>	<b>\$ 4,243,653</b>	<b>\$ 4,766,920</b>	<b>\$ 4,825,300</b>	1.2%
<b>PROJECT BUDGET:</b>					
Personnel Services	\$ 31,863	\$ 34,240	\$ -	\$ -	0.0%
Supplies	3,467	-	-	-	0.0%
Services	215	-	-	-	0.0%
Capital Outlay/Equip	66,329	32,017	-	-	0.0%
<b>Subtotal</b>	<b>\$ 101,875</b>	<b>\$ 66,257</b>	<b>\$ -</b>	<b>\$ -</b>	0.0%
<b>Total Operating/Project</b>	<b>\$ 4,415,917</b>	<b>\$ 4,309,910</b>	<b>\$ 4,766,920</b>	<b>\$ 4,825,300</b>	1.2%
<b>DEPARTMENTS:</b>					
Reg Trails/Alt Work Programs	\$ 4,415,917	\$ 4,309,910	\$ 4,766,920	\$ 4,825,300	1.2%
<b>Total</b>	<b>\$ 4,415,917</b>	<b>\$ 4,309,910</b>	<b>\$ 4,766,920</b>	<b>\$ 4,825,300</b>	
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 2,375,817	\$ 2,326,446	\$ 2,551,580	\$ 2,564,670	0.5%
220 Two County LLD	1,519,058	1,483,684	1,751,940	1,709,820	-2.4%
221 ECCC LLD	419,167	433,523	463,400	470,810	1.6%
333 Capital	98,192	66,257	-	-	0.0%
336 OTA Projects	3,683	-	-	-	0.0%
554 Major Equip Replacement	-	-	-	80,000	0.0%
<b>Total</b>	<b>\$ 4,415,917</b>	<b>\$ 4,309,910</b>	<b>\$ 4,766,920</b>	<b>\$ 4,825,300</b>	1.2%
<b>STAFFING:</b>					
Regular/Permanent	30.12	31.22	31.22	31.27	0.05
Seasonal/Temporary	0.75	0.75	0.75	0.75	-
<b>Total</b>	<b>30.87</b>	<b>31.97</b>	<b>31.97</b>	<b>32.02</b>	<b>0.05</b>

**OPERATIONS DIVISION-  
PARK OPERATIONS**

**DELTA UNIT**

**Delta Unit Budget by Park / Trail Location**

<b>Unit/Location</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Services</b>	<b>Equipment</b>	<b>Inter-Agency</b>	<b>Total</b>
<b>DELTA UNIT</b>						
<b>Administrative</b>						
Budget 2016	\$ 302,460	\$ 7,650	\$ 307,950	\$ -	\$ 32,760	\$ 650,820
Budget 2017	\$ 294,790	\$ 7,650	\$ 304,590	\$ -	\$ 32,760	\$ 639,790
% Change	-2.5%	0.0%	-1.1%	0.0%	0.0%	-1.7%
<b>Alternative Work Program - Alameda County</b>						
Budget 2016	\$ 121,380	\$ 5,030	\$ 3,160	\$ -	\$ -	\$ 129,570
Budget 2017	\$ 120,400	\$ 5,030	\$ 3,160	\$ -	\$ -	\$ 128,590
% Change	-0.8%	0.0%	0.0%	0.0%	0.0%	-0.8%
<b>Alternative Work Program - Contra Costa County</b>						
Budget 2016	\$ 121,280	\$ 6,430	\$ 1,330	\$ -	\$ -	\$ 129,040
Budget 2017	\$ 120,300	\$ 6,430	\$ 1,330	\$ -	\$ -	\$ 128,060
% Change	-0.8%	0.0%	0.0%	0.0%	0.0%	-0.8%
<b>Antioch-Oakley Regional Shoreline</b>						
Budget 2016	\$ 123,150	\$ 26,070	\$ 28,650	\$ -	\$ -	\$ 177,870
Budget 2017	\$ 122,010	\$ 26,070	\$ 28,650	\$ -	\$ -	\$ 176,730
% Change	-0.9%	0.0%	0.0%	0.0%	0.0%	-0.6%
<b>Bay Point Regional Shoreline</b>						
Budget 2016	\$ 87,440	\$ 6,950	\$ 4,120	\$ -	\$ -	\$ 98,510
Budget 2017	\$ 91,240	\$ 6,950	\$ 4,120	\$ -	\$ -	\$ 102,310
% Change	4.3%	0.0%	0.0%	0.0%	0.0%	3.9%
<b>Big Break Regional Shoreline</b>						
Budget 2016	\$ 240,010	\$ 41,350	\$ 72,030	\$ -	\$ -	\$ 353,390
Budget 2017	\$ 237,720	\$ 41,350	\$ 78,630	\$ -	\$ -	\$ 357,700
% Change	-1.0%	0.0%	9.2%	0.0%	0.0%	1.2%
<b>Briones Regional Park</b>						
Budget 2016	\$ 627,340	\$ 45,130	\$ 33,680	\$ -	\$ -	\$ 706,150
Budget 2017	\$ 625,150	\$ 52,130	\$ 58,320	\$ -	\$ -	\$ 735,600
% Change	-0.3%	15.5%	73.2%	0.0%	0.0%	4.2%
<b>CA State Riding &amp; Hiking Trail</b>						
Budget 2016	\$ -	\$ 1,210	\$ -	\$ -	\$ -	\$ 1,210
Budget 2017	\$ -	\$ 1,210	\$ -	\$ -	\$ -	\$ 1,210
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Carquinez Strait Regional Shoreline</b>						
Budget 2016	\$ 357,520	\$ 12,770	\$ 16,770	\$ -	\$ -	\$ 387,060
Budget 2017	\$ 358,180	\$ 12,770	\$ 16,770	\$ -	\$ -	\$ 387,720
% Change	0.2%	0.0%	0.0%	0.0%	0.0%	0.2%
<b>Contra Costa Trails</b>						
Budget 2016	\$ 916,290	\$ 42,150	\$ 19,160	\$ -	\$ -	\$ 977,600
Budget 2017	\$ 871,530	\$ 42,150	\$ 19,160	\$ 80,000	\$ -	\$ 1,012,840
% Change	-4.9%	0.0%	0.0%	0.0%	0.0%	3.6%

**OPERATIONS DIVISION-  
PARK OPERATIONS**

**DELTA UNIT**

**Delta Unit Budget by Unit/Park Location, continued**

Crockett Hills Regional Park												
Budget 2016	\$	105,930	\$	5,740	\$	5,330	\$	-	\$	-	\$	117,000
Budget 2017	\$	105,040	\$	5,740	\$	5,330	\$	-	\$	-	\$	116,110
% Change		-0.8%		0.0%		0.0%		0.0%		0.0%		-0.8%
Delta de Anza Trail												
Budget 2016	\$	19,320	\$	5,020	\$	5,710	\$	-	\$	-	\$	30,050
Budget 2017	\$	18,220	\$	5,020	\$	5,710	\$	-	\$	-	\$	28,950
% Change		-5.7%		0.0%		0.0%		0.0%		0.0%		-3.7%
East Contra Costa Trails												
Budget 2016	\$	504,570	\$	21,790	\$	25,520	\$	-	\$	-	\$	551,880
Budget 2017	\$	499,150	\$	21,790	\$	25,520	\$	-	\$	-	\$	546,460
% Change		-1.1%		0.0%		0.0%		0.0%		0.0%		-1.0%
Marsh Creek Trail												
Budget 2016	\$	-	\$	3,240	\$	-	\$	-	\$	-	\$	3,240
Budget 2017	\$	-	\$	3,240	\$	-	\$	-	\$	-	\$	3,240
% Change		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%
(Radke) Martinez Regional Shoreline												
Budget 2016	\$	352,970	\$	20,610	\$	63,260	\$	-	\$	-	\$	436,840
Budget 2017	\$	362,780	\$	20,610	\$	59,910	\$	-	\$	-	\$	443,300
% Change		2.8%		0.0%		-5.3%		0.0%		0.0%		1.5%
Iron Horse Trail												
Budget 2016	\$	-	\$	3,000	\$	8,310	\$	-	\$	-	\$	11,310
Budget 2017	\$	-	\$	3,000	\$	8,310	\$	-	\$	-	\$	11,310
% Change		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%
Water Bird Regional Preserve												
Budget 2016	\$	-	\$	2,860	\$	2,520	\$	-	\$	-	\$	5,380
Budget 2017	\$	-	\$	2,860	\$	2,520	\$	-	\$	-	\$	5,380
% Change		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%
Total Delta Unit												
Budget 2016	\$	3,879,660	\$	257,000	\$	597,500	\$	-	\$	32,760	\$	4,766,920
Budget 2017	\$	3,826,510	\$	264,000	\$	622,030	\$	80,000	\$	32,760	\$	4,825,300
% Change		-1.4%		2.7%		4.1%		0.0%		0.0%		1.2%



# OPERATIONS DIVISION- PARK OPERATIONS

# SHORELINE UNIT

## SHORELINE UNIT SERVICE DESCRIPTION & BUDGET

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

The Shoreline Unit management team participates in BCDC's Adapting to Rising Tides project to learn and give input on the impacts of future sea-level rise. Staff trains with other agencies twice annually to maintain proficiency in oil spill boom deployment. They also participate in oil spill drills sponsored by the California Department of Fish & Wildlife Office of Spill Prevention and Response (OSPR), the United States Coast Guard, and refineries that are located near our parks. Staff is proud of the many miles of Bay Trail maintained by the unit. Shoreline parks are important to the Bay Water Trail and we continually seek to add sites on the District's shoreline to the Trail. Staff works to improve greening and recycling efforts for park visitors and staff. The Park Supervisors collaborate with other District departments on projects involving cultural resources, water quality, wildlife protection, habitat enhancements, volunteer opportunities, and trails.

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 3,943,779	\$ 4,028,800	\$ 4,060,200	\$ 4,200,300	3.5%
Supplies	225,769	241,839	236,160	398,890	68.9%
Services	462,823	458,660	539,460	579,510	7.4%
Equipment	156,296	32,081	-	30,000	0.0%
Intra-District Charges	277,800	75,230	89,900	98,960	10.1%
<b>Subtotal</b>	<b>\$ 5,066,466</b>	<b>\$ 4,836,611</b>	<b>\$ 4,925,720</b>	<b>\$ 5,307,660</b>	<b>7.8%</b>
<b>PROJECT BUDGET:</b>					
Personnel Services	\$ 339,518	\$ 311,926	\$ 397,000	\$ 419,640	5.7%
Supplies	26,443	25,755	5,300	-	-100.0%
Services	52,992	30,855	88,930	35,000	-60.6%
Capital Outlay/Equip	6,965	1,833	-	-	0.0%
<b>Subtotal</b>	<b>\$ 425,918</b>	<b>\$ 370,368</b>	<b>\$ 491,230</b>	<b>\$ 454,640</b>	<b>-7.4%</b>
<b>Total Operating/Project</b>	<b>\$ 5,492,383</b>	<b>\$ 5,206,979</b>	<b>\$ 5,416,950</b>	<b>\$ 5,762,300</b>	<b>6.4%</b>
<b>UNIT:</b>					
Shoreline	\$ 5,492,383	\$ 5,206,979	\$ 5,416,950	\$ 5,762,300	6.4%
<b>Total</b>	<b>\$ 5,492,383</b>	<b>\$ 5,206,979</b>	<b>\$ 5,416,950</b>	<b>\$ 5,762,300</b>	<b>6.4%</b>
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 4,672,524	\$ 4,498,405	\$ 4,560,730	\$ 4,957,220	8.7%
220 Two County LLD	368,267	314,640	332,650	321,560	-3.3%
258 McLaughlin Eastshore State	25,675	23,565	32,340	28,880	-10.7%
333 Capital	6,965	1,833	-	-	0.0%
336 OTA Projects	418,953	368,535	491,230	454,640	-7.4%
<b>Total</b>	<b>\$ 5,492,383</b>	<b>\$ 5,206,979</b>	<b>\$ 5,416,950</b>	<b>\$ 5,762,300</b>	<b>6.4%</b>
<b>STAFFING:</b>					
Regular/Permanent	36.75	36.75	36.85	38.60	1.75
Seasonal/Temporary	1.07	1.07	1.07	1.27	0.20
<b>Total</b>	<b>37.82</b>	<b>37.82</b>	<b>37.92</b>	<b>39.87</b>	<b>1.95</b>

**OPERATIONS DIVISION-  
PARK OPERATIONS**

**SHORELINE UNIT**

**Shoreline Unit Budget by Park Location**

<b>Unit/Location</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Services</b>	<b>Equipment</b>	<b>Inter-Agency</b>	<b>Total</b>
<b>SHORELINE UNIT</b>						
Administrative						
Budget 2016	\$ 288,980	\$ 5,940	\$ 6,740	\$ -	\$ 89,900	\$ 391,560
Budget 2017	\$ 303,830	\$ 3,940	\$ 8,740	\$ -	\$ 98,960	\$ 415,470
% Change	5.1%	-33.7%	29.7%	0.0%	10.1%	6.1%
Crown Regional Shoreline						
Budget 2016	\$ 964,320	\$ 44,620	\$ 174,900	\$ -	\$ -	\$ 1,183,840
Budget 2017	\$ 979,380	\$ 44,620	\$ 163,020	\$ -	\$ -	\$ 1,187,020
% Change	1.6%	0.0%	-6.8%	0.0%	0.0%	0.3%
Eastshore State Park						
Budget 2016	\$ 223,140	\$ 6,790	\$ 21,470	\$ -	\$ -	\$ 251,400
Budget 2017	\$ 322,950	\$ 99,720	\$ 36,540	\$ 30,000	\$ -	\$ 489,210
% Change	44.7%	1368.6%	70.2%	0.0%	0.0%	94.6%
Hayward Regional Shoreline						
Budget 2016	\$ 486,190	\$ 20,950	\$ 33,410	\$ -	\$ -	\$ 540,550
Budget 2017	\$ 483,980	\$ 20,950	\$ 30,170	\$ -	\$ -	\$ 535,100
% Change	-0.5%	0.0%	-9.7%	0.0%	0.0%	-1.0%
Martin Luther King Jr. Regional Shoreline						
Budget 2016	\$ 793,610	\$ 35,780	\$ 93,720	\$ -	\$ -	\$ 923,110
Budget 2017	\$ 800,300	\$ 35,280	\$ 89,330	\$ -	\$ -	\$ 924,910
% Change	0.8%	-1.4%	-4.7%	0.0%	0.0%	0.2%
Miller/Knox Regional Shoreline						
Budget 2016	\$ 711,880	\$ 20,550	\$ 142,610	\$ -	\$ -	\$ 875,040
Budget 2017	\$ 690,160	\$ 19,050	\$ 129,910	\$ -	\$ -	\$ 839,120
% Change	-3.1%	-7.3%	-8.9%	0.0%	0.0%	-4.1%
Oyster Bay Regional Shoreline						
Budget 2016	\$ 243,300	\$ 9,400	\$ 14,110	\$ -	\$ -	\$ 266,810
Budget 2017	\$ 241,010	\$ 9,400	\$ 14,110	\$ -	\$ -	\$ 264,520
% Change	-0.9%	0.0%	0.0%	0.0%	0.0%	-0.9%
Point Isabel Regional Shoreline						
Budget 2016	\$ -	\$ 57,460	\$ 46,570	\$ -	\$ -	\$ 104,030
Budget 2017	\$ -	\$ 57,460	\$ 46,570	\$ -	\$ -	\$ 104,030
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Point Pinole Regional Shoreline						
Budget 2016	\$ 745,780	\$ 39,640	\$ 90,360	\$ -	\$ -	\$ 875,780
Budget 2017	\$ 798,330	\$ 108,140	\$ 91,620	\$ -	\$ -	\$ 998,090
% Change	7.0%	172.8%	1.4%	0.0%	0.0%	14.0%

**OPERATIONS DIVISION-  
PARK OPERATIONS**

**SHORELINE UNIT**

**Shoreline Unit Budget by Park Location, continued**

<b>Unit/Location</b>	<b>Personnel</b>		<b>Supplies</b>	<b>Services</b>	<b>Equipment</b>	<b>Inter-Agency</b>	<b>Total</b>
	<b>Services</b>						
<b>SHORELINE UNIT</b>							
San Pablo Bay Regional Shoreline							
Budget 2016	\$ -	\$ 330	\$ 4,500	\$ -	\$ -	\$ -	4,830
Budget 2017	\$ -	\$ 330	\$ 4,500	\$ -	\$ -	\$ -	4,830
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Shoreline Unit							
Budget 2016	\$ 4,457,200	\$ 241,460	\$ 628,390	\$ -	\$ 89,900	\$ -	5,416,950
Budget 2017	\$ 4,619,940	\$ 398,890	\$ 614,510	\$ 30,000	\$ 98,960	\$ -	5,762,300
% Change	3.7%	65.2%	-2.2%	0.0%	10.1%		6.4%

**INTERPRETIVE / RECREATION SERVICES DEPARTMENT**

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 8,824,096	\$ 7,532,449	\$ 8,251,990	\$ 8,507,510	3.1%
Supplies	477,508	427,811	495,180	510,040	3.0%
Services	1,080,372	851,571	1,184,830	1,256,080	6.0%
Intra-District Charges	43,500	4,820	20,000	24,000	20.0%
<b>Subtotal</b>	<b>\$ 10,425,476</b>	<b>\$ 8,824,385</b>	<b>\$ 10,068,000</b>	<b>\$ 10,372,030</b>	<b>3.0%</b>
<b>PROJECT BUDGET:</b>					
Personnel Services	\$ 225,732	\$ 187,745	\$ 279,670	\$ 240,650	-14.0%
Supplies	3,931	8,264	-	-	0.0%
Services	23,420	8,651	12,500	600,000	4700.0%
Capital Outlay/Equip	788,066	-	-	200,000	0.0%
<b>Subtotal</b>	<b>\$ 1,041,149</b>	<b>\$ 204,659</b>	<b>\$ 292,170</b>	<b>\$ 1,040,650</b>	<b>256.2%</b>
<b>Total Operating/Project</b>	<b>\$ 11,466,624</b>	<b>\$ 9,029,044</b>	<b>\$ 10,360,170</b>	<b>\$ 11,412,680</b>	<b>10.2%</b>
<b>UNITS:</b>					
Administration	\$ 636,881	\$ 9,029,044	\$ 799,560	\$ 989,360	23.7%
Southeast Region	7,447,215	-	4,989,680	5,857,810	17.4%
Northwest Region	3,382,529	-	4,570,930	4,565,510	-0.1%
<b>Total</b>	<b>\$ 11,466,624</b>	<b>\$ 9,029,044</b>	<b>\$ 10,360,170</b>	<b>\$ 11,412,680</b>	<b>10.2%</b>
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 10,421,490	\$ 8,822,385	\$ 9,981,000	\$ 10,365,030	3.8%
255 MLK Jr Program	3,986	2,000	7,000	7,000	0.0%
333 Capital	755,713	-	-	200,000	0.0%
336 OTA Projects	285,435	204,659	292,170	840,650	187.7%
554 Major Equip Replacement	-	-	80,000	-	-100.0%
<b>Total</b>	<b>\$ 11,466,624</b>	<b>\$ 9,029,044</b>	<b>\$ 10,360,170</b>	<b>\$ 11,412,680</b>	<b>10.2%</b>
<b>STAFFING:</b>					
Regular/Permanent	58.600	59.500	61.500	63.500	2.00
Seasonal/Temporary	18.779	18.721	19.521	20.171	0.650
<b>Total</b>	<b>77.379</b>	<b>78.221</b>	<b>81.021</b>	<b>83.671</b>	<b>2.650</b>

**OPERATIONS DIVISION-  
INTERPRETIVE & RECREATION SERVICES**

**ADMINISTRATION**

**INTERPRETIVE & RECREATION ADMIN SERVICES UNIT SERVICE DESCRIPTION**

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

**INTERPRETIVE & RECREATION ADMIN SERVICES UNIT BUDGET**

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 515,121	\$ 482,911	\$ 509,600	\$ 522,180	2.5%
Supplies	25,040	14,131	23,720	29,220	23.2%
Services	45,929	46,774	210,240	213,960	1.8%
Equipment	-	7,735	36,000	-	-100.0%
Intra-District Charges	43,500	4,820	20,000	24,000	20.0%
<b>Subtotal</b>	<b>\$ 629,591</b>	<b>\$ 556,371</b>	<b>\$ 799,560</b>	<b>\$ 789,360</b>	<b>-1.3%</b>
<b>PROJECT BUDGET:</b>					
Capital Outlay/Equip	7,290	-	-	200,000.00	0.0%
<b>Subtotal</b>	<b>\$ 7,290</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,000</b>	<b>0.0%</b>
<b>Total Operating/Project</b>	<b>\$ 636,881</b>	<b>\$ 556,371</b>	<b>\$ 799,560</b>	<b>\$ 989,360</b>	<b>23.7%</b>
<b>UNIT:</b>					
Administration	\$ 636,881	\$ 556,371	\$ 799,560	\$ 989,360	23.7%
<b>Total</b>	<b>\$ 636,881</b>	<b>\$ 556,371</b>	<b>\$ 799,560</b>	<b>\$ 989,360</b>	
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 625,605	\$ 554,371	\$ 792,560	\$ 782,360	-1.3%
255 MLK Jr Program	3,986	2,000	7,000	7,000	0.0%
333 Capital	7,290	-	-	200,000	0.0%
<b>Total</b>	<b>\$ 636,881</b>	<b>\$ 556,371</b>	<b>\$ 799,560</b>	<b>\$ 989,360</b>	<b>23.7%</b>
<b>STAFFING:</b>					
Regular/Permanent	3.75	3.00	3.00	3.00	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
<b>Total</b>	<b>3.75</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>-</b>

**OPERATIONS DIVISION-  
INTERPRETIVE & RECREATION SERVICES**

**SOUTHEAST UNIT**

**SOUTHEAST INTERPRETIVE & RECREATION SERVICES UNIT SERVICE DESCRIPTION**

The Southeast Interpretive and Recreation Services Unit provides a wide range of programs and strives to be a leader in science education; offering park and field experiences for nearly 25,000 students of all ages and training opportunities for teachers by collaborating with school districts and educational organizations. Staff collects feedback from participants and incorporates new industry standards to maintain a rating of “highly satisfied” for interpretive and recreation programs as well as applies evaluation and assessment results towards program development. Docent coordinators enhance the Docent program to expand individual docent knowledge of over 100 docents, as well as enrich the visitor’s experience, and connect residents to new park experiences. The Unit also serves the needs of special populations and low-income residents as well as offering a variety of revenue generating programs and market-driven outdoor recreation for the general public.

**SOUTHEAST INTERPRETIVE & RECREATION SERVICES BUDGET**

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 5,727,406	\$ 3,628,090	\$ 3,968,320	\$ 4,164,680	4.9%
Supplies	308,841	206,452	224,450	254,660	13.5%
Services	543,121	603,687	716,910	764,070	6.6%
Equipment	-	-	80,000	74,400	-7.0%
<b>Subtotal</b>	<b>\$ 6,579,368</b>	<b>\$ 4,438,229</b>	<b>\$ 4,989,680</b>	<b>\$ 5,257,810</b>	<b>5.4%</b>
<b>PROJECT BUDGET:</b>					
Personnel Services	\$ 119,141	\$ 9,311	\$ -	\$ -	0.0%
Supplies	283	64	-	-	0.0%
Services	-	-	-	600,000	0.0%
Capital Outlay/Equip	748,423	-	-	-	0.0%
<b>Subtotal</b>	<b>\$ 867,847</b>	<b>\$ 9,375</b>	<b>\$ -</b>	<b>\$ 600,000</b>	<b>0.0%</b>
<b>Total Operating/Project</b>	<b>\$ 7,447,215</b>	<b>\$ 4,447,604</b>	<b>\$ 4,989,680</b>	<b>\$ 5,857,810</b>	<b>17.4%</b>
<b>DEPARTMENTS:</b>					
Southeast Region	\$ 7,447,215	\$ 4,447,604	\$ 4,989,680	\$ 5,857,810	17.4%
<b>Total</b>	<b>\$ 7,447,215</b>	<b>\$ 4,447,604</b>	<b>\$ 4,989,680</b>	<b>\$ 5,857,810</b>	<b>17.4%</b>
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 6,579,368	\$ 4,438,229	\$ 4,909,680	\$ 5,257,810	7.1%
333 Capital	748,423	-	-	-	0.0%
336 OTA Projects	119,424	9,375	-	600,000	0.0%
554 Major Equip Replacement	-	-	80,000	-	-100.0%
<b>Total</b>	<b>\$ 7,447,215</b>	<b>\$ 4,447,604</b>	<b>\$ 4,989,680</b>	<b>\$ 5,857,810</b>	<b>17.4%</b>
<b>STAFFING:</b>					
Regular/Permanent	23.75	30.00	30.25	31.75	1.50
Seasonal/Temporary	12.413	7.413	7.163	8.163	1.000
<b>Total</b>	<b>36.163</b>	<b>37.413</b>	<b>37.413</b>	<b>39.913</b>	<b>2.500</b>

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

**I & R Southeast Unit Budget by Location**

**OPERATIONS DIVISION-  
INTERPRETIVE & RECREATION SERVICES**

**SOUTHEAST UNIT**

Unit/Location	Personnel Services	Supplies	Services	Equipment	Inter-Agency	Total
<b>INTERPRETIVE &amp; RECREATION SERVICES DEPARTMENT</b>						
<b>SOUTHEAST UNIT</b>						
Administrative						
Budget 2016	\$ 278,480	\$ 12,850	\$ 33,480	\$ -	\$ -	\$ 324,810
Budget 2017	\$ 281,280	\$ 12,850	\$ 633,480	\$ -	\$ -	\$ 927,610
% Change	1.0%	0.0%	1792.1%	0.0%	0.0%	185.6%
Ardenwood Historic Farm Regional Preserve						
Budget 2016	\$ 1,527,490	\$ 79,990	\$ 394,590	\$ 80,000	\$ -	\$ 2,082,070
Budget 2017	\$ 1,551,300	\$ 86,000	\$ 376,180	\$ -	\$ -	\$ 2,013,480
% Change	1.6%	7.5%	-4.7%	-100.0%	0.0%	-3.3%
Big Break Visitor Center						
Budget 2016	\$ 596,790	\$ 31,650	\$ 51,150	\$ -	\$ -	\$ 679,590
Budget 2017	\$ 537,710	\$ 31,650	\$ 49,160	\$ -	\$ -	\$ 618,520
% Change	-9.9%	0.0%	-3.9%	0.0%	0.0%	-9.0%
Black Diamond Mines Interpretive Center						
Budget 2016	\$ 692,600	\$ 21,540	\$ 35,870	\$ -	\$ -	\$ 750,010
Budget 2017	\$ 709,350	\$ 21,540	\$ 31,340	\$ -	\$ -	\$ 762,230
% Change	2.4%	0.0%	-12.6%	0.0%	0.0%	1.6%
Sunol Interpretive Center						
Budget 2016	\$ 523,850	\$ 18,370	\$ 16,790	\$ -	\$ -	\$ 559,010
Budget 2017	\$ 670,210	\$ 44,370	\$ 24,580	\$ 45,500	\$ -	\$ 784,660
% Change	27.9%	141.5%	46.4%	0.0%	0.0%	40.4%
Community/Volunteer Program						
Budget 2016	\$ 140,560	\$ 47,940	\$ 13,950	\$ -	\$ -	\$ 202,450
Budget 2017	\$ 187,740	\$ 49,440	\$ 16,950	\$ 28,900	\$ -	\$ 283,030
% Change	33.6%	3.1%	21.5%	0.0%	0.0%	39.8%
Park Express						
Budget 2016	\$ 208,550	\$ 12,110	\$ 171,080	\$ -	\$ -	\$ 391,740
Budget 2017	\$ 227,090	\$ 8,810	\$ 232,380	\$ -	\$ -	\$ 468,280
% Change	8.9%	-27.3%	35.8%	0.0%	0.0%	19.5%
Total Southeast Unit						
Budget 2016	\$ 3,968,320	\$ 224,450	\$ 716,910	\$ 80,000	\$ -	\$ 4,989,680
Budget 2017	\$ 4,164,680	\$ 254,660	\$ 1,364,070	\$ 74,400	\$ -	\$ 5,857,810
% Change	4.9%	13.5%	90.3%	-7.0%	0.0%	17.4%

**OPERATIONS DIVISION-  
INTERPRETIVE & RECREATION SERVICES**

**NORTHWEST UNIT**

**NORTHWEST INTERPRETIVE & RECREATION SERVICES UNIT SERVICE DESCRIPTION**

The Northwest Interpretive and Recreation Services Unit provides a wide range of programs and strives to be a leader in science education; offering park and field experiences for over 36,000 students of all ages and training opportunities for teachers by collaborating with school districts and educational organizations. Staff collects feedback from participants and incorporates new industry standards to maintain a rating of “highly satisfied” for interpretive and recreation programs as well as applies evaluation and assessment results towards program development. Docent coordinators enhance the Docent program to expand individual docent knowledge of over 100 docents, as well as enrich the visitor’s experience, and connect residents to new park experiences. The Unit also serves the needs of special populations and low-income residents as well as offering a variety of revenue generating programs and market-driven outdoor recreation for the general public.

**NORTHWEST INTERPRETIVE & RECREATION SERVICES UNIT BUDGET**

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 2,581,569	\$ 3,421,448	\$ 3,774,070	\$ 3,820,650	1.2%
Supplies	143,627	207,228	247,010	226,160	-8.4%
Services	491,321	201,110	257,680	278,050	7.9%
<b>Subtotal</b>	<b>\$ 3,216,517</b>	<b>\$ 3,829,785</b>	<b>\$ 4,278,760</b>	<b>\$ 4,324,860</b>	1.1%
<b>PROJECT BUDGET:</b>					
Personnel Services	\$ 106,591	\$ 178,434	\$ 279,670	\$ 240,650	-14.0%
Supplies	3,648	8,199	-	-	0.0%
Services	23,420	8,651	12,500	-	-100.0%
Capital Outlay/Equip	32,353	-	-	-	0.0%
<b>Subtotal</b>	<b>\$ 166,011</b>	<b>\$ 195,284</b>	<b>\$ 292,170</b>	<b>\$ 240,650</b>	-17.6%
<b>Total Operating/Project</b>	<b>\$ 3,382,529</b>	<b>\$ 4,025,069</b>	<b>\$ 4,570,930</b>	<b>\$ 4,565,510</b>	-0.1%
<b>DEPARTMENTS:</b>					
Northwest Region	\$ 3,382,529	\$ 4,025,069	\$ 4,570,930	\$ 4,565,510	-0.1%
<b>Total</b>	<b>\$ 3,382,529</b>	<b>\$ 4,025,069</b>	<b>\$ 4,570,930</b>	<b>\$ 4,565,510</b>	
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 3,216,517	\$ 3,829,785	\$ 4,278,760	\$ 4,324,860	1.1%
336 OTA Projects	166,011	195,284	292,170	240,650	-17.6%
<b>Total</b>	<b>\$ 3,382,529</b>	<b>\$ 4,025,069</b>	<b>\$ 4,570,930</b>	<b>\$ 4,565,510</b>	-0.1%
<b>STAFFING:</b>					
Regular/Permanent	31.10	26.50	28.25	28.75	0.50
Seasonal/Temporary	6.3663	11.3083	12.3583	12.0083	(0.35)
<b>Total</b>	<b>37.466</b>	<b>37.808</b>	<b>40.608</b>	<b>40.758</b>	0.15

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



**OPERATIONS DIVISION-  
INTERPRETIVE & RECREATION SERVICES**

**NORTHWEST UNIT**

**Northwest I & R Unit Budget by Unit/Park Location**

Unit/Location	Personnel Services	Supplies	Services	Equipment	Inter-Agency	Total
<b>INTERPRETIVE &amp; RECREATION SERVICES DEPARTMENT</b>						
<b>NORTHWEST UNIT</b>						
Administrative						
Budget 2016	\$ 180,300	\$ 26,290	\$ 4,310	\$ -	\$ -	\$ 210,900
Budget 2017	\$ 180,620	\$ 12,590	\$ 39,310	\$ 0.0%	\$ -	\$ 232,520
% Change	0.2%	-52.1%	812.1%		0.0%	10.3%
Outdoor Recreation						
Budget 2016	\$ 841,370	\$ 45,750	\$ 138,950	\$ -	\$ -	\$ 1,026,070
Budget 2017	\$ 825,590	\$ 40,070	\$ 123,340	\$ -	\$ -	\$ 989,000
% Change	-1.9%	-12.4%	-11.2%	0.0%	0.0%	-3.6%
Tilden Nature Area Center						
Budget 2016	\$ 1,284,660	\$ 78,200	\$ 45,680	\$ -	\$ -	\$ 1,408,540
Budget 2017	\$ 1,263,930	\$ 77,100	\$ 37,620	\$ -	\$ -	\$ 1,378,650
% Change	-1.6%	-1.4%	-17.6%	0.0%	0.0%	-2.1%
Crab Cove Interpretive Center						
Budget 2016	\$ 677,750	\$ 37,930	\$ 34,910	\$ -	\$ -	\$ 750,590
Budget 2017	\$ 670,740	\$ 38,430	\$ 31,260	\$ -	\$ -	\$ 740,430
% Change	-1.0%	1.3%	-10.5%	0.0%	0.0%	-1.4%
Coyote Hills Interpretive Center						
Budget 2016	\$ 657,500	\$ 35,650	\$ 37,630	\$ -	\$ -	\$ 730,780
Budget 2017	\$ 659,240	\$ 35,130	\$ 36,570	\$ -	\$ -	\$ 730,940
% Change	0.3%	-1.5%	-2.8%	0.0%	0.0%	0.0%
Mobile Education Program						
Budget 2016	\$ 412,210	\$ 23,190	\$ 8,700	\$ -	\$ -	\$ 444,050
Budget 2017	\$ 461,180	\$ 22,840	\$ 9,950	\$ -	\$ -	\$ 493,970
% Change	11.9%	-1.5%	14.4%	0.0%	0.0%	11.2%
Total Northwest Unit						
Budget 2016	\$ 4,053,790	\$ 247,010	\$ 270,180	\$ -	\$ -	\$ 4,570,980
Budget 2017	\$ 4,061,300	\$ 226,160	\$ 278,050	\$ -	\$ -	\$ 4,565,510
% Change	0.2%	-8.4%	2.9%	0.0%	0.0%	-0.1%

**BUSINESS SERVICES UNIT SERVICE DESCRIPTION & BUDGET**

The Business Services 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. The Unit also manages the reservable facilities, which include the Brazil Room, Fern Cottage, Martin Luther King Jr. Shoreline Center, Temescal Beach House and Camp Arroyo. In addition, provides customer service for camping, picnic, special event and facility reservations and program registration through the District's online registration system and reservations staff.

	<b>2014 ACTUAL</b>	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>2017 BUDGET</b>	<b>Change</b>
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ -	\$ 2,119,871	\$ 2,287,740	\$ 2,302,560	0.6%
Supplies	-	50,346	67,030	67,030	0.0%
Services	-	270,318	373,790	371,490	-0.6%
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ 2,440,535</b>	<b>\$ 2,728,560</b>	<b>\$ 2,741,080</b>	<b>0.5%</b>
<b>PROJECT BUDGET:</b>					
Supplies	\$ -	\$ 8,208	\$ -	\$ -	0.0%
Services	-	22,068	-	-	0.0%
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ 30,276</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>
<b>Total Operating/Project</b>	<b>\$ -</b>	<b>\$ 2,470,811</b>	<b>\$ 2,728,560</b>	<b>\$ 2,741,080</b>	<b>0.5%</b>
<b>UNIT:</b>					
Business Services	\$ -	\$ 2,470,811	\$ 2,728,560	\$ 2,741,080	0.5%
<b>Total</b>	<b>\$ -</b>	<b>\$ 2,470,811</b>	<b>\$ 2,728,560</b>	<b>\$ 2,741,080</b>	<b>0.5%</b>
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ -	\$ 2,440,535	\$ 2,728,560	\$ 2,741,080	0.5%
336 OTA Projects	-	30,276	-	-	0.0%
<b>Total</b>	<b>\$ -</b>	<b>\$ 2,470,811</b>	<b>\$ 2,728,560</b>	<b>\$ 2,741,080</b>	<b>0.5%</b>
<b>STAFFING:</b>					
Regular/Permanent	0.00	17.25	18.25	19.00	0.75
Seasonal/Temporary	0.00	0.40	0.40	0.40	-
<b>Total</b>	<b>0.00</b>	<b>17.65</b>	<b>18.65</b>	<b>19.40</b>	<b>0.75</b>

The Business Services Unit was created in 2015. Previously, the departments in this unit were part of Operations Administration and Interpretation & Recreation.

**Business Services Unit Budget by Unit/Location**

Unit/Location	Personnel						Total
	Services	Supplies	Services	Equipment	Inter-Agency		
<b>BUSINESS SERVICES DEPARTMENT</b>							
Administrative							
Budget 2016	\$ 466,580	\$ 23,330	\$ 99,780	\$ -	\$ -	\$ -	\$ 589,690
Budget 2017	\$ 472,640	\$ 23,330	\$ 99,780	\$ -	\$ -	\$ -	\$ 595,750
% Change	1.3%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
Reservations							
Budget 2016	\$ 869,990	\$ 1,120	\$ 160,030	\$ -	\$ -	\$ -	\$ 1,031,140
Budget 2017	\$ 909,060	\$ 1,120	\$ 160,030	\$ -	\$ -	\$ -	\$ 1,070,210
% Change	4.5%	0.0%	0.0%	0.0%	0.0%	0.0%	3.8%
Recreation Facilities							
Budget 2016	\$ 951,170	\$ 42,580	\$ 113,980	\$ -	\$ -	\$ -	\$ 1,107,730
Budget 2017	\$ 920,860	\$ 42,580	\$ 111,680	\$ -	\$ -	\$ -	\$ 1,075,120
% Change	-3.2%	0.0%	-2.0%	0.0%	0.0%	0.0%	-2.9%
Total Business Services Department							
Budget 2016	\$ 2,287,740	\$ 67,030	\$ 373,790	\$ -	\$ -	\$ -	\$ 2,728,560
Budget 2017	\$ 2,302,560	\$ 67,030	\$ 371,490	\$ -	\$ -	\$ -	\$ 2,741,080
% Change	0.6%	0.0%	-0.6%	0.0%	0.0%	0.0%	0.5%

**MAINTENANCE & SKILLED TRADE DEPARTMENT**

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 8,653,555	\$ 8,720,848	\$ 9,742,190	\$ 9,916,770	1.8%
Supplies	3,379,297	\$ 2,493,100	3,205,140	3,775,090	17.8%
Services	1,179,364	\$ 1,357,412	1,437,970	1,871,970	30.2%
Equipment	1,101,499	\$ 766,028	780,660	462,010	-40.8%
Intra-District Charges	276,500	\$ 165,450	289,430	305,100	5.4%
<b>Subtotal</b>	<b>\$ 14,590,215</b>	<b>\$ 13,502,838</b>	<b>\$ 15,455,390</b>	<b>\$ 16,330,940</b>	<b>5.7%</b>
<b>PROJECT BUDGET:</b>					
Personnel Services	\$ 280,040	\$ 384,468	\$ 714,990	\$ 589,890	-17.5%
Supplies	370,935	210,194	10,000	29,900	199.0%
Services	1,259,541	1,596,414	2,223,450	1,322,700	-40.5%
Capital Outlay/Equip	491,897	986,976	247,240	-	-100.0%
<b>Subtotal</b>	<b>\$ 2,402,412</b>	<b>\$ 3,178,053</b>	<b>\$ 3,195,680</b>	<b>\$ 1,942,490</b>	<b>-39.2%</b>
<b>Total Operating/Project</b>	<b>\$ 16,992,627</b>	<b>\$ 16,680,891</b>	<b>\$ 18,651,070</b>	<b>\$ 18,273,430</b>	<b>-2.0%</b>
<b>UNITS:</b>					
Administration	\$ 1,516,138	\$ 1,709,106	\$ 2,274,380	\$ 1,720,900	-24.3%
Fleet Management	6,252,305	5,135,809	5,563,870	6,212,970	11.7%
Public Works	9,224,185	9,835,976	10,812,820	10,339,560	-4.4%
<b>Total</b>	<b>\$ 16,992,627</b>	<b>\$ 16,680,891</b>	<b>\$ 18,651,070</b>	<b>\$ 18,273,430</b>	<b>-2.0%</b>
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 14,224,643	\$ 13,142,436	\$ 14,538,200	\$ 14,572,040	0.2%
220 Two County LLD	365,572	360,403	579,190	723,480	24.9%
333 Capital	493,400	1,101,662	215,900	10,880	-95.0%
336 OTA Projects	1,909,013	2,076,391	2,979,780	1,931,610	-35.2%
553 Major Infrastructure Reno/Rep	-	-	-	915,420	0.0%
554 Major Equip Replacement	-	-	338,000	120,000	-64.5%
<b>Total</b>	<b>\$ 16,992,627</b>	<b>\$ 16,680,891</b>	<b>\$ 18,651,070</b>	<b>\$ 18,273,430</b>	<b>-2.0%</b>
<b>STAFFING:</b>					
Regular/Permanent	72.37	74.15	75.995	77.143	1.147
Seasonal/Temporary	1.00	1.00	1.00	1.00	0.00
<b>Total</b>	<b>73.370</b>	<b>75.145</b>	<b>76.995</b>	<b>78.143</b>	<b>1.147</b>

**OPERATIONS DIVISION-  
MAINTENANCE & SKILLED TRADES**

**ADMINISTRATION**

**MAST ADMINISTRATION UNIT SERVICE DESCRIPTION & BUDGET**

The Unit 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.

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 645,882	\$ 724,115	\$ 725,400	\$ 867,450	19.6%
Supplies	20,916	13,742	87,720	62,920	-28.3%
Services	373,782	396,010	479,650	779,650	62.5%
<b>Subtotal</b>	<b>\$ 1,040,580</b>	<b>\$ 1,133,867</b>	<b>\$ 1,292,770</b>	<b>\$ 1,710,020</b>	<b>32.3%</b>
<b>PROJECT BUDGET:</b>					
Personnel Services	\$ 1,569	\$ -	\$ 140,310	\$ 10,880	-92.2%
Supplies	-	12,997	-	-	0.0%
Services	189,169	62,685	600,000	-	-100.0%
Capital Outlay/Equip	284,820	499,557	241,300	-	-100.0%
<b>Subtotal</b>	<b>\$ 475,558</b>	<b>\$ 575,239</b>	<b>\$ 981,610</b>	<b>\$ 10,880</b>	<b>-98.9%</b>
<b>Total Operating/Project</b>	<b>\$ 1,516,138</b>	<b>\$ 1,709,106</b>	<b>\$ 2,274,380</b>	<b>\$ 1,720,900</b>	<b>-24.3%</b>
<b>UNIT:</b>					
Administration	\$ 1,516,138	\$ 1,709,106	\$ 2,274,380	\$ 1,720,900	-24.3%
<b>Total</b>	<b>\$ 1,516,138</b>	<b>\$ 1,709,106</b>	<b>\$ 2,274,380</b>	<b>\$ 1,720,900</b>	
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 1,040,580	\$ 1,133,867	\$ 1,292,770	\$ 1,022,840	-20.9%
333 Capital	284,820	499,557	209,960	10,880	-94.8%
336 OTA Projects	190,738	75,682	771,650	-	-100.0%
553 Major Infrastructure Reno/Rt	-	-	-	687,180	0.0%
<b>Total</b>	<b>\$ 1,516,138</b>	<b>\$ 1,709,106</b>	<b>\$ 2,274,380</b>	<b>\$ 1,720,900</b>	<b>-24.3%</b>
<b>STAFFING:</b>					
Regular/Permanent	5.00	5.00	6.00	6.00	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
<b>Total</b>	<b>5.00</b>	<b>5.00</b>	<b>6.00</b>	<b>6.00</b>	<b>-</b>

**OPERATIONS DIVISION-  
MAINTENANCE & SKILLED TRADES**

**ADMINISTRATION**

**Maintenance & Skilled Trades Budget By Unit/Location**

Unit/Location	Personnel						Total
	Services	Supplies	Services	Equipment	Inter-Agency		
<b>MAINTENANCE &amp; SKILLED TRADES DEPARTMENT</b>							
Administrative							
Budget 2016	\$ 865,710	\$ 32,590	\$ 581,510	\$ 241,300	\$ -	\$ -	\$ 1,721,110
Budget 2017	\$ 878,330	\$ 7,790	\$ 331,510	\$ -	\$ -	\$ -	\$ 1,217,630
% Change	1.5%	-76.1%	-43.0%	-100.0%	0.0%	0.0%	-29.3%
Major Maintenance							
Budget 2016	\$ -	\$ 55,130	\$ 498,140	\$ -	\$ -	\$ -	\$ 553,270
Budget 2017	\$ -	\$ 55,130	\$ 448,140	\$ -	\$ -	\$ -	\$ 503,270
% Change	0.0%	0.0%	-10.0%	0.0%	0.0%	0.0%	-9.0%
Total Maintenance & Skilled Trades Administration							
Budget 2016	\$ 865,710	\$ 87,720	\$ 1,079,650	\$ 241,300	\$ -	\$ -	\$ 2,274,380
Budget 2017	\$ 878,330	\$ 62,920	\$ 779,650	\$ -	\$ -	\$ -	\$ 1,720,900
% Change	1%	-28%	-28%	-100%	0%	0%	-24%

**OPERATIONS DIVISION-  
MAINTENANCE & SKILLED TRADES**

**FLEET MANAGEMENT**

**FLEET MANAGEMENT UNIT SERVICE DESCRIPTION & BUDGET**

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

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

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 2,291,713	\$ 2,332,980	\$ 2,453,070	\$ 2,561,950	4.4%
Supplies	2,617,380	1,801,965	2,304,710	2,899,660	25.8%
Services	321,427	369,837	329,880	343,880	4.2%
Equipment	1,005,975	621,028	402,010	342,010	-14.9%
Intra-District Charges	10,000	10,000	74,200	22,870	-69.2%
<b>Subtotal</b>	<b>\$ 6,246,495</b>	<b>\$ 5,135,809</b>	<b>\$ 5,563,870</b>	<b>\$ 6,170,370</b>	10.9%
<b>PROJECT BUDGET:</b>					
Supplies	\$ -	\$ -	\$ -	\$ 29,900	0.0%
Services	-	-	-	12,700	0.0%
Capital Outlay/Equip	5,810	-	-	-	0.0%
<b>Subtotal</b>	<b>\$ 5,810</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 42,600</b>	0.0%
<b>Total Operating/Project</b>	<b>\$ 6,252,305</b>	<b>\$ 5,135,809</b>	<b>\$ 5,563,870</b>	<b>\$ 6,212,970</b>	11.7%
<b>DEPARTMENTS:</b>					
Fleet Management	\$ 6,252,305	\$ 5,135,809	\$ 5,563,870	\$ 6,212,970	11.7%
<b>Total</b>	<b>\$ 6,252,305</b>	<b>\$ 5,135,809</b>	<b>\$ 5,563,870</b>	<b>\$ 6,212,970</b>	
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 6,246,495	\$ 5,135,809	\$ 5,563,870	\$ 6,170,370	10.9%
333 Capital	5,810	-	-	-	0.0%
336 OTA Projects	-	-	-	42,600	0.0%
<b>Total</b>	<b>\$ 6,252,305</b>	<b>\$ 5,135,809</b>	<b>\$ 5,563,870</b>	<b>\$ 6,212,970</b>	11.7%
<b>STAFFING:</b>					
Regular/Permanent	17.00	17.00	17.00	18.00	1.00
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
<b>Total</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>	<b>18.00</b>	1.00

**OPERATIONS DIVISION-  
MAINTENANCE & SKILLED TRADES**

**FLEET MANAGEMENT**

**Fleet Management Budget by Unit/Location**

Unit/Location	Personnel					Inter-Agency	Total
	Services	Supplies	Services	Equipment			
<b>MAINTENANCE &amp; SKILLED TRADES DEPARTMENT</b>							
Fleet Management Administration							
Budget 2016	\$ 304,940	\$ 5,810	\$ 51,390	\$ -	\$ 64,200	\$ 426,340	
Budget 2017	\$ 428,890	\$ 185,710	\$ 64,090	\$ -	\$ 8,870	\$ 687,560	
% Change	40.6%	3096.4%	24.7%	0.0%	-86.2%	61.3%	
Equipment Maintenance							
Budget 2016	\$ 2,148,130	\$ 1,757,720	\$ 278,490	\$ 60,000	\$ 10,000	\$ 4,254,340	
Budget 2017	\$ 2,133,060	\$ 1,853,220	\$ 292,490	\$ -	\$ 14,000	\$ 4,292,770	
% Change	-0.7%	5.4%	5.0%	-100.0%	40.0%	0.9%	
New/Replacement Vehicles							
Budget 2016	\$ -	\$ 541,180	\$ -	\$ 342,010	\$ -	\$ 883,190	
Budget 2017	\$ -	\$ 890,630	\$ -	\$ 342,010	\$ -	\$ 1,232,640	
% Change	0.0%	64.6%	0.0%	0.0%	0.0%	39.6%	
Total Fleet Management Unit							
Budget 2016	\$ 2,453,070	\$ 2,304,710	\$ 329,880	\$ 402,010	\$ 74,200	\$ 5,563,870	
Budget 2017	\$ 2,561,950	\$ 2,929,560	\$ 356,580	\$ 342,010	\$ 22,870	\$ 6,212,970	
% Change	4%	27%	8%	-15%	-69%	12%	



# OPERATIONS DIVISION- MAINTENANCE & SKILLED TRADES

# PUBLIC WORKS

## PUBLIC WORKS UNIT SERVICE DESCRIPTION & BUDGET

The Unit crew repairs and maintains District buildings and utilities infrastructure. Unit staff respond to maintenance emergencies, performs preventive maintenance, and makes upgrades to systems and structures to meet building codes, expand public use opportunities, and improve access to parks in support of the District's mission. With Park Operations, staff upgrades or replaces restroom facilities to meet ADA standards and provide a higher service level for visitors. The Water Utilities Maintenance crew services and repairs District pumping systems, monitors wastewater pump operation and maintains all District pumps. They are also responsible for the operation of the Del Valle Water Treatment Plant. The Roads and Trails crew performs grading, paving, drainage and erosion control work. The Sanitation crew services and maintains chemical toilets, holding tanks, septic systems, and manages the District-wide Recycling Program. The Administrative staff oversees these activities; tracks data entry for work requests; maintains a database of all work completed; manages budgets; and addresses compliance and regulatory requirements. The Administrative staff is responsible for annual inspections of all District concession facilities and park security residences.

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 5,715,960	\$ 5,663,753	\$ 6,563,720	\$ 6,487,370	-1.2%
Supplies	741,001	677,393	812,710	812,510	0.0%
Services	484,155	591,566	628,440	748,440	19.1%
Equipment	95,524	145,000	378,650	120,000	-68.3%
Intra-District Charges	266,500	155,450	215,230	282,230	31.1%
<b>Subtotal</b>	<b>\$ 7,303,140</b>	<b>\$ 7,233,162</b>	<b>\$ 8,598,750</b>	<b>\$ 8,450,550</b>	<b>-1.7%</b>
<b>PROJECT BUDGET:</b>					
Personnel Services	\$ 278,471	\$ 384,468	\$ 574,680	\$ 579,010	0.8%
Supplies	370,935	197,197	10,000	-	-100.0%
Services	1,070,372	1,533,730	1,623,450	1,310,000	-19.3%
Capital Outlay/Equip	201,267	487,419	5,940	-	-100.0%
<b>Subtotal</b>	<b>\$ 1,921,045</b>	<b>\$ 2,602,814</b>	<b>\$ 2,214,070</b>	<b>\$ 1,889,010</b>	<b>-14.7%</b>
<b>Total Operating/Project</b>	<b>\$ 9,224,185</b>	<b>\$ 9,835,976</b>	<b>\$ 10,812,820</b>	<b>\$ 10,339,560</b>	<b>-4.4%</b>
<b>UNIT:</b>					
Public Works	\$ 9,224,185	\$ 9,835,976	\$ 10,812,820	\$ 10,339,560	-4.4%
<b>Total</b>	<b>\$ 9,224,185</b>	<b>\$ 9,835,976</b>	<b>\$ 10,812,820</b>	<b>\$ 10,339,560</b>	<b>-4.4%</b>
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 6,937,568	\$ 6,872,759	\$ 7,681,560	\$ 7,378,830	-3.9%
220 Two County LLD	365,572	360,403	579,190	723,480	24.9%
333 Capital	202,770	602,105	5,940	-	-100.0%
336 OTA Projects	1,718,274	2,000,709	2,208,130	1,889,010	-14.5%
553 Major Infrastructure Reno/Repl	-	-	-	228,240	0.0%
554 Major Equip Replacement	-	-	338,000	120,000	-64.5%
<b>Total</b>	<b>\$ 9,224,185</b>	<b>\$ 9,835,976</b>	<b>\$ 10,812,820</b>	<b>\$ 10,339,560</b>	<b>-4.4%</b>
<b>STAFFING:</b>					
Regular/Permanent	50.37	52.145	52.995	53.143	0.147
Seasonal/Temporary	1.00	1.00	1.00	1.00	-
<b>Total</b>	<b>51.370</b>	<b>53.145</b>	<b>53.995</b>	<b>54.143</b>	<b>0.147</b>

**OPERATIONS DIVISION-  
MAINTENANCE & SKILLED TRADES**

**PUBLIC WORKS**

**Public Works Unit Budget by Unit/Location**

Unit/Location	Personnel					Inter-Agency	Total
	Services	Supplies	Services	Equipment			
<b>Public Works Unit Administration</b>							
Budget 2016	\$ 569,900	\$ 25,900	\$ 1,614,740	\$ 5,940	\$ -	\$ -	\$ 2,216,480
Budget 2017	\$ 560,750	\$ 2,700	\$ 1,108,800	\$ -	\$ -	\$ -	\$ 1,672,250
% Change	-1.6%	-89.6%	-31.3%	-100.0%	0.0%	0.0%	-24.6%
<b>Public Works Water Utility</b>							
Budget 2016	\$ 423,270	\$ 213,190	\$ 32,700	\$ -	\$ -	\$ -	\$ 669,160
Budget 2017	\$ 550,820	\$ 233,190	\$ 242,700	\$ -	\$ -	\$ -	\$ 1,026,710
% Change	30.1%	9.4%	642.2%	0.0%	0.0%	0.0%	53.4%
<b>Residence Maintenance</b>							
Budget 2016	\$ -	\$ 50,720	\$ 78,560	\$ -	\$ -	\$ -	\$ 129,280
Budget 2017	\$ -	\$ 50,720	\$ 178,560	\$ -	\$ -	\$ -	\$ 229,280
% Change	0.0%	0.0%	127.3%	0.0%	0.0%	0.0%	77.4%
<b>Road &amp; Trails</b>							
Budget 2016	\$ 1,869,120	\$ 238,690	\$ 247,570	\$ 338,000	\$ 150,500	\$ -	\$ 2,843,880
Budget 2017	\$ 1,870,670	\$ 233,690	\$ 230,490	\$ 120,000	\$ 218,500	\$ -	\$ 2,673,350
% Change	0.1%	-2.1%	-6.9%	-64.5%	45.2%	0.0%	-6.0%
<b>Sanitation</b>							
Budget 2016	\$ 758,450	\$ 57,540	\$ 137,520	\$ -	\$ 29,500	\$ -	\$ 983,010
Budget 2017	\$ 770,240	\$ 55,540	\$ 157,520	\$ -	\$ 44,500	\$ -	\$ 1,027,800
% Change	1.6%	-3.5%	14.5%	0.0%	50.8%	0.0%	4.6%
<b>Trades</b>							
Budget 2016	\$ 3,517,660	\$ 236,670	\$ 140,800	\$ 40,650	\$ 35,230	\$ -	\$ 3,971,010
Budget 2017	\$ 3,313,900	\$ 236,670	\$ 140,370	\$ -	\$ 19,230	\$ -	\$ 3,710,170
% Change	-5.8%	0.0%	-0.3%	-100.0%	-45.4%	0.0%	-6.6%
<b>Total Public Works Unit</b>							
Budget 2016	\$ 7,138,400	\$ 822,710	\$ 2,251,890	\$ 384,590	\$ 215,230	\$ -	\$ 10,812,820
Budget 2017	\$ 7,066,380	\$ 812,510	\$ 2,058,440	\$ 120,000	\$ 282,230	\$ -	\$ 10,339,560
% Change	-1.0%	-1.2%	-8.6%	-68.8%	31.1%	0.0%	-4.4%

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**PUBLIC AFFAIRS DIVISION**

	<b>2014 ACTUAL</b>	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>2017 BUDGET</b>	<b>Change</b>
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 2,134,005	\$ 2,525,914	\$ 2,942,040	\$ 3,187,880	8.4%
Supplies	181,809	185,784	274,080	576,480	110.3%
Services	1,119,222	1,039,557	1,347,000	1,199,210	-11.0%
Intra-District Charges	44,625	59,500	64,550	61,500	-4.7%
<b>Subtotal</b>	<b>\$ 3,479,661</b>	<b>\$ 3,904,919</b>	<b>\$ 4,627,670</b>	<b>\$ 5,025,070</b>	<b>8.6%</b>
<b>PROJECT BUDGET:</b>					
Supplies	\$ 23,261	\$ -	\$ -	\$ -	0.0%
Capital Outlay/Equip	2,607	-	-	-	0.0%
<b>Subtotal</b>	<b>\$ 25,868</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>
<b>Total Operating/Project</b>	<b>\$ 3,505,530</b>	<b>\$ 3,904,919</b>	<b>\$ 4,627,670</b>	<b>\$ 5,025,070</b>	<b>8.6%</b>
<b>DEPARTMENTS:</b>					
Public Affairs	\$ 2,437,097	\$ 2,556,320	\$ 3,052,420	\$ 3,152,570	3.3%
Environmental Graphics	1,068,433	1,348,600	1,575,250	1,872,500	18.9%
<b>Total</b>	<b>\$ 3,505,530</b>	<b>\$ 3,904,919</b>	<b>\$ 4,627,670</b>	<b>\$ 5,025,070</b>	<b>8.6%</b>
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 3,479,661	\$ 3,900,534	\$ 4,627,670	\$ 5,025,070	8.6%
270 Measure WW Local Grant	-	4,385	-	-	0.0%
333 Capital	2,607	-	-	-	0.0%
336 OTA Projects	23,261	-	-	-	0.0%
<b>Total</b>	<b>\$ 3,505,530</b>	<b>\$ 3,904,919</b>	<b>\$ 4,627,670</b>	<b>\$ 5,025,070</b>	<b>8.6%</b>
<b>STAFFING:</b>					
Regular/Permanent	20.00	21.00	21.00	23.00	2.00
Seasonal/Temporary	0.00	0.50	0.00	0.00	-
<b>Total</b>	<b>20.00</b>	<b>21.50</b>	<b>21.00</b>	<b>23.00</b>	<b>2.00</b>

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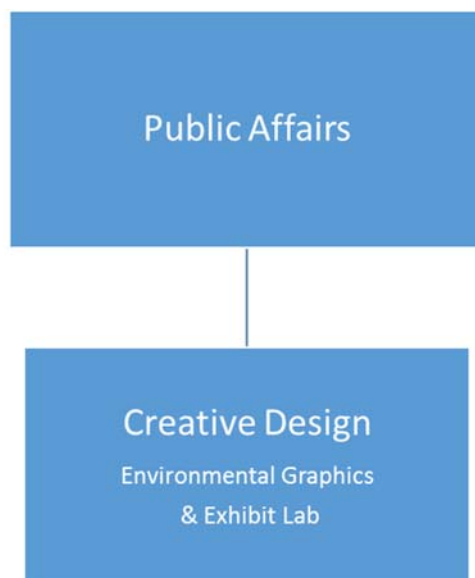
## **PUBLIC AFFAIRS DIVISION**

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### **PUBLIC AFFAIRS DIVISION**

The Public Affairs (PA) Division informs and educates the general public about the Park District's vision and core mission, critical issues, key initiatives, assets, projects, interests, and activities through comprehensive communications, media relations, public outreach, strategic partnerships, fundraising, and environmental and interpretive signage. Public Affairs Division provides administrative support to the Regional Parks Foundation, which is an independent 501(c) (3) not-for-profit organization that works in coordination with the District to raise funds and provide outreach programs.



### **PUBLIC AFFAIRS**

Public Affairs promotes the District's vision and key messages, recreational programs and educational outreach through multiple channels -- the District's website, social media, Regional in Nature Activity Guide, Compass Magazine, the Leaf e-newsletter, maps and information brochures. Public Affairs collaborates across divisions to produce events celebrating milestones such as park and trail opening and historic anniversaries, events promoting Healthy Parks Healthy People and Park Prescriptions, as well as the annual Trails Challenge to encourage self-guided explorations of parklands.





Public Affairs develops and sustains strategic partnerships with community leaders, health care providers, school administrators, agency leaders, elected officials and influential stakeholders. Public Affairs trains volunteer ambassadors to promote the District at events and archivists to preserve District's historical assets.

### **CREATIVE DESIGN: ENVIRONMENTAL GRAPHICS & EXHIBIT LAB**














Public Affairs preserves the District's brand integrity in all park and event signage, interpretive exhibits, panels and brochures. These communication tools effectively reach, inform, educate and engage the general public and stakeholders.

## PUBLIC AFFAIRS DIVISION




### Public Affairs Key Performance Indicators

Goal	Indicator:	Actual 2015	Target 2016	Actual 2016	Target 2017
	Number of exhibits made more accessible with audio and multilingual messages	2	8	8	12
	Number of "Park Prescription" partnerships implemented with community healthcare providers	1	4	11	14
	Number of park special events and festivals hosted by Park Ambassador volunteers	55	60	65	65
	Number of park interpretive panels updated	NA	NA	40	50

### Public Affairs Key Performance Objectives

Goal	Objective:	Completion:
	Formalize a Multicultural Advisory Committee (MAC) of community leaders to expand engagement with diverse communities	2017
	Partner with the Regional Parks Foundation to provide scholarships to allow 10,000 youth to attend park programs, including environmental camps	2017
	Implement youth web portal to provide information about Park District job opportunities for young people in underserved areas	2017
	Provide one media training for supervisors and managers and train 25 Park District staff to become social media web administrators	2017
	Train staff on use of new centralized archive database to streamline the cataloguing of District's historical artifacts, documents and photos	2017
	Develop informational material to educate the public on high-profile projects, including fuels management, Vargas access, and Mission Peak.	2017
	Increase park safety messaging in multiple languages via media and outreach	2017
	Create a signage plan to enhance consistency and improve educational communication with park users, and reduce "sign clutter"	2018
	Launch the new ebparks.org website, with enhanced architecture and functionality to improve user experience	2017
	Design the new Del Valle Visitor Center information panels to enhance visitor understanding of the park and its inhabitants	2017
	Conduct six multicultural park walks to promote health and wellness and social interactions	2017
	Design the Black Diamond Coal Mine Visitor Center information exhibits and panels to educate and highlight the coal mining industry	2017
	Create two new multilingual interpretive displays to enhance experience for visitors	2017

## PUBLIC AFFAIRS DIVISION

Goal	Objective:	Completion:
	Increase contributions from the Regional Parks Foundation to expand Interpretation & Recreation and Stewardship programming	2017
	Develop key messaging and communication tools to showcase the District's leadership in climate change adaptation and resiliency	2017
	Produce three videos with Park District leaders on adaptive management, resiliency and climate change	2017

### PUBLIC AFFAIRS SERVICE DESCRIPTION

Public Affairs creates and manages strategic communications and information dissemination to inform and engage internal staff, the public and key stakeholders through multiple channels such as the District website, social media, and publications, including, six issues of *Regional in Nature Activity Guide*, *Compass Magazine*, twelve issues of The Leaf E-Newsletter, maps and information brochures. Additionally, Public Affairs develops and sustains strategic partnerships with community leaders, elected officials and influential stakeholders to support and advocate for District key initiatives and projects. Public Affairs works with a team of 150 volunteer ambassadors to promote the District at events and 12 archivists to preserve District's historical artifacts and documents.

Public Affairs with District staff completed the following events in 2016:

- Vargas Plateau Opening Dedication
- Lake Chabot 50th Anniversary Commemoration
- Port Chicago Visitor Center Preview Event
- Groundbreaking for Solar Panel installation at Shadow Cliffs
- Celebration of Shared Legacy (NPS 100th Anniversary and EBRPD 80th Anniversary) and Restoration of Historic Relief Map at Tilden EEC
- Public Memorial Ceremony for Director Emeritus, Ted Radke
  
- Welcome Ceremony for Mayor of Jincheon, Korea and Delegation, second visit to the District
- Brazilian Building 75th Anniversary Commemoration
- Three "Concerts at the Cove" music series at Crab Cove
- Reception for outgoing Board members John Sutter and Doug Siden
- Six Healthy Parks Healthy People Multicultural Wellness Walks

Public Affairs with District staff are planning to host the following events in 2017:

- Dedication of Solar Panel Installation at Shadow Cliffs
- Dedication of Dotson Family Marsh Restoration
- Dedication of Dumbarton Quarry Campground
- Dedication of Del Valle Convenience Camp
- Dedication of Castleridge Staging Area at Pleasanton Ridge
- Dedication of Faria Access to Las Trampas
- Dedication of Oyster Bay Restoration
- Dedication of Atlas Bridge Staging Area at Point Pinole
- Commemoration of Golden Gate Audubon Society, 100th Anniversary at Tilden EEC
- Commemoration East Contra Costa County Habitat Conservancy Program 10th Anniversary
- Ceremony for Naval Conveyance at Concord Hills



# PUBLIC AFFAIRS DIVISION

## PUBLIC AFFAIRS BUDGET

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 1,406,117	\$ 1,610,568	\$ 1,835,090	\$ 2,075,130	13.1%
Supplies	66,434	57,653	64,260	68,760	7.0%
Services	919,920	828,599	1,088,520	947,180	-13.0%
Capital Outlay/Equip		-	-	-	0.0%
Intra-District Charges	44,625	59,500	64,550	61,500	-4.7%
<b>Subtotal</b>	<b>\$ 2,437,097</b>	<b>\$ 2,556,320</b>	<b>\$ 3,052,420</b>	<b>\$ 3,152,570</b>	<b>3.3%</b>
<b>PROJECT BUDGET:</b>					
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>
<b>Total Operating/Project</b>	<b>\$ 2,437,097</b>	<b>\$ 2,556,320</b>	<b>\$ 3,052,420</b>	<b>\$ 3,152,570</b>	<b>3.3%</b>
<b>DEPARTMENTS:</b>					
Public Affairs	\$ 2,437,097	\$ 2,556,320	\$ 3,052,420	\$ 3,152,570	3.3%
<b>Total</b>	<b>\$ 2,437,097</b>	<b>\$ 2,556,320</b>	<b>\$ 3,052,420</b>	<b>\$ 3,152,570</b>	<b>3.3%</b>
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 2,437,097	\$ 2,556,320	\$ 3,052,420	\$ 3,152,570	3.3%
<b>Total</b>	<b>\$ 2,437,097</b>	<b>\$ 2,556,320</b>	<b>\$ 3,052,420</b>	<b>\$ 3,152,570</b>	<b>3.3%</b>
<b>STAFFING:</b>					
Regular/Permanent	13.00	12.50	13.00	15.00	2.00
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
<b>Total</b>	<b>13.00</b>	<b>12.50</b>	<b>13.00</b>	<b>15.00</b>	<b>2.00</b>

**CREATIVE DESIGN UNIT: ENVIRONMENTAL GRAPHICS & EXHIBIT LAB SERVICE  
DESCRIPTION & BUDGET**

The Creative Design Unit creates all of District’s park and event signage, interpretive exhibits, panels and brochures to support District mission and preserve its brand integrity. These communication assets integrate multilingual text, graphics, audio, video, interactive technology and models to teach and interpret natural, historical and cultural resources in parklands. The goal is to enhance visitor experience that involves all of the senses, to spark interest and to inspire further exploration.

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 727,888	\$ 879,848	\$ 1,106,950	\$ 1,112,750	0.5%
Supplies	115,375	103,682	209,820	507,720	142.0%
Services	199,302	195,683	258,480	252,030	-2.5%
<b>Subtotal</b>	<b>\$ 1,042,564</b>	<b>\$ 1,179,213</b>	<b>\$ 1,575,250</b>	<b>\$ 1,872,500</b>	<b>18.9%</b>
<b>PROJECT BUDGET:</b>					
Supplies	\$ 23,261	\$ -	\$ -	\$ -	0.0%
Capital Outlay/Equip	2,607	-	-	-	0.0%
<b>Subtotal</b>	<b>\$ 25,868</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>
<b>Total Operating/Project</b>	<b>\$ 1,068,433</b>	<b>\$ 1,179,213</b>	<b>\$ 1,575,250</b>	<b>\$ 1,872,500</b>	<b>18.9%</b>
<b>DEPARTMENTS:</b>					
Environmental Graphics	\$ 1,068,433	\$ 1,179,213	\$ 1,575,250	\$ 1,872,500	18.9%
<b>Total</b>	<b>\$ 1,068,433</b>	<b>\$ 1,179,213</b>	<b>\$ 1,575,250</b>	<b>\$ 1,872,500</b>	<b>18.9%</b>
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 1,042,564	\$ 1,174,828	\$ 1,575,250	\$ 1,872,500	18.9%
270 Measure WW Local Grant		4,385	-	-	0.0%
333 Capital	2,607	-	-	-	0.0%
336 OTA Projects	23,261	-	-	-	0.0%
<b>Total</b>	<b>\$ 1,068,433</b>	<b>\$ 1,179,213</b>	<b>\$ 1,575,250</b>	<b>\$ 1,872,500</b>	<b>18.9%</b>
<b>STAFFING:</b>					
Regular/Permanent	7.00	8.50	8.00	8.00	-
Seasonal/Temporary	0.00	0.50	0.00	0.00	-
<b>Total</b>	<b>7.00</b>	<b>9.00</b>	<b>8.00</b>	<b>8.00</b>	<b>-</b>

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**PUBLIC SAFETY DIVISION**

	<b>2014 ACTUAL</b>	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>2017 BUDGET</b>	<b>Change</b>
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 18,446,013	\$ 19,714,373	\$ 22,074,610	\$ 23,235,180	5.3%
Supplies	968,247	1,022,294	971,280	1,168,090	20.3%
Services	1,408,477	1,615,375	1,772,550	1,949,770	10.0%
Grants/Inter-agency Agreements	25,041	22,069	32,000	32,000	0.0%
Equipment	611,725	16,185	491,750	873,860	77.7%
Intra-District Charges	1,466,210	1,728,360	1,713,920	1,867,290	8.9%
<b>Subtotal</b>	<b>\$ 22,925,713</b>	<b>\$ 24,118,656</b>	<b>\$ 27,056,110</b>	<b>\$ 29,126,190</b>	<b>7.7%</b>
<b>PROJECT BUDGET:</b>					
Personnel Services	\$ 827,590	\$ 786,640	\$ 1,118,290	\$ 1,128,670	0.9%
Supplies	30,128	14,758	-	-	0.0%
Services	610,009	434,598	744,980	40,670	-94.5%
Capital Outlay/Equip	-	1,111	-	-	0.0%
<b>Subtotal</b>	<b>\$ 1,467,727</b>	<b>\$ 1,237,108</b>	<b>\$ 1,863,270</b>	<b>\$ 1,169,340</b>	<b>-37.2%</b>
<b>Total Operating/Project</b>	<b>\$ 24,393,440</b>	<b>\$ 25,355,764</b>	<b>\$ 28,919,380</b>	<b>\$ 30,295,530</b>	<b>4.8%</b>
<b>DEPARTMENTS:</b>					
Administration	\$ 6,631,537	\$ 6,756,654	\$ 7,121,690	\$ 8,169,720	14.7%
Aquatics	2,086,302	4,350,368	2,292,980	2,350,390	2.5%
Fire	4,792,693	2,196,475	5,003,900	4,763,010	-4.8%
Police	10,882,907	12,052,267	14,500,810	15,012,410	3.5%
<b>Total</b>	<b>\$ 24,393,440</b>	<b>\$ 25,355,764</b>	<b>\$ 28,919,380</b>	<b>\$ 30,295,530</b>	<b>4.8%</b>
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 22,925,713	\$ 24,103,977	\$ 26,736,110	\$ 28,566,190	6.8%
260 Asset Forfeiture Distribution	-	14,679	-	-	0.0%
333 Capital	-	1,111	-	-	0.0%
336 OTA Projects	1,467,727	1,235,996	1,863,270	1,169,340	-37.2%
554 Major Equip Replacement	-	-	320,000	560,000	75.0%
<b>Total</b>	<b>\$ 24,393,440</b>	<b>\$ 25,355,764</b>	<b>\$ 28,919,380</b>	<b>\$ 30,295,530</b>	<b>4.8%</b>
<b>STAFFING:</b>					
Regular/Permanent	107.57	115.41	118.920	122.920	4.000
Seasonal/Temporary	35.17	34.78	34.783	38.173	3.390
<b>Total</b>	<b>142.740</b>	<b>150.193</b>	<b>153.703</b>	<b>161.093</b>	<b>7.390</b>

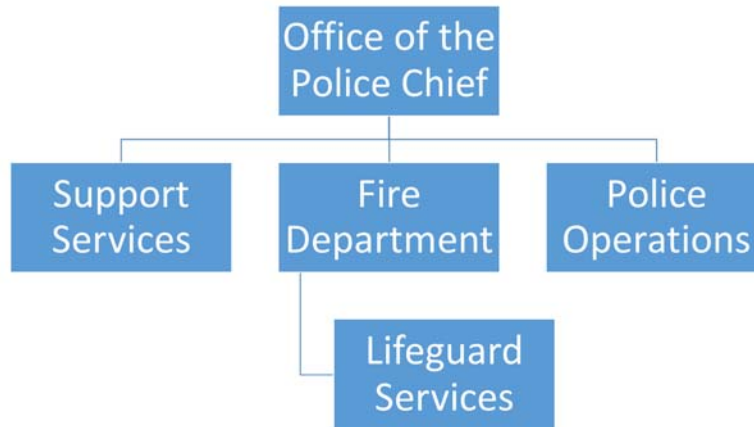
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# **PUBLIC SAFETY DIVISION**

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## **PUBLIC SAFETY DIVISION**

The Public Safety Division’s role is to protect the District’s parklands, resources and experiences for all generations. The Division serves, protects and promotes a safe and pleasant park experience, while preserving the integrity of the vital natural and cultural resources of the East Bay.



### **SUPPORT SERVICES**

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

### **FIRE DEPARTMENT**

The Fire Department prevents, responds to, controls, and minimizes the impacts of fire, and responds 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, and provide for the safety of its personnel.

### **LIFEGUARD SERVICES**











The Lifeguard Services Unit provides lifeguard services at eleven sites throughout the District. The Unit also plays an important role in educating the community about swimming and water safety.

### **POLICE OPERATIONS**






Police Operations provides law enforcement services for District parklands and trails, as well as East Bay Municipal Utilities District (EBMUD) lands under a Joint Powers Agreement, land owned by the Department of Veteran Affairs under a contract, and San Francisco Water Department (SFWD) lands operated by the District under a long term lease. Staff provide patrol services and conduct specialized enforcement activities, criminal investigations, crime analysis, crime prevention, helicopter patrols and community outreach throughout the District.

## **PUBLIC SAFETY DIVISION**

### **Public Safety Key Performance Indicators**

<b>Goal</b>	<b>Indicator:</b>	<b>Actual 2015</b>	<b>Target 2016</b>	<b>Actual 2016</b>	<b>Target 2017</b>
	Maintain Professional Standards of Commission on Accreditation for Law Enforcement Agencies (CALEA) certification	Yes	Yes	Yes	Yes
	Continually improve communication infrastructure in accordance with replacement plan and FCC mandates	Yes	Yes	Yes	Yes
	Acres protected and natural resources improved through vegetative fuels management	1,020	1,101	1100	1155+5%
	Percent of users surveyed satisfied with Police Department efforts to promote a safe and pleasant park experience	71%	75%	68%	85%
	Number of events promoted through outreach and social media to enhance Public safety relationship with the community	5	5	5	5
	Number of swim lesson participants	1,589	1,500	1,791	1,550
	Public Safety air patrol hours	934	900	892.4	900
	Number of personal flotation devices provided at Lake Del Valle through the "Vamos a Aprender" program	N/A	600	700	1,000
	Percent of users feeling extremely or quite safe when visiting the parks	87%	85%	85	85%
	Percent of approved Public Safety positions filled	N/A	100%	88%	100%

### **Public Safety Key Performance Objectives**







<b>Goal</b>	<b>Objective:</b>	<b>Completion:</b>
	Identify a new Public Safety Headquarters facility	2017
	Begin initial vegetative fuels treatments in FEMA grant funded areas to support hazardous fuels reduction in the East Bay hills	2017
	Inspire trust and reduce criminal victimization by community outreach and education at five schools and five public outreach events	2017
	Conduct a District-wide study of current radio system and implement recommendations to improve operability and communication	2018
	Complete implementation of Public Safety CAD RMS system to update the current computer aided dispatch and records management system	2017

## **PUBLIC SAFETY DIVISION**

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### **Public Safety Approved Budget Requests above \$100,000**

<b>Goal</b>	<b>Approved Budget Request Description:</b>	<b>Amount:</b>
	Add one Police Captain	\$315,958
	Add one Police Officer	\$163,029
	Accelerate Eagle 6 Helicopter Replacement	\$155,000
	Add one Police Dispatcher	\$129,554
	Helicopter maintenance services agreement	\$129,500
	Public Safety EBRSCA portable radio interoperability	\$100,000



**SUPPORT SERVICES SERVICE DEPARTMENT DESCRIPTION**

Public Safety Support Services Department provides administrative support for the entire division, including coordinating hiring of police officers and firefighters to reflect the diversity of the community, while managing training of all personnel. The Department serves as the liaison with Police Officers Standards Training (POST) for mandatory officer and recruit training.

The Communications Center is the Answering Point for the entire two-county District, including 911 emergency calls for police, fire and paramedic. The Communications Center uses Computer Aided Dispatch (CAD), to allow for rapid automated data exchange and record keeping.

The Support Services Department oversees the Police Department's Property and Evidence Unit, which maintains all evidence, found property, and safekeeping items for the Park District.

The Department's Records Unit provides public assistance with processing, distributing and maintaining public record information to meet state and local mandates.

The Department maintains the Division's accreditation with the Commission on Accreditation for Law Enforcement Agencies (CALEA), a nationally recognized award of achievement for meeting the highest professional standards in administration, record keeping, and all operational services.

Support Services Department coordinates with other departments on projects of mutual concern, and maintains relationships with police and fire agencies inside and outside of the District. The Department also facilitates necessary testing and disposition of evidence in cooperation with the District Attorney's Office.

The Support Services Department's Records Unit provides public assistance with processing, distributing and maintaining public record information to meet state and local mandates.

The Department maintains the Division's accreditation with the Commission on Accreditation for Law Enforcement Agencies (CALEA), a nationally recognized award of achievement for meeting the highest professional standards in administration, record keeping, and all operational services.

The Department coordinates with other departments on projects or problems of mutual concern, and maintains relationships with police and fire agencies inside and outside of the District.

**SUPPORT SERVICES DEPARTMENT BUDGET**

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 4,734,080	\$ 4,780,890	\$ 5,073,150	\$ 5,748,170	13.3%
Supplies	306,907	342,495	295,490	481,590	63.0%
Services	641,326	689,479	765,230	869,580	13.6%
Grants/Inter-agency Agreements	25,041	22,069	32,000	32,000	0.0%
Equipment	-	-	-	90,490	0.0%
Intra-District Charges	920,610	920,610	955,820	947,890	-0.8%
<b>Subtotal</b>	<b>\$ 6,627,963</b>	<b>\$ 6,755,543</b>	<b>\$ 7,121,690</b>	<b>\$ 8,169,720</b>	<b>14.7%</b>
<b>PROJECT BUDGET:</b>					
Services	3,575	-	-	-	0.0%
Capital Outlay/Equip	-	1,111	-	-	0.0%
<b>Subtotal</b>	<b>\$ 3,575</b>	<b>\$ 1,111</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>
<b>Total Operating/Project</b>	<b>\$ 6,631,537</b>	<b>\$ 6,756,654</b>	<b>\$ 7,121,690</b>	<b>\$ 8,169,720</b>	<b>14.7%</b>
<b>DEPARTMENTS:</b>					
Administration	\$ 6,631,537	\$ 6,756,654	\$ 7,121,690	\$ 8,169,720	14.7%
<b>Total</b>	<b>\$ 6,631,537</b>	<b>\$ 6,756,654</b>	<b>\$ 7,121,690</b>	<b>\$ 8,169,720</b>	
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 6,627,963	\$ 6,740,864	\$ 7,121,690	\$ 8,169,720	14.7%
260 Asset Forfeiture Distribution	-	14,679	-	-	0.0%
333 Capital	-	1,111	-	-	0.0%
336 OTA Projects	3,575	-	-	-	0.0%
<b>Total</b>	<b>\$ 6,631,537</b>	<b>\$ 6,756,654</b>	<b>\$ 7,121,690</b>	<b>\$ 8,169,720</b>	<b>14.7%</b>
<b>STAFFING:</b>					
Regular/Permanent	25.00	25.00	25.00	28.00	3.00
Seasonal/Temporary	3.00	3.00	3.00	4.29	1.29
<b>Total</b>	<b>28.00</b>	<b>28.00</b>	<b>28.00</b>	<b>32.29</b>	<b>4.29</b>

**FIRE DEPARTMENT SERVICE DESCRIPTION & BUDGET**

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

The Fire Department has ten fire stations and 14 engines. Administration is based at Public Safety headquarters, Fire Station 1 is the main fire station, and other substations store engines, water tenders and other safety equipment. The Department offers in-house training for employees looking to become firefighters, including training on extinguishing wildland fires, structure fires, and vehicle fires, Emergency Medical Technician training, hazardous material response and how to conduct rescues in confined spaces.

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 2,489,174	\$ 2,825,988	\$ 2,588,470	\$ 2,775,390	7.2%
Supplies	173,334	257,965	137,620	203,080	47.6%
Services	274,930	253,651	456,680	374,640	-18.0%
Equipment	541,742	-	320,000	560,000	75.0%
Intra-District Charges	206,600	185,350	143,600	149,900	4.4%
<b>Subtotal</b>	<b>\$ 3,685,780</b>	<b>\$ 3,522,954</b>	<b>\$ 3,646,370</b>	<b>\$ 4,063,010</b>	11.4%
<b>PROJECT BUDGET:</b>					
Personnel Services	\$ 474,212	\$ 378,057	\$ 664,410	\$ 659,330	-0.8%
Supplies	26,899	14,758	-	-	0.0%
Services	605,802	434,598	693,120	40,670	-94.1%
<b>Subtotal</b>	<b>\$ 1,106,913</b>	<b>\$ 827,414</b>	<b>\$ 1,357,530</b>	<b>\$ 700,000</b>	-48.4%
<b>Total Operating/Project</b>	<b>\$ 4,792,693</b>	<b>\$ 4,350,368</b>	<b>\$ 5,003,900</b>	<b>\$ 4,763,010</b>	-4.8%
<b>DEPARTMENTS:</b>					
Fire	\$ 4,792,693	\$ 4,350,368	\$ 5,003,900	\$ 4,763,010	-4.8%
<b>Total</b>	<b>\$ 4,792,693</b>	<b>\$ 4,350,368</b>	<b>\$ 5,003,900</b>	<b>\$ 4,763,010</b>	
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 3,685,780	\$ 3,522,954	\$ 3,326,370	\$ 3,503,010	5.3%
336 OTA Projects	1,106,913	827,414	1,357,530	700,000	-48.4%
554 Major Equip Replacement	-	-	320,000	560,000	75.0%
<b>Total</b>	<b>\$ 4,792,693</b>	<b>\$ 4,350,368</b>	<b>\$ 5,003,900</b>	<b>\$ 4,763,010</b>	-4.8%
<b>STAFFING:</b>					
Regular/Permanent	16.09	18.50	18.91	18.91	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
<b>Total</b>	<b>16.09</b>	<b>18.50</b>	<b>18.91</b>	<b>18.91</b>	-

**LIFEGUARD SERVICES SERVICE DESCRIPTION & BUDGET**

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. Lifeguarded facilities include 6 lakefront beaches, 2 traditional swimming pools and 3 hybrid “swimming lagoons” that have chlorinated, filtered water with sand beach entries.

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 1,936,552	\$ 2,063,657	\$ 2,177,400	\$ 2,234,810	2.6%
Supplies	109,088	98,200	83,170	83,170	0.0%
Services	40,662	32,328	32,410	32,410	0.0%
<b>Subtotal</b>	<b>\$ 2,086,302</b>	<b>\$ 2,194,186</b>	<b>\$ 2,292,980</b>	<b>\$ 2,350,390</b>	2.5%
<b>PROJECT BUDGET:</b>					
Personnel Services	\$ -	\$ 2,289	\$ -	\$ -	0.0%
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ 2,289</b>	<b>\$ -</b>	<b>\$ -</b>	0.0%
<b>Total Operating/Project</b>	<b>\$ 2,086,302</b>	<b>\$ 2,196,475</b>	<b>\$ 2,292,980</b>	<b>\$ 2,350,390</b>	2.5%
<b>DEPARTMENTS:</b>					
Lifeguard Services	\$ 2,086,302	\$ 2,196,475	\$ 2,292,980	\$ 2,350,390	2.5%
<b>Total</b>	<b>\$ 2,086,302</b>	<b>\$ 2,196,475</b>	<b>\$ 2,292,980</b>	<b>\$ 2,350,390</b>	
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 2,086,302	\$ 2,194,186	\$ 2,292,980	\$ 2,350,390	2.5%
336 OTA Projects	-	2,289	-	-	0.0%
<b>Total</b>	<b>\$ 2,086,302</b>	<b>\$ 2,196,475</b>	<b>\$ 2,292,980</b>	<b>\$ 2,350,390</b>	2.5%
<b>STAFFING:</b>					
Regular/Permanent	5.25	6.00	6.00	6.00	-
Seasonal/Temporary	31.74	31.35	31.353	33.453	2.100
<b>Total</b>	<b>36.990</b>	<b>37.353</b>	<b>37.353</b>	<b>39.453</b>	<b>2.100</b>

**POLICE DEPARTMENT SERVICE DESCRIPTION**

The Police Operations Department is responsible for providing patrol services and conducting specialized enforcement activities, criminal investigations, crime analysis, crime prevention, helicopter patrols and community outreach throughout the District.

The Helicopter Unit operates two helicopters, including a Volunteer Flight Medic to provide direct medical care to injured park visitors. In fire season, the unit works with the Fire Department to provide Heli-Tac and water bucket responses to fires.

The Investigations Unit works to investigate, obtain criminal filings, and pursue prosecution of suspects. Detectives work with counterparts in other law enforcement agencies to coordinate on criminal investigations, narcotics trafficking and serious sex offenders.

Special Enforcement applies intensive enforcement in unique circumstances, utilizing off-road vehicles, motorcycles, bicycles and foot patrol when needed.

The K-9 Unit patrols in conjunction with the patrol teams. The K9 Units provide assistance to patrol utilizing the unique attributes of their K9 partners.

The Marine Patrol Unit patrols District lakes and waterways, ensuring that environmental, boating safety and California Department of Fish and Wildlife matters are enforced.

The Mounted Patrol unit conducts enforcement on horseback, sometimes in remote parklands, responding to lost or missing trail users and accidents, and also in urban park areas to assist in crowd control.

The Volunteer Trail Safety Patrol includes a Mounted Patrol, Bicycle Patrol, Hiking Patrol, Dog Patrol, and Marine Safety Unit. Volunteers are charged with a duty to "Observe, Educate, Report...and Enjoy," and promote safe and courteous park and trail use by District visitors.

## POLICE DEPARTMENT BUDGET

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Personnel Services	\$ 9,286,208	\$ 10,043,837	\$ 12,235,590	\$ 12,476,810	2.0%
Supplies	378,918	323,634	455,000	400,250	-12.0%
Services	451,559	639,917	518,230	673,140	29.9%
Equipment	69,982	16,185	171,750	223,370	30.1%
Intra-District Charges	339,000	622,400	614,500	769,500	25.2%
<b>Subtotal</b>	<b>\$ 10,525,667</b>	<b>\$ 11,645,974</b>	<b>\$ 13,995,070</b>	<b>\$ 14,543,070</b>	<b>3.9%</b>
<b>PROJECT BUDGET:</b>					
Personnel Services	\$ 353,378	\$ 406,293	\$ 453,880	\$ 469,340	3.4%
Supplies	3,229	-	-	-	0.0%
Services	633	-	51,860	-	-100.0%
Capital Outlay/Equip	-	-	-	-	0.0%
<b>Subtotal</b>	<b>\$ 357,240</b>	<b>\$ 406,293</b>	<b>\$ 505,740</b>	<b>\$ 469,340</b>	<b>-7.2%</b>
<b>Total Operating/Project</b>	<b>\$ 10,882,907</b>	<b>\$ 12,052,267</b>	<b>\$ 14,500,810</b>	<b>\$ 15,012,410</b>	<b>3.5%</b>
<b>DEPARTMENTS:</b>					
Police	\$ 10,882,907	\$ 12,052,267	\$ 14,500,810	\$ 15,012,410	3.5%
<b>Total</b>	<b>\$ 10,882,907</b>	<b>\$ 12,052,267</b>	<b>\$ 14,500,810</b>	<b>\$ 15,012,410</b>	
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 10,525,667	\$ 11,645,974	\$ 13,995,070	\$ 14,543,070	3.9%
336 OTA Projects	357,240	406,293	505,740	469,340	-7.2%
<b>Total</b>	<b>\$ 10,882,907</b>	<b>\$ 12,052,267</b>	<b>\$ 14,500,810</b>	<b>\$ 15,012,410</b>	<b>3.5%</b>
<b>STAFFING:</b>					
Regular/Permanent	61.23	65.91	69.01	69.01	-
Seasonal/Temporary	0.43	0.43	0.43	0.43	-
<b>Total</b>	<b>61.66</b>	<b>66.34</b>	<b>69.44</b>	<b>69.44</b>	<b>-</b>

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**NON-DEPARTMENTAL BUDGET**

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	Change
<b>OPERATING BUDGET:</b>					
Debt Service	\$ 32,868,832	\$ 33,264,317	\$ 32,241,900	\$ 14,969,280	-53.6%
Intra-District Charges	115,000	-	-	-	0.0%
Transfers Out	46,764,444	\$ 36,328,769	10,111,080	14,612,470	44.5%
<b>Subtotal</b>	<b>\$ 79,748,276</b>	<b>\$ 69,593,086</b>	<b>\$ 42,352,980</b>	<b>\$ 29,581,750</b>	<b>-30.2%</b>
<b>PROJECT BUDGET:</b>					
Transfers Out	\$ 513,797	\$ 24,159,943	\$ 22,065,000	\$ 22,680,000	2.8%
<b>Subtotal</b>	<b>\$ 513,797</b>	<b>\$ 24,159,943</b>	<b>\$ 22,065,000</b>	<b>\$ 22,680,000</b>	<b>2.8%</b>
<b>Total Operating/Project</b>	<b>\$ 80,262,073</b>	<b>\$ 93,753,030</b>	<b>\$ 64,417,980</b>	<b>\$ 52,261,750</b>	<b>-18.9%</b>
<b>DEPARTMENTS:</b>					
Nondepartmental	\$ 80,262,073	\$ 93,753,030	\$ 64,417,980	\$ 52,261,750	-18.9%
<b>Total</b>	<b>\$ 80,262,073</b>	<b>\$ 93,753,030</b>	<b>\$ 64,417,980</b>	<b>\$ 52,261,750</b>	<b>-18.9%</b>
<b>FUNDING SOURCES:</b>					
101 General Fund	\$ 17,863,350	\$ 20,791,853	\$ 6,951,080	\$ 11,802,970	69.8%
220 Two County LLD	-	-	-	1,245,000	0.0%
221 ECCC LLD	115,000	-	-	-	0.0%
226 Measure CC	2,077,110	8,626,195.00	1,673,900	948,500	-43.3%
253 Gifts/Dickson	568,900	459.00	-	-	0.0%
254 Ardenwood/Coyote Hills	40,000	40,000.00	93,000	-	-100.0%
257 Mitigation	55,000	291,808.36	-	-	0.0%
261 Coyote Hills/Dumbarton Quarr	120,000	1,500,000.00	-	-	0.0%
333 Capital	238,571	704,901.75	-	-	0.0%
335 Meas AA Bond Proceeds	746,693	1,259,542	65,000	70,000	7.7%
336 OTA Projects	284,773	763,526.28	-	-	0.0%
337 Meas WW Bond Proceeds	19,325,901	19,409,899.84	22,000,000	22,610,000	2.8%
338 2012 Note Proceeds	301,081	2,022,073.00	-	-	0.0%
553 Major Infrastructure Reno/Repl	4,815,000	3,820,013.00	1,388,100	610,000	-56.1%
554 Major Equip Replacement	793,562	145,000.00	-	-	0.0%
555 General Liability	22,000	1,108,440.78	-	-	0.0%
620 Brushy Peak-Dyer	5,000	1,500.00	1,500	1,500	0.0%
621 Brushy Peak-Weaver	4,000	2,000.00	2,000	2,000	0.0%
650 Morgan Territory-Elsworthy	4,000	1,500.00	1,500	2,500	66.7%
811 2012 Promissory Note Debt S	1,420,618	1,421,293	1,420,500	1,420,320	0.0%
812 Meas AA Debt Svc	5,369,500	5,371,749.96	4,073,500	4,073,500	0.0%
813 Meas WW Debt Svc	26,078,714	26,471,275.00	26,747,900	9,475,460	-64.6%
<b>Total</b>	<b>\$ 80,262,073</b>	<b>\$ 93,753,030</b>	<b>\$ 64,417,980</b>	<b>\$ 52,261,750</b>	<b>-18.9%</b>
<b>STAFFING:</b>					
Regular/Permanent	-	-	-	-	-
Seasonal/Temporary	-	-	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



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## Supplemental Information



*Dotson Family Marsh, Richmond*

**East Bay**   
Regional Park District  
*Healthy Parks Healthy People*

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

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**Basis of Budgeting**

The basis of budgeting for governmental funds (General Fund, special revenue funds, project funds and debt service funds) is on a current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized when they become measurable and available (received within 60 days of year-end) to finance expenditures of the current period. Expenditures are recorded when the related liability is incurred, except principal and interest payments on general long-term debt, which are recognized when due. Permanent funds are also budgeted on the modified accrual basis. This is the same basis of accounting as used in the fund financial statements.

Budgets for proprietary funds (internal service funds) are accounted for using the economic resources measurement focus and the full accrual basis of accounting. Revenues are recognized in the period earned, and expenses are recognized in the period in which the liabilities are incurred. Depreciation expense is not budgeted in the proprietary funds.

Fiduciary funds, including pension type trust funds, are not budgeted by the District.

**Budget Process**

The District's budget is a vital tool for establishing public policy, maintaining control over the management of resources, and implementing fiscal plans. Almost every decision, activity and program is expressed within the context of the budget. Budget planning begins with Board workshops held February through May, which address District priorities, capital finance, and capital, land acquisitions and trail projects. At the workshops, the Board of Directors and staff discuss the priorities for these projects for the upcoming budget, including the 5-year Capital Improvement Plan.

Throughout the year, the public is invited to comment on the District's long and short term plans, including the budget, via public board meetings held on the first and third Tuesday of each month. The Board Finance, Board Operations and Board Legislative sub-committees also offer monthly opportunities for public comment. A schedule of all public hearings is posted on the District website and at District headquarters. In addition, the public can contact District staff to provide input and feedback.

Initial budget allocations utilize the base budget approach, in which all divisions are allocated the same percentage of resources as in the prior year's base budget. Additional requests for resources are discussed and adjustments made for one time or on-going increases or decreases. Personnel costs are calculated based upon funded positions, and updated salary and benefit rates. The number of funded positions may be less than the number of approved positions for a particular budget, depending on resources available.

Additionally, divisions may submit budget requests for additional appropriations. Departmental budget requests are submitted to the General Manager by early September. They are then discussed, prioritized and recommended for approval by the General Manager (GM) and Assistant General Managers (AGMs).

The proposed budget is formally presented to the Finance Committee and the Park Advisory Committee, where staff seeks recommendation of approval by the Board of Directors. The public is invited to two public hearing in December related to the budget, and comments are taken into account before the proposed budget is approved by the Board of Directors at the second public hearing in December. The approved budget becomes effective on January 1.

**2017 Budget Calendar**

February 17, 2016	Board of Directors Planning Workshop
March 22	Board of Directors Planning Workshop
April 18	Board of Directors Capital Finance Workshop
May 16	Board of Directors Capital Trails Workshop
May 25	Review prior year-end audit results at Finance Committee. Formulate budget strategies with General Manager.
June	Review position allocations between General Fund, special revenue funds, capital project funds, and internal service funds.
July	Develop performance measures by division, department and unit.
August 1 – 12,	Distribute base budget instructions to field. Hold budget preparation workshops for staff.
September	Review and prioritize budget requests.
October	Prepare proposed budget document, review General Fund budget with Board Finance Committee.
November	Present proposed budget to Board Finance Committee and Park Advisory Committee.
December 6th and 20th	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 2017	The budget becomes effective January 1.

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

**Budget Policy**

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

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

All increases in appropriations;

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

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

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

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

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

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

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

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

### **Investment Policy**

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

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

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

### **Reserve Policy**

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

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

General Fund

- Election costs (\$2.2 million), which will be used in the event elected officials encounter challengers and the District is required to include Board of Director positions on the election ballot. The fund balance eliminates the necessity of appropriating operating funds during election years when the obligation of election costs is not known until the candidate filing deadlines mid-way through the budget cycle, thus stabilizing operating expenditures.
- Legal Contingency (\$1 million), assigned to cover unanticipated, large legal costs, thus freeing annual budget appropriations in excess of normal and usual legal costs.
- Workers' compensation claim contingency (\$750,000), committed to cover unanticipated, large claims, in excess of normal, anticipated workers compensation claim costs, increasing the funding level of the self-insured program to the "conservative" level.
- Revenue take-away contingency (formerly referred to as economic uncertainty) (10% of General Fund property tax revenue budget, approximately \$12.3 million), which was recommitted by the Board in 2012 to ensure that resources were available in the event of a substantial, unanticipated, one-time take-away of District revenue by the State of California or other governmental agencies. This provides financial stability and guards against potential volatility of revenue sources created by other agency actions such as ERAF.
- First Quarter Expenditures (approximately \$31 million), restricted & assigned to cover first quarter expenditures and total 25% of the annual General Fund appropriations. The District receives 50% of property tax revenue (the major General Fund revenue source) in December of the preceding year. The prior year revenue is required to cover the first quarter of the succeeding year's expenditures, as the second property tax payment is not received until April. By committing the fund balance it is evident that these resources are not available for expenditure.

Project Fund

- Fire fuel reduction grant match (\$380,245) was originally (1992) funded through FEMA reimbursement for 1991 fire disaster and accounted for in special revenue fund. It was transferred to project fund and is intended as resources to fund matching requirements of future fire fuel reduction grants. The Board's commitment was affirmed in 2012.
- Land acquisition and development committed fund balance (currently \$6.8 million) was originally recorded in 1980 District financial statement. The original amount was \$1.3 million, which is adjusted annually for revenue and expenditures tracked as "District-Committed Land Acquisition" funding (DCLA). The Board's commitment was affirmed in 2012.
- Another \$26.5 million is committed to cover the costs of unfinished projects whose budgets were previously approved via board action.



**Mitigation Fund**

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

**Coyote Hills-Dumbarton Quarry**

- An additional \$1.2 is committed from “tipping fees” received to construct the Dumbarton Quarry campground project.

**Debt Policy**

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

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

**Transfers**

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

**Legal Debt Limitations**

The Public Resources Code Section 5568 specifies the debt limits of the District. According to this section, the District may, for the purpose of acquiring, constructing, or completing any improvement or improvements authorized, or for the purpose of acquiring any land or other property necessary or useful therefore, the Board of Directors may incur an indebtedness not to exceed 15% of the assessed valuation of the real and personal property situated in the District.

The District may issue bonds for the indebtedness under and in full compliance with the provisions of Article 1 (commencing with Section 43600) of Chapter 4 of Division 4 of Title 4 of the Government Code. The provisions of that chapter, as they may exist from time to time and insofar as they may be applicable, shall govern all District bond issues, and the Board of Directors, as the legislative branch of the District, is authorized to do all acts and things which may be done by the legislative branch of cities, towns, and municipal corporations in the incurring of indebtedness and the issuance and sale of bonds.

**Appropriation Limit**

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

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

**Calculation of Limitation**

Appropriation Limit for 2016		\$349,591,236
Adjustment Factors:		
Population Factor (Alameda/Contra Costa Combined)	1.019965	
Economic Factor	1.0537	
Calculation of Factor for 2017 (Population x Economic Factors)	1.0747	
Appropriation Limit for 2017		\$ 375,718,625

The appropriation limit of \$375,718,625 far exceeds the applicable District appropriations of \$122,902,647 in the 2017 budget. The General Fund is the only fund with general property tax. The applicable District appropriations are calculated based upon property tax revenue, plus allocated interest revenue, less capital outlay and unfunded mandate exclusions. The Gann Limit

is calculated with data from the proposed budget. Minor budget changes between the proposed and adopted budget versions did not result in a material change to the previously determined limit.

EAST BAY REGIONAL PARK DISTRICT

RESOLUTION NO.: 2016 – 12 - 334

December 20, 2016

ADOPTION OF THE 2017 OPERATING AND PROJECT BUDGETS FOR THE  
EAST BAY REGIONAL PARK DISTRICT

WHEREAS, the General Manager and District staff have prepared and submitted the 2017 Proposed Operating and Project Budgets in accordance with the requirements of state law and the Board Operating Guidelines; and

WHEREAS, on November 21, 2016 the Board Finance Committee noted the inclusion of the 2017 California Article XIII B Appropriations Limit within the 2017 Proposed Operating and Project Budgets; and

WHEREAS, on November 21, 2016 the Board Finance Committee reviewed and commented on the 2017 Proposed Operating and Project Budget and unanimously recommended its adoption by the Board of Directors; and

WHEREAS, on November 28, 2016 the Park Advisory Committee reviewed and commented on the 2017 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 2017 Proposed Operating and Project Budgets on December 6 and December 20, 2016, 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 2017 Operating and Project Budgets in substantially final form as presented to the Board of Directors on December 6 and December 20, 2016 including language consistent with comments and corrections as identified and described in this material.
2. Authorizes the total appropriation of \$193,793,930 for the General Fund, special revenue funds, debt service funds, internal service funds, permanent funds and project funds;
3. Approves the 2016 Salary Schedules for all District positions, in compliance with CalPERS requirements of annual Board approval of District compensation.

4. Authorizes the General Manager, or his designee, to increase appropriations in the 2017 budget in an amount not to exceed the "Reserve for Encumbrances," the amount to be established at the end of the 2016 fiscal year.

BE IT FURTHER RESOLVED that the Board of Directors of the East Bay Regional Park District hereby approves the 2017 California Article XIII B Appropriations Limit at \$375,718,625 using the California per capita personal income factor and County population factors to calculate the 2017 appropriations limit; and

BE IT FURTHER RESOLVED, that a copy of this resolution be transmitted to the Board of Supervisors of Alameda and Contra Costa Counties requesting said Counties collect and apportion to the District its due share of property tax revenues for 2017, in accordance with Article XIII of the State of California; and

BE IT FURTHER RESOLVED, that the General Manager and the Assistant General Manager of Finance & Management Services/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 Burgis, seconded by Director Wieskamp, and adopted this 20<sup>th</sup> day of December, 2016, by the following vote:

FOR: Diane Burgis, Beverly Lane, Doug Siden, John Sutter Dennis Waespi,  
Ayn Wieskamp.  
AGAINST: None.  
ABSTAIN: None.  
ABSENT: Whitney Dotson.

  
Doug Siden, Board President

**CERTIFICATION**

I, Yolande Barial Knight, Clerk of the Board of Directors of the East Bay Regional Park District, do hereby certify that the above and foregoing is a full, true and correct copy of Resolution No 2016-12-334 adopted by the Board of Directors at a regular meeting held on December 20, 2016



## SUPPLEMENTAL INFORMATION

### LIVERMORE AREA RECREATION AND PARK DISTRICT

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#### **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 2017 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 2017 budget includes a continuing annual appropriation of \$200,000 in the General Fund for payment to LARPD to provide continued assistance with priority projects, and to provide operating support for our cooperative interests in the area.

The District Volunteer Program consists of a variety of District-wide as well as park-specific programs. Inter-departmental coordination is achieved through ongoing meetings and trainings facilitated by the Recreation Supervisor. Several key program objectives are more specifically described in each department's budget objectives. The District anticipates that approximately 14,000 volunteers will provide over 125,000 hours of service to the community in 2017. The various programs are highlighted below.

**I. District-wide Volunteer Programs:**

**A. Ivan Dickson Volunteer Trail Maintenance Program**

Trail Development staff coordinates maintenance projects at various parks such as pruning, erosion control, sign-post installation, trail improvements, and new trail construction.

**B. Stewardship Volunteers**

Stewardship staff works with volunteers to protect the District's natural resources. Workers perform habitat conservation projects and participate in field research. Trained volunteers help monitor birds, grassland-dwelling reptiles, and small mammal populations. Programs include the Doc Quack's Wildlife Volunteers and the Integrated Pest Management (IPM) program, bird monitoring program.

**C. Cultural Services Project Volunteers**

The Cultural Services Coordinator now works with volunteers to implement historic and Native cultural stewardship and preservation projects including the review of archaeological site reports and the performance of curatorial work.

**D. Regional Park Ambassadors**

The Ambassadors represent the District at a variety of community-based events, fairs, festivals, and official park dedications. These Public Affairs volunteers attend approximately 50 events annually, reaching an estimated 40,000 visitors.

**E. Public Safety Volunteers**

Volunteers assist Public Safety staff through the Volunteer Trail Safety Patrol Program which contributes over 27,000 hours annually. This program includes the following groups: Mounted Patrol, Bicycle Patrol, Hiking Patrol, Companion Dog Patrol, and the Volunteer Marine Safety Unit. Additional volunteer programs include Search & Rescue (SAR) and the Helicopter/Flight Medic Program.

**II. Operations Volunteer Program (Park-specific programs)**

A variety of District parks coordinate their own habitat restoration, resource enhancement, and trail maintenance projects using individual volunteers as well as company team building, organized community youth, and conservation groups. These projects are supported by Community Services/Volunteers staff. Numerous new projects are planned for 2017. The following parks currently offer programs: Sunol, Mission Peak, Martin Luther King Jr. Regional Shoreline,

Point Isabel, Point Pinole, McLaughlin Eastshore State Park, Coyote Hills, Quarry Lakes, Garin, Redwood, Sibley, Huckleberry, Anthony Chabot, Ardenwood, Big Break, and Tilden. The program anticipates contributing over 50,000 hours of service in 2017.

**III. Docent Programs:**

Volunteer docents assist District staff in leading tours and other interpretive activities, and also provide support for special events at the visitor centers. All participants are required to attend an intensive training program. The District anticipates docents will contribute 12,000 hours in support of interpretive programming in 2017.

- a) Ardenwood Historic Farm: Docents assist with educational programs and historic farming activities. Docents, wearing late-1800s period costumes, present activities including historic cooking demonstrations on a wood-burning stove, assisting with school program Station Days, Victorian vegetable gardening and teaching historic crafts such as spinning, weaving or toy-making.
- b) Big Break Regional Shoreline: Docents assist with school and public programs including campfires, special events, hikes, bike tours, Citizen Science programs, guided kayaking trips, and wetland programs. Additionally, docents support Visitor Center staff by acting as Visitor Hosts in the center and at the Delta Discovery Experience.
- c) Black Diamond Mines Regional Preserve: Docents continue to support a multitude of interpretive programs and special events, including Mine Open Houses. They also assist with Rose Hill Cemetery restoration and artifact cataloging from the park's sand and coal mining eras.
- d) Coyote Hills Regional Park: Docents assist with nature walks, Ohlone cultural programs, youth programs, and special events, including the Gathering of Ohlone Peoples and the Butterfly & Bird Festival.
- e) Crab Cove Visitor Center: Docents assist with school programs that interpret San Francisco Bay and the marine environment. Tasks include storytelling, facilitating marine-related nature games, aquarium talks and pond observations.
- f) Sunol Regional Wilderness: Docents help with educational programs that explore local Native American and California history, stream ecology, wildlife, and plant studies. They also support events such as the Spring Wildflower Festival and the Cowboy Hootenanny, as well as perform conservation projects.
- g) Tilden Nature Area: Docents help lead school programs such as pond and insect studies, provide demonstration activities at the Little Farm, and offer tours of the Native Butterfly Garden and the Kids' Garden.



- h) Mobile Education Outreach: Trained volunteers support the Mobile Fish Exhibit and Mobile Visitor Center during outreach school programs and special events; they also assist with maintenance of the Aquarium Lab at Crown Beach.

#### IV. Community Services & Volunteers

Staff coordinates volunteer participation in a variety of community-wide and District events. These include the Martin Luther King Jr. Day of Service in January, Earth Day celebrations in April, the Volunteer Recognition Dinner in May, and California Coastal Cleanup Day in September. It is anticipated that these events will attract 1,000 volunteers in 2017.

Several volunteer management and leadership trainings for District staff and updated handbooks for volunteers and staff are also planned.

Community Services & Volunteers staff, by request, also arrange custom volunteer projects for individuals, large public and private-sector groups, and Boy/Girl Scouts. Projects include park and/or shoreline clean-up, tree planting, fence building, trail restoration, and garden improvements.

Parks Express staff works with volunteers from numerous community organizations, service clubs, and businesses to plan, coordinate and implement the Special Kids Fishing Derbies. In 2017, derbies will be presented at Shadow Cliffs, Temescal, Quarry Lakes and two at Contra Loma. The program will serve 20 East Bay schools and 560 students.

#### V. Garden Volunteers

- a) Regional Parks Botanic Garden: Garden volunteers assist staff by doing light gardening work such as weeding, raking or nursery work. Trained docents lead tours of the Garden for weekend visitors and special groups. Plant Sale volunteers help propagate and maintain potted California native plants offered for sale to the public to support the Garden. The board of the Garden's Friends group helps publicize and raise funds for the Garden.
- b) Garin & Dry Creek Pioneer Regional Parks: Volunteers assist with the maintenance of the historic apple orchard; weeding, pruning and planting in the Dry Creek Garden; and participating in the annual Garin Apple Festival special event.
- c) Coyote Hills: Volunteers help park staff with resource management projects, such as enhancement of the Nectar Garden, and invasive plant removal in the garden.

- d) Quarry Lakes: Volunteers assist with gardening and grounds work at three unique gardens (Cactus, Natives, and Rose). Organized groups assist with habitat restoration and the removal of invasive species.

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

**SUPPLEMENTAL INFORMATION**

**PERSONNEL BY DIVISION/DEPARTMENT/UNIT**

DEPARTMENT/LOCATION/DESCRIPTION			2014	2015	2016	2017	Change
<b>EXECUTIVE &amp; LEGISLATIVE DIVISION</b>							
2010	000	Administration					
		General Manager	1.000	1.000	1.000	1.000	0.000
		Deputy General Manager	0.000	1.000	1.000	1.000	0.000
		^Government Affairs Manager	1.000	1.000	1.000	1.000	0.000
		Legislative Assistant	0.000	0.000	1.000	1.000	0.000
		Administrative Support Manager	1.000	1.000	1.000	1.000	0.000
		Management Analyst	0.000	0.000	0.000	1.000	1.000
		Confidential Legal Assistant	1.000	1.000	1.000	1.000	0.000
		Confidential Secretary	3.000	4.000	4.000	3.000	(1.000)
		*Confidential Secretary	0.420	0.000	0.000	0.000	0.000
		<b>Dept Total</b>	<b>7.420</b>	<b>9.000</b>	<b>10.000</b>	<b>10.000</b>	<b>0.000</b>
2020	000	Clerk of the Board (Department moved from Finance & Management Services Division)					
		^Clerk of the Board	0.000	0.000	1.000	1.000	0.000
		^Confidential Secretary	0.000	0.000	1.000	1.000	0.000
		<b>Dept Total</b>	<b>0.000</b>	<b>0.000</b>	<b>2.000</b>	<b>2.000</b>	<b>0.000</b>
2050	000	Human Resources					
		Assistant General Manager	1.000	1.000	1.000	1.000	0.000
		Principal HR Analyst	0.000	0.000	0.000	1.000	1.000
		Human Resources Analyst, Senior	0.000	0.000	1.000	1.000	0.000
		Human Resources Analyst II	3.000	3.000	3.000	3.000	0.000
		Benefits Manager	1.000	1.000	1.000	1.000	0.000
		Human Res Tech, Confidential	1.000	1.000	1.000	1.000	0.000
		Human Resources Assistant	1.000	1.000	1.000	1.000	0.000
		Senior Office Specialist	2.000	2.000	2.000	2.000	0.000
		Office Assistant	1.000	1.000	1.000	1.000	0.000
		*Field Intern	1.470	1.470	1.470	1.470	0.000
		*Intern	3.800	3.800	4.530	4.530	0.000
		<b>Dept Total</b>	<b>15.270</b>	<b>15.270</b>	<b>17.000</b>	<b>18.000</b>	<b>1.000</b>
		<b>Division Total</b>	<b>22.69</b>	<b>24.27</b>	<b>29.00</b>	<b>30.00</b>	<b>1.000</b>
		<b>Permanent Staff</b>	<b>17.000</b>	<b>19.000</b>	<b>23.000</b>	<b>24.000</b>	<b>1.000</b>
		<b>Seasonal/Temporary Staff</b>	<b>5.690</b>	<b>5.270</b>	<b>6.000</b>	<b>6.000</b>	<b>0.000</b>
		<b>All Personnel</b>	<b>22.690</b>	<b>24.270</b>	<b>29.000</b>	<b>30.000</b>	<b>1.000</b>
<b>ACQUISITION, STEWARDSHIP &amp; DEVELOPMENT DIVISION</b>							
7010	000	Administration (formerly department 6310)					
		Assistant General Manager	1.000	1.000	1.000	1.000	0.000
		^Assistant General Manager (vacant)	1.000	0.045	0.000	0.000	0.000
		^Administrative Analyst II	0.000	0.000	0.000	0.000	0.000
		^Executive Secretary	1.000	1.000	1.000	1.000	0.000
		^Office Assistant	0.500	1.000	1.000	1.000	0.000
		^Secretary	0.533	1.000	0.533	0.533	0.000
		Senior Office Specialist	1.000	1.000	1.000	1.000	0.000
		<b>Dept Total</b>	<b>5.033</b>	<b>5.045</b>	<b>4.533</b>	<b>4.533</b>	<b>0.000</b>
7350	000	Environmental Programs (formerly department 6350)					
		Environmental Program Manager	1.000	1.000	1.000	1.000	0.000
		^Administrative Analyst II	0.000	0.000	1.000	1.000	0.000
		Senior Planner	1.000	1.000	0.000	0.000	0.000
		GIS Analyst	1.000	1.000	0.000	0.000	0.000
		GIS Technician	1.000	1.000	0.000	0.000	0.000
		^GIS Technician	0.000	0.250	0.000	0.000	0.000
		<b>Dept Total</b>	<b>4.000</b>	<b>4.250</b>	<b>2.000</b>	<b>2.000</b>	<b>0.000</b>
<b>PLANNING / GIS DEPARTMENT</b>							
7320	000	Interagency Planning (formerly department 6320)					
		Chief of Planning/GIS	1.000	1.000	1.000	1.000	0.000
		Senior Planner	2.000	2.000	0.000	0.000	0.000
		^Secretary	0.000	0.000	0.533	0.533	0.000
		<b>Unit Total</b>	<b>3.000</b>	<b>3.000</b>	<b>1.533</b>	<b>1.533</b>	<b>0.000</b>
7321	000	Advance Planning Unit					
		^Principal Planner	0.000	0.000	1.000	1.000	0.000
		^Senior Planner	0.000	0.000	1.000	1.000	0.000
		^Planner	0.000	0.000	1.000	1.000	0.000
		<b>Unit Total</b>	<b>0.000</b>	<b>0.000</b>	<b>3.000</b>	<b>3.000</b>	<b>0.000</b>
7322	000	Current Planning Unit					
		^Principal Planner	0.000	0.000	1.000	1.000	0.000
		^Senior Planner	0.000	0.000	2.000	2.000	0.000
		^Planner	0.000	0.000	2.000	2.000	0.000
		<b>Unit Total</b>	<b>0.000</b>	<b>0.000</b>	<b>5.000</b>	<b>5.000</b>	<b>0.000</b>
7324	000	GIS Services Unit (formerly department 7455, et al)					
		^GIS Supervisor	0.000	0.000	1.000	1.000	0.000
		GIS Analyst	0.000	0.000	1.000	1.000	0.000
		GIS Programmer Analyst	0.000	0.000	2.000	2.000	0.000
		^GIS Technician	0.000	0.000	1.000	1.000	0.000
		Mapping Graphics Technician	0.000	0.000	1.000	1.000	0.000
		<b>Unit Total</b>	<b>0.000</b>	<b>0.000</b>	<b>6.000</b>	<b>6.000</b>	<b>0.000</b>
		<b>Dept Total</b>	<b>3.000</b>	<b>3.000</b>	<b>15.533</b>	<b>15.533</b>	<b>0.000</b>
7330	000	Land Acquisition (formerly department 6330)					
		Chief of Land Acquisition	1.000	1.000	1.000	1.000	0.000
		Senior Land Acquisition Specialist	1.000	1.000	1.000	1.000	0.000
		Land Acquisition Specialist	3.000	3.000	3.000	3.000	0.000
		^Administrative Analyst II	1.000	1.000	1.000	1.000	0.000
		<b>Dept Total</b>	<b>6.000</b>	<b>6.000</b>	<b>6.000</b>	<b>6.000</b>	<b>0.000</b>
7340	000	Trails Development (formerly department 6340)					
		Trails Development Program Manager	1.000	1.000	1.000	1.000	0.000
		Trails Coordinator	1.000	1.000	1.000	1.000	0.000
		Senior Planner	1.000	1.000	1.000	1.000	0.000
		<b>Dept Total</b>	<b>3.000</b>	<b>3.000</b>	<b>3.000</b>	<b>3.000</b>	<b>0.000</b>

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2014	2015	2016	2017	Change
<b>DESIGN &amp; CONSTRUCTION DEPARTMENT</b>							
7110	000	Administration					
		Chief of Design & Construction	1.000	1.000	1.000	1.000	0.000
		^Administrative Aide	1.000	0.000	0.000	0.000	0.000
		^Administrative Analyst II	1.000	1.000	0.000	0.000	0.000
		^Administrative Analyst I	0.000	1.000	1.000	1.000	0.000
		<b>Unit Total</b>	<b>3.000</b>	<b>3.000</b>	<b>2.000</b>	<b>2.000</b>	<b>0.000</b>
7120	000	Design					
		Design Manager	1.000	1.000	1.000	1.000	0.000
		^Architect	1.000	1.000	0.000	0.000	0.000
		^Civil Engineer	3.000	3.000	2.000	2.000	0.000
		^Drafting Technician	2.000	2.000	0.000	0.000	0.000
		^Landscape Architect	2.000	2.000	1.000	2.000	1.000
		Senior Civil Engineering Technician	2.000	2.000	2.000	2.000	0.000
		Senior Park Designer	1.000	1.000	1.000	0.000	-1.000
		<b>Unit Total</b>	<b>12.000</b>	<b>12.000</b>	<b>7.000</b>	<b>7.000</b>	<b>0.000</b>
7130	000	Construction Management					
		Construction Manager	1.000	1.000	1.000	1.000	0.000
		Administrative Analyst I	0.000	1.000	1.000	1.000	0.000
		Administrative Aide	1.000	0.000	0.000	0.000	0.000
		Senior Chief of Survey Party	1.000	1.000	1.000	1.000	0.000
		Field / Office Surveyor	2.000	2.000	2.000	2.000	0.000
		Senior Construction Inspector	1.000	1.000	1.000	1.000	0.000
		^Construction Inspector	3.830	4.000	4.000	4.000	0.000
		Drafting Technician	1.000	1.000	1.000	1.000	0.000
		Survey Technician	1.000	1.000	1.000	1.000	0.000
		<b>Unit Total</b>	<b>11.830</b>	<b>12.000</b>	<b>12.000</b>	<b>12.000</b>	<b>0.000</b>
7140	000	^Project Management					
		Capital Program Manager	0.000	0.000	1.000	1.000	0.000
		Project Manager	0.000	0.000	2.000	2.000	0.000
		Project Coordinator	0.000	0.000	1.000	1.000	0.000
		Architect	0.000	0.000	1.000	1.000	0.000
		Landscape Architect	0.000	0.000	1.000	1.000	0.000
		Drafting Technician	0.000	0.000	1.000	1.000	0.000
		<b>Unit Total</b>	<b>0.000</b>	<b>0.000</b>	<b>7.000</b>	<b>7.000</b>	<b>0.000</b>
		<b>Dept Total</b>	<b>26.830</b>	<b>27.000</b>	<b>28.000</b>	<b>28.000</b>	<b>0.000</b>
<b>STEWARDSHIP DEPARTMENT</b>							
7410	000	Planning Administration (department to be phased out)					
		^Chief of Planning, Stewardship & Development	1.000	0.323	0.000	0.000	0.000
		^Senior Planner	2.000	1.000	0.000	0.000	0.000
		^Principal Planner	0.000	1.000	0.000	0.000	0.000
		^Planner	2.000	3.000	0.000	0.000	0.000
		Mapping Graphics Technician	0.000	1.000	0.000	0.000	0.000
		<b>Unit Total</b>	<b>5.000</b>	<b>6.323</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
7420	000	Stewardship Administration					
		Chief of Stewardship	1.000	1.000	1.000	1.000	0.000
		Stewardship Manager	0.020	0.000	0.000	0.000	0.000
		Ecological Services Coordinator	1.000	1.000	0.000	0.000	0.000
		Watershed Specialist	0.000	1.000	0.000	0.000	0.000
		Office Assistant	0.000	0.000	1.000	0.000	(1.000)
		Senior Office Specialist	0.000	0.000	0.000	1.000	1.000
		Administrative Analyst I	0.000	0.000	1.000	1.000	0.000
		Resource Analyst	1.000	1.000	1.000	1.000	0.000
		<b>Unit Total</b>	<b>3.020</b>	<b>4.000</b>	<b>4.000</b>	<b>4.000</b>	<b>0.000</b>
7430	000	Wildlife Management (formerly department 7475)					
		Wildlife Program Manager	1.000	1.000	1.000	1.000	0.000
		Resource Analyst	1.000	1.000	1.000	1.000	0.000
		<b>Unit Total</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>0.000</b>
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
		<b>Unit Total</b>	<b>3.000</b>	<b>3.000</b>	<b>3.000</b>	<b>3.000</b>	<b>0.000</b>
7455	000	GIS Services Unit (now unit 7324)					
		GIS Coordinator	1.000	1.000	0.000	0.000	0.000
		^GIS Programmer Analyst	1.000	1.000	0.000	0.000	0.000
		GIS Technician	1.000	1.000	0.000	0.000	0.000
		<b>Unit Total</b>	<b>3.000</b>	<b>3.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
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
		<b>Unit Total</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>0.000</b>
7480	000	Environmental Services					
		Environmental Services Manager	0.000	0.000	1.000	1.000	0.000
		Watershed Specialist	0.000	0.000	1.000	0.000	(1.000)
		Ecological Services Coordinator	0.000	0.000	1.000	2.000	1.000
		<b>Unit Total</b>	<b>0.000</b>	<b>0.000</b>	<b>3.000</b>	<b>3.000</b>	<b>0.000</b>
7481	000	Integrated Pest Mgmt Program (formerly department 7450)					
		Integrated Pest Management Spec.	1.000	1.000	1.000	1.000	0.000
		Resource Analyst	1.000	1.000	1.000	1.000	0.000
		<b>Unit Total</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>0.000</b>
7482	000	Water Management (formerly department 7460)					
		Environmental Services Manager	1.000	1.000	0.000	0.000	0.000
		Water Management Supervisor	1.000	1.000	1.000	1.000	0.000
		Water Management Technician	1.100	1.000	1.000	1.500	0.500
		<b>Unit Total</b>	<b>3.100</b>	<b>3.000</b>	<b>2.000</b>	<b>2.500</b>	<b>0.500</b>
		<b>Dept Total</b>	<b>23.120</b>	<b>25.323</b>	<b>18.000</b>	<b>18.500</b>	<b>0.500</b>
		<b>Division Total</b>	<b>70.983</b>	<b>73.618</b>	<b>77.066</b>	<b>77.566</b>	<b>0.500</b>
		<b>Permanent Staff</b>	<b>70.983</b>	<b>73.618</b>	<b>77.066</b>	<b>77.566</b>	<b>0.500</b>
		<b>Seasonal/Temporary Staff</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
		<b>All Personnel</b>	<b>70.983</b>	<b>73.618</b>	<b>77.066</b>	<b>77.566</b>	<b>0.500</b>

**SUPPLEMENTAL INFORMATION**

**PERSONNEL BY DIVISION/DEPARTMENT/UNIT**

DEPARTMENT/LOCATION/DESCRIPTION			2014	2015	2016	2017	Change
<b>FINANCE &amp; MANAGEMENT SERVICES DIVISION</b>							
4110	000	Administration					
		^AGM, Finance & Mangement Svcs. CFO	1.000	1.000	1.000	1.000	0.000
		Assistant Finance Officer	0.000	1.000	1.000	1.000	0.000
		^Confidential Secretary	0.000	0.000	1.000	1.000	0.000
		Administrative Analyst II	1.000	1.000	1.000	1.000	0.000
		<b>Dept Total</b>	<b>2.000</b>	<b>3.000</b>	<b>4.000</b>	<b>4.000</b>	<b>0.000</b>
4120	000	Clerk of the Board (Department moved to Executive & Legislative Division)					
		^Clerk of the Board	1.000	1.000	0.000	0.000	0.000
		^Confidential Secretary	1.000	1.000	0.000	0.000	0.000
		<b>Dept Total</b>	<b>2.000</b>	<b>2.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
4130	000	Grants					
		Grants Manager	1.000	1.000	1.000	1.000	0.000
		^Administrative Analyst II	2.000	2.000	2.000	2.000	0.000
		*Administrative Analyst I	0.500	0.000	0.000	0.000	0.000
		Account Clerk	1.000	1.000	1.000	1.000	0.000
		<b>Dept Total</b>	<b>4.500</b>	<b>4.000</b>	<b>4.000</b>	<b>4.000</b>	<b>0.000</b>
4140	000	Finance (department number changed from 4310)					
		^Chief Finance Officer/Controller	1.000	1.000	0.000	0.000	0.000
		^Assistant Finance Officer	1.000	1.000	2.000	2.000	0.000
		Accounting Manager	1.000	1.000	1.000	1.000	0.000
		Audit Manager	1.000	1.000	1.000	1.000	0.000
		Finance Analyst/Budget Manager	1.000	1.000	1.000	1.000	0.000
		Confidential Secretary	0.750	0.750	0.750	0.750	0.000
		Administrative Analyst I	1.000	1.000	1.000	1.000	0.000
		Administrative Analyst II	1.000	1.000	1.000	1.000	0.000
		Accounting Supervisor	2.000	2.000	2.000	2.000	0.000
		Accountant II	1.000	1.000	1.000	1.000	0.000
		Accountant I	1.000	1.000	1.000	1.000	0.000
		Account Clerk	6.534	6.534	6.534	7.534	1.000
		*Account Clerk	0.000	0.000	0.000	0.000	0.000
		<b>Dept Total</b>	<b>18.284</b>	<b>18.284</b>	<b>18.284</b>	<b>19.284</b>	<b>1.000</b>
4150	000	Information Services					
		Chief Information Officer	1.000	1.000	1.000	1.000	0.000
		Information Services Network Manager	1.000	1.000	1.000	1.000	0.000
		Systems Administrator	1.000	1.000	1.000	1.000	0.000
		Administrative Analyst I	0.000	0.000	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
		<b>Dept Total</b>	<b>7.000</b>	<b>7.000</b>	<b>8.000</b>	<b>8.000</b>	<b>0.000</b>
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	1.500	0.500
		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
		<b>Unit Total</b>	<b>6.720</b>	<b>6.720</b>	<b>6.720</b>	<b>7.220</b>	<b>0.500</b>
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
		<b>Unit Total</b>	<b>3.000</b>	<b>3.000</b>	<b>3.000</b>	<b>3.000</b>	<b>0.000</b>
		<b>Dept Total</b>	<b>9.720</b>	<b>9.720</b>	<b>9.720</b>	<b>10.220</b>	<b>0.500</b>
		<b>Division Total</b>	<b>43.504</b>	<b>44.004</b>	<b>44.004</b>	<b>45.504</b>	<b>1.500</b>
		<b>Permanent Staff</b>	<b>42.284</b>	<b>43.284</b>	<b>43.284</b>	<b>44.784</b>	<b>1.500</b>
		<b>Seasonal/Temporary Staff</b>	<b>1.220</b>	<b>0.720</b>	<b>0.720</b>	<b>0.720</b>	<b>0.000</b>
		<b>All Personnel</b>	<b>43.504</b>	<b>44.004</b>	<b>44.004</b>	<b>45.504</b>	<b>1.500</b>
<b>LEGAL DIVISION</b>							
2120	000	District Counsel					
		Asst Gen Manager	1.000	1.000	1.000	1.000	0.000
		Asst District Counsel	1.000	1.000	2.000	2.000	0.000
		<b>Dept Total</b>	<b>2.000</b>	<b>2.000</b>	<b>3.000</b>	<b>3.000</b>	<b>0.000</b>
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
		<b>Dept Total</b>	<b>7.450</b>	<b>7.450</b>	<b>7.450</b>	<b>7.450</b>	<b>0.000</b>
		<b>Division Total</b>	<b>9.450</b>	<b>9.450</b>	<b>10.450</b>	<b>10.450</b>	<b>0.000</b>
		<b>Permanent Staff</b>	<b>6.000</b>	<b>6.000</b>	<b>7.000</b>	<b>7.000</b>	<b>0.000</b>
		<b>Seasonal/Temporary Staff</b>	<b>3.450</b>	<b>3.450</b>	<b>3.450</b>	<b>3.450</b>	<b>0.000</b>
		<b>All Personnel</b>	<b>9.450</b>	<b>9.450</b>	<b>10.450</b>	<b>10.450</b>	<b>0.000</b>
<b>OPERATIONS DIVISION</b>							
<b>ADMINISTRATION</b>							
5010	000						
		Assistant General Manager	1.000	1.000	1.000	1.000	0.000
		Revenue Manager	1.000	0.000	0.000	0.000	0.000
		Executive Secretary	1.000	1.000	1.000	1.000	0.000
		Management Analyst	0.000	1.000	1.000	1.000	0.000
		^Administrative Analyst II	2.000	0.000	0.000	0.000	0.000
		Secretary	2.000	1.000	1.000	1.000	0.000
		<b>Dept Total</b>	<b>7.000</b>	<b>4.000</b>	<b>4.000</b>	<b>4.000</b>	<b>0.000</b>

**SUPPLEMENTAL INFORMATION**

**PERSONNEL BY DIVISION/DEPARTMENT/UNIT**

DEPARTMENT/LOCATION/DESCRIPTION			2014	2015	2016	2017	Change
<b>PARK OPERATIONS DEPARTMENT</b>							
5110	000	Park Operations Administration					
		Chief	1.000	1.000	1.000	1.000	0.000
		Park Ranger I	1.000	1.000	1.000	1.000	0.000
		Park Service Attendant	3.250	3.250	3.250	3.250	0.000
		*Student Laborer	10.540	10.540	10.540	10.540	0.000
		<b>Unit Total</b>	<b>15.790</b>	<b>15.790</b>	<b>15.790</b>	<b>15.790</b>	<b>0.000</b>
<b>INTERPRETIVE PARKLANDS UNIT</b>							
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
		<b>Location Total</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>0.000</b>
5161	100	Black Diamond Mines (moved from Mining Unit 2014)					
		Mining Operations Supervisor	1.000	1.000	1.000	1.000	0.000
		Mining Technician	2.000	2.000	2.000	2.000	0.000
		Senior Office Assistant	0.250	0.250	0.250	0.250	0.000
		<b>Location Total</b>	<b>3.250</b>	<b>3.250</b>	<b>3.250</b>	<b>3.250</b>	<b>0.000</b>
5161	102	Black Diamond					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	4.000	4.000	4.000	4.000	0.000
		*Gate Attendant	0.380	0.380	0.380	0.380	0.000
		<b>Location Total</b>	<b>5.380</b>	<b>5.380</b>	<b>5.380</b>	<b>5.380</b>	<b>0.000</b>
5161	127	Vargas Plateau					
		Park Ranger II	1.000	1.000	1.000	1.000	0.000
		<b>Location Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>0.000</b>
5161	150	Brushy Peak					
		Park Craft Specialist	0.000	0.000	0.000	1.000	1.000
		Park Ranger II	1.000	1.000	1.000	0.000	(1.000)
		<b>Location Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>0.000</b>
5161	603	Calaveras Ridge Trail					
		Park Ranger II	0.550	0.700	0.700	0.700	0.000
		<b>Location Total</b>	<b>0.550</b>	<b>0.700</b>	<b>0.700</b>	<b>0.700</b>	<b>0.000</b>
5161	119	Deer Valley					
		Park Ranger II	0.000	1.500	2.000	2.000	0.000
		<b>Location Total</b>	<b>0.000</b>	<b>1.500</b>	<b>2.000</b>	<b>2.000</b>	<b>0.000</b>
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
		<b>Location Total</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>0.000</b>
5161	160	Dublin Hills					
		Park Ranger II	0.250	0.250	0.250	0.250	0.000
		<b>Location Total</b>	<b>0.250</b>	<b>0.250</b>	<b>0.250</b>	<b>0.250</b>	<b>0.000</b>
5161	125	Garin					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	3.000	4.000	4.000	4.000	0.000
		*Gate Attendant	0.380	0.380	0.380	0.380	0.000
		<b>Location Total</b>	<b>4.380</b>	<b>5.380</b>	<b>5.380</b>	<b>5.380</b>	<b>0.000</b>
5161	170	Las Trampas					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Craft Specialist	0.000	0.000	0.000	1.000	1.000
		Park Ranger II	2.000	2.750	3.000	2.000	(1.000)
		<b>Location Total</b>	<b>3.000</b>	<b>3.750</b>	<b>4.000</b>	<b>4.000</b>	<b>0.000</b>
5161	114	Mission Peak					
		Park Ranger II	1.000	1.000	2.000	2.000	0.000
		<b>Location Total</b>	<b>1.000</b>	<b>1.000</b>	<b>2.000</b>	<b>2.000</b>	<b>0.000</b>
5161	159	Pleasanton Ridge					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	3.050	3.050	3.050	3.050	0.000
		<b>Location Total</b>	<b>4.050</b>	<b>4.050</b>	<b>4.050</b>	<b>4.050</b>	<b>0.000</b>
5161	117	Round Valley					
		Park Ranger II	1.000	1.000	1.000	1.000	0.000
		<b>Location Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>0.000</b>
5161	162	Sunol/Ohlone					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Craft Specialist	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	2.000	2.000	2.000	2.000	0.000
		Park Ranger I	0.000	0.000	0.000	0.000	0.000
		*Gate Attendant	0.850	0.850	0.850	0.850	0.000
		<b>Location Total</b>	<b>4.850</b>	<b>4.850</b>	<b>4.850</b>	<b>4.850</b>	<b>0.000</b>
5161	171	Sycamore Valley					
		Park Ranger II	1.000	1.000	1.000	1.000	0.000
		<b>Location Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>0.000</b>
5161	180	Vasco Hills					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	1.000	1.000	1.000	1.000	0.000
		<b>Location Total</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>0.000</b>
		<b>Unit Total</b>	<b>36.710</b>	<b>40.110</b>	<b>41.860</b>	<b>41.860</b>	<b>0.000</b>

**SUPPLEMENTAL INFORMATION**

**PERSONNEL BY DIVISION/DEPARTMENT/UNIT**

DEPARTMENT/LOCATION/DESCRIPTION			2014	2015	2016	2017	Change
<b>LAKES UNIT</b>							
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
		<b>Location Total</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>0.000</b>
5141	136	Coyote Hills (formerly part of Interpretive Parklands Unit)					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Craft Specialist	0.000	1.000	1.000	1.000	0.000
		Park Ranger II	2.750	2.750	2.750	2.750	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
		*Gate Attendant	0.350	0.350	0.350	0.350	0.000
		<b>Location Total</b>	<b>5.100</b>	<b>6.100</b>	<b>6.100</b>	<b>6.100</b>	<b>0.000</b>
5141	203	Del Valle					
		Park Supervisor IV	1.000	1.000	1.000	1.000	0.000
		Park Supervisor I	0.000	0.000	0.000	0.000	0.000
		Park Craft Specialist	1.000	1.000	1.000	1.000	0.000
		*Park Ranger II	6.250	7.000	7.000	7.000	0.000
		*Park Ranger I	2.750	1.000	1.000	1.000	0.000
		*Park Service Attendant	1.000	2.000	2.000	2.000	0.000
		Senior Office Assistant	1.000	1.000	1.000	1.000	0.000
		Gardener	1.000	1.000	1.000	1.000	0.000
		*Gate Attendant	1.300	1.300	1.300	1.300	0.000
		*Student Laborer	0.000	0.000	0.000	0.000	0.000
		<b>Location Total</b>	<b>15.300</b>	<b>15.300</b>	<b>15.300</b>	<b>15.300</b>	<b>0.000</b>
5141	216	Lake Chabot					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Craft Specialist	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	4.500	4.500	4.500	4.500	0.000
		Park Ranger I	1.000	1.000	1.000	1.000	0.000
		*Gate Attendant	1.090	1.090	1.090	1.090	0.000
		*Student Laborer	0.000	0.000	0.000	0.000	0.000
		<b>Location Total</b>	<b>8.590</b>	<b>8.590</b>	<b>8.590</b>	<b>8.590</b>	<b>0.000</b>
5141	242	Quarry Lakes					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Gardener	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	2.000	2.000	2.000	2.000	0.000
		Park Ranger I	2.000	2.000	2.000	2.000	0.000
		Park Service Attendant	0.750	0.750	0.750	0.750	0.000
		*Gate Attendant	1.420	1.420	1.420	1.420	0.000
		*Student Laborer	0.000	0.000	0.000	0.000	0.000
		<b>Location Total</b>	<b>8.170</b>	<b>8.170</b>	<b>8.170</b>	<b>8.170</b>	<b>0.000</b>
5141	281	Shadow Cliffs					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Craft Specialist	0.000	0.000	0.000	1.000	1.000
		Park Ranger II	4.750	4.750	4.750	3.750	(1.000)
		Park Ranger I	2.500	2.500	2.500	2.500	0.000
		Park Service Attendant	0.750	0.750	0.750	0.750	0.000
		*Gate Attendant	0.160	0.160	0.160	0.160	0.000
		*Student Laborer	0.000	0.000	0.000	0.000	0.000
		<b>Location Total</b>	<b>9.160</b>	<b>9.160</b>	<b>9.160</b>	<b>9.160</b>	<b>0.000</b>
5141	675	Alameda Trails (moved from Trails Unit in 2014, was location 308)					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	3.100	3.100	3.100	3.100	0.000
		<b>Location Total</b>	<b>4.100</b>	<b>4.100</b>	<b>4.100</b>	<b>4.100</b>	<b>0.000</b>
		<b>Unit Total</b>	<b>52.420</b>	<b>53.420</b>	<b>53.420</b>	<b>53.420</b>	<b>0.000</b>
<b>PARKLAND UNIT</b>							
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
		<b>Location Total</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>0.000</b>
5121	175	Anthony Chabot					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Craft Specialist	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	4.500	4.500	4.500	4.500	0.000
		*Park Ranger I	1.000	1.000	1.750	2.000	0.250
		*Park Service Attendant	0.750	0.750	0.000	0.000	0.000
		Office Assistant	0.500	0.500	0.500	0.500	0.000
		*Gate Attendant	0.600	1.200	1.200	1.200	0.000
		*Student Laborer	0.000	0.000	0.000	0.000	0.000
		<b>Location Total</b>	<b>9.350</b>	<b>9.950</b>	<b>9.950</b>	<b>10.200</b>	<b>0.250</b>
5121	149	Botanic Garden					
		Manager	1.000	1.000	1.000	1.000	0.000
		Park Supervisor/Horticulture Specialist	1.000	1.000	1.000	1.000	0.000
		Sr. Office Assistant	0.500	0.500	0.500	0.500	0.000
		Gardener	3.750	3.750	3.750	3.750	0.000
		*Student Aide	0.865	0.865	0.865	0.865	0.000
		*Student Laborer	0.000	0.000	0.000	0.000	0.000
		<b>Location Total</b>	<b>7.115</b>	<b>7.115</b>	<b>7.115</b>	<b>7.115</b>	<b>0.000</b>
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	3.000	0.250
		*Gate Attendant	0.340	0.340	0.340	0.340	0.000
		<b>Location Total</b>	<b>5.090</b>	<b>5.090</b>	<b>5.090</b>	<b>5.340</b>	<b>0.250</b>



SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2014	2015	2016	2017	Change
5121	134	Sibley/Claremont					
		Park Supervisor	1,000	1,000	1,000	1,000	0.000
		Park Ranger II	2,850	2,850	3,600	3,600	0.000
		<b>Location Total</b>	<b>3,850</b>	<b>3,850</b>	<b>4,600</b>	<b>4,600</b>	<b>0.000</b>
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	0,500	0,500	0,500	0,500	0.000
		*Lead Gate Attendant	0,000	0,000	0,000	0,200	0.200
		*Gate Attendant	0,730	0,730	0,730	0,630	(0.100)
		*Student Laborer	0,000	0,000	0,000	0,000	0.000
		<b>Location Total</b>	<b>10,730</b>	<b>10,730</b>	<b>10,730</b>	<b>10,830</b>	<b>0.100</b>
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	2,750	2,750	2,750	0.000
		*Gate Attendant	0,250	0,250	0,250	0,250	0.000
		<b>Location Total</b>	<b>4,750</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>0.000</b>
		<b>Unit Total</b>	<b>42,885</b>	<b>43,735</b>	<b>44,485</b>	<b>45,085</b>	<b>0.600</b>
<b>RECREATION AREAS UNIT</b>							
5130	000	Recreation Area Unit Manager					
		Unit Manager	1,000	1,000	1,000	1,000	0.000
		*Alternative Work Program Supervisor	0,000	0,750	0,000	0,000	0.000
		Senior Office Assistant	1,000	1,000	1,000	1,000	0.000
		<b>Location Total</b>	<b>2,000</b>	<b>2,750</b>	<b>2,000</b>	<b>2,000</b>	<b>0.000</b>
5131	590	Alternative Work Program					
		Alternative Work Program Supervisor	0,000	0,000	1,000	1,000	0.000
		<b>Location Total</b>	<b>0.000</b>	<b>0.000</b>	<b>1,000</b>	<b>1,000</b>	<b>0.000</b>
5131	145	Diablo Foothill (includes Castle Rock)					
		Park Supervisor	1,000	1,000	1,000	1,000	0.000
		Park Ranger II	2,830	2,830	2,830	2,830	0.000
		*Park Ranger I	0,000	0,000	0,000	0,000	0.000
		*Park Service Attendant	0,150	0,150	0,150	0,150	0.000
		*Gate Attendant	0,380	0,380	0,380	0,380	0.000
		<b>Location Total</b>	<b>4,360</b>	<b>4,360</b>	<b>4,360</b>	<b>4,360</b>	<b>0.000</b>
5131	260	Contra Loma (formerly part of the Lakes Unit)					
		Park Supervisor	1,000	1,000	1,000	1,000	0.000
		Park Craft Specialist	1,000	1,000	1,000	1,000	0.000
		Park Ranger II	5,250	5,250	5,250	5,250	0.000
		Park Ranger I	2,000	2,000	2,000	2,000	0.000
		*Gate Attendant	0,850	0,850	0,850	0,850	0.000
		<b>Location Total</b>	<b>10,100</b>	<b>10,100</b>	<b>10,100</b>	<b>10,100</b>	<b>0.000</b>
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
		<b>Location Total</b>	<b>4,750</b>	<b>4,750</b>	<b>4,750</b>	<b>4,750</b>	<b>0.000</b>
5131	255	Don Castro					
		Park Supervisor	1,000	1,000	1,000	1,000	0.000
		Park Ranger II	3,500	3,500	3,500	3,500	0.000
		*Park Ranger II	0,137	0,137	0,137	0,137	0.000
		*Gate Attendant	0,500	0,500	0,500	0,500	0.000
		<b>Location Total</b>	<b>5,137</b>	<b>5,137</b>	<b>5,137</b>	<b>5,137</b>	<b>0.000</b>
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
		<b>Location Total</b>	<b>4,100</b>	<b>4,100</b>	<b>4,100</b>	<b>4,100</b>	<b>0.000</b>
5131	124	Roberts					
		Park Supervisor	1,000	1,000	1,000	1,000	0.000
		Park Ranger II	3,500	3,500	3,500	3,500	0.000
		*Park Ranger II	0,000	0,000	0,000	0,000	0.000
		Park Services Attendant	0,000	0,000	0,750	0,750	0.000
		*Gate Attendant	0,750	0,750	0,750	0,750	0.000
		<b>Location Total</b>	<b>5,250</b>	<b>5,250</b>	<b>6,000</b>	<b>6,000</b>	<b>0.000</b>
5131	240	Temescal					
		Park Supervisor	1,000	1,000	1,000	1,000	0.000
		Gardener	1,000	1,000	1,000	1,000	0.000
		Park Ranger II	3,000	3,000	3,000	3,000	0.000
		Park Ranger I	0,000	0,000	0,000	0,000	0.000
		*Lead Gate Attendant	0,500	0,500	0,500	0,500	0.000
		*Gate Attendant	1,000	1,000	1,000	1,000	0.000
		<b>Location Total</b>	<b>6,500</b>	<b>6,500</b>	<b>6,500</b>	<b>6,500</b>	<b>0.000</b>
		<b>Unit Total</b>	<b>42,197</b>	<b>42,947</b>	<b>43,947</b>	<b>43,947</b>	<b>0.000</b>
<b>DELTA UNIT</b>							
5170	000	Delta 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
		<b>Location Total</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>0.000</b>
5171	130	Briones (moved from Interpretive Parklands Unit 2014)					
		Park Supervisor	1,000	1,000	1,000	1,000	0.000
		Park Ranger II	3,200	3,950	3,950	4,000	0.050
		*Gate Attendant	0,750	0,750	0,750	0,750	0.000
		<b>Location Total</b>	<b>4,950</b>	<b>5,700</b>	<b>5,700</b>	<b>5,750</b>	<b>0.050</b>

**SUPPLEMENTAL INFORMATION**

**PERSONNEL BY DIVISION/DEPARTMENT/UNIT**

DEPARTMENT/LOCATION/DESCRIPTION			2014	2015	2016	2017	Change
5171	308	Alameda Trails (moved to Lakes Unit in 2014, now location 675) Park Supervisor Park Ranger II	0.000 0.000	0.000 0.000	0.000 0.000	0.000 0.000	0.000 0.000
		<b>Location Total</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
5171	405	Bay Point Park Ranger II		0.750	0.750	0.750	0.000
		<b>Location Total</b>		<b>0.750</b>	<b>0.750</b>	<b>0.750</b>	<b>0.000</b>
5171	429	Big Break Park Ranger II		2.000	2.000	2.000	0.000
		<b>Location Total</b>		<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>0.000</b>
5171	469	Carquinez Strait (moved from the Shoreline Unit) Park Ranger II		3.000	3.000	3.000	0.000
		<b>Location Total</b>		<b>3.000</b>	<b>3.000</b>	<b>3.000</b>	<b>0.000</b>
5171	483	Martinez Shoreline (moved from Shoreline Unit) Park Supervisor Park Ranger II	1.000 1.750	1.000 1.750	1.000 1.750	1.000 1.750	0.000 0.000
		<b>Location Total</b>	<b>2.750</b>	<b>2.750</b>	<b>2.750</b>	<b>2.750</b>	<b>0.000</b>
5171	484	Crockett Hills (moved from the Shoreline Unit) Park Ranger II		1.000	1.000	1.000	0.000
		<b>Location Total</b>		<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>0.000</b>
5171	498	Antioch Park Ranger II		1.000	1.000	1.000	0.000
		<b>Location Total</b>		<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>0.000</b>
5171	651	Contra Costa Trails Park Supervisor Park Craft Specialist Park Ranger II	1.000 1.000 5.500	1.000 1.000 5.600	1.000 1.000 5.600	1.000 1.000 5.600	0.000 0.000 0.000
		<b>Location Total</b>	<b>7.500</b>	<b>7.600</b>	<b>7.600</b>	<b>7.600</b>	<b>0.000</b>
5171	606	Delta DeAnza Park Ranger II		0.220	0.170	0.170	0.000
		<b>Location Total</b>		<b>0.220</b>	<b>0.170</b>	<b>0.170</b>	<b>0.000</b>
5171	654	East Contra Costa Trails Park Supervisor Park Ranger II	1.000 2.950	1.000 2.950	1.000 3.000	1.000 3.000	0.000 0.000
		<b>Location Total</b>	<b>3.950</b>	<b>3.950</b>	<b>4.000</b>	<b>4.000</b>	<b>0.000</b>
5172	308	Alternative Work-Ala. Supervisor		1.000	1.000	1.000	0.000
		<b>Location Total</b>		<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>0.000</b>
5172	310	Alternative Work-CCC Supervisor		1.000	1.000	1.000	0.000
		<b>Location Total</b>		<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>0.000</b>
		<b>Unit Total</b>	<b>30.870</b>	<b>31.970</b>	<b>31.970</b>	<b>32.020</b>	<b>0.050</b>
<b>SHORELINE UNIT</b>							
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
		<b>Location Total</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>0.000</b>
5151	469	Carquinez Strait (moved to Delta Unit) Park Ranger II Park Ranger I	0.000 0.000	0.000 0.000	0.000 0.000	0.000 0.000	0.000 0.000
		<b>Location Total</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
5151	484	Crockett Hills (moved to the Delta Unit) Park Ranger II		0.000	0.000	0.000	0.000
		<b>Location Total</b>		<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
5151	409	Crown Beach Park Supervisor Gardner Park Ranger II Park Ranger I *Gate Attendant *Student Laborer	1.000 0.000 7.000 0.000 0.870 0.000	1.000 0.000 7.000 0.000 0.870 0.000	1.000 0.000 7.000 0.000 0.870 0.000	1.000 1.000 6.000 0.000 0.870 0.000	0.000 1.000 (1.000) 0.000 0.000 0.000
		<b>Location Total</b>	<b>8.870</b>	<b>8.870</b>	<b>8.870</b>	<b>8.870</b>	<b>0.000</b>
5151	423	McLaughlin East Shore State Park Park Ranger II		2.000	2.000	3.000	1.000
		<b>Location Total</b>		<b>2.000</b>	<b>2.000</b>	<b>3.000</b>	<b>1.000</b>
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
		<b>Location Total</b>	<b>4.000</b>	<b>4.000</b>	<b>4.000</b>	<b>4.000</b>	<b>0.000</b>
5151	437	Martin Luther King Jr. Park Supervisor Park Ranger II Park Ranger I Park Craft Specialist *Student Laborer	1.000 3.750 1.000 1.000 0.000	1.000 4.750 0.000 1.000 0.000	1.000 4.750 0.000 1.000 0.000	1.000 4.750 0.000 1.000 0.000	0.000 0.000 0.000 0.000 0.000
		<b>Location Total</b>	<b>6.750</b>	<b>6.750</b>	<b>6.750</b>	<b>6.750</b>	<b>0.000</b>
5151	483	Martinez Shoreline (moved to Delta Unit) Park Supervisor Park Ranger II *Student Laborer	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
		<b>Location Total</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

**SUPPLEMENTAL INFORMATION**

**PERSONNEL BY DIVISION/DEPARTMENT/UNIT**

DEPARTMENT/LOCATION/DESCRIPTION			2014	2015	2016	2017	Change
5151	465	Miller/Knox					
		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	3.500	3.500	3.600	3.600	0.000
		Gardener	0.000	0.000	0.000	0.000	0.000
		*Student Laborer	0.000	0.000	0.000	0.000	0.000
		<b>Location Total</b>	<b>5.500</b>	<b>5.500</b>	<b>5.600</b>	<b>5.600</b>	<b>0.000</b>
5151	473	Oyster Bay					
		Park Ranger II	2.000	2.000	2.000	2.000	0.000
		<b>Location Total</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>0.000</b>
5151	496	Pt. Pinole					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	5.500	5.500	5.500	6.250	0.750
		Park Ranger I	0.000	0.000	0.000	0.000	0.000
		*Gate Attendant	0.200	0.200	0.200	0.400	0.200
		*Student Laborer	0.000	0.000	0.000	0.000	0.000
		<b>Location Total</b>	<b>6.700</b>	<b>6.700</b>	<b>6.700</b>	<b>7.650</b>	<b>0.950</b>
		<b>Unit Total</b>	<b>37.820</b>	<b>37.820</b>	<b>37.920</b>	<b>39.870</b>	<b>1.950</b>
		<b>Dept Total</b>	<b>258.692</b>	<b>265.792</b>	<b>269.392</b>	<b>271.992</b>	<b>2.600</b>
<b>INTERPRETIVE &amp; RECREATION SERVICES DEPARTMENT</b>							
5210	000	Interpretive & Recreation Administration					
		Chief	1.000	1.000	1.000	1.000	0.000
		Community Outreach Coordinator	1.000	1.000	1.000	1.000	0.000
		Cultural Services Coordinator	1.000	1.000	1.000	1.000	0.000
		*Alternative Work Program Supervisor	0.750	0.000	0.000	0.000	0.000
		*Alternative Work Program Supervisor	0.000	0.000	0.000	0.000	0.000
		<b>Unit Total</b>	<b>3.750</b>	<b>3.000</b>	<b>3.000</b>	<b>3.000</b>	<b>0.000</b>
<b>SOUTHEAST UNIT</b>							
5240	000	Regional Interpretive & Recreation Services					
		Manager	1.000	1.000	1.000	1.000	0.000
		Senior Office Specialist	0.000	0.000	1.000	1.000	0.000
		Senior Office Assistant	0.500	0.750	0.000	0.000	0.000
		<b>Location Total</b>	<b>1.500</b>	<b>1.750</b>	<b>2.000</b>	<b>2.000</b>	<b>0.000</b>
5241	585	Ardenwood					
		Supervising Naturalist	1.000	1.000	1.000	1.000	0.000
		Senior Office Assistant	1.000	1.000	1.000	1.000	0.000
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Naturalist	2.750	2.750	2.750	2.750	0.000
		Park Craft Specialist	0.000	1.000	1.000	1.000	0.000
		Park Ranger II	2.000	1.000	1.000	1.000	0.000
		Park Ranger I	1.000	1.000	1.000	1.000	0.000
		Park Service Attendant	1.000	1.000	1.000	1.000	0.000
		Farm Technician	2.000	2.000	2.000	2.000	0.000
		Gardener	1.000	1.000	1.000	1.000	0.000
		Naturalist Aide	0.000	0.000	0.000	0.000	0.000
		*Student Aide	1.715	1.715	1.715	1.715	0.000
		*Gate Attendant	0.480	0.480	0.480	0.480	0.000
		*Student Laborer	0.000	0.000	0.000	0.000	0.000
		<b>Location Total</b>	<b>14.945</b>	<b>14.945</b>	<b>14.945</b>	<b>14.945</b>	<b>0.000</b>
5241	529	Big Break Science Center					
		*Supervising Naturalist	0.000	0.000	0.000	0.000	0.000
		Supervising Naturalist	1.000	1.000	1.000	1.000	0.000
		*Naturalist	0.000	0.000	0.000	0.000	0.000
		Naturalist	1.000	2.000	2.000	2.000	0.000
		Senior Office Assistant	1.000	1.000	1.000	1.000	0.000
		*Interpretive Student Aide	2.000	2.000	2.000	2.000	0.000
		<b>Location Total</b>	<b>5.000</b>	<b>6.000</b>	<b>6.000</b>	<b>6.000</b>	<b>0.000</b>
5241	502	Black Diamond Center					
		Supervising Naturalist	1.000	1.000	1.000	1.000	0.000
		Senior Office Assistant	0.750	0.750	0.750	0.750	0.000
		*Office Assistant-Oral History Project	0.218	0.218	0.218	0.218	0.000
		Naturalist	2.750	2.750	2.750	2.750	0.000
		Park Ranger I	0.750	0.750	0.750	0.750	0.000
		*Student Aide	1.500	1.500	1.500	1.500	0.000
		<b>Location Total</b>	<b>6.968</b>	<b>6.968</b>	<b>6.968</b>	<b>6.968</b>	<b>0.000</b>
5241	547	Sunol Center					
		Supervising Naturalist	1.000	1.000	1.000	1.000	0.000
		Senior Office Assistant	1.000	1.000	1.000	1.000	0.000
		Naturalist	1.750	1.750	1.750	3.000	1.250
		*Student Aide	1.000	1.000	1.000	1.000	0.000
		<b>Location Total</b>	<b>4.750</b>	<b>4.750</b>	<b>4.750</b>	<b>6.000</b>	<b>1.250</b>
5245	000	Community/Volunteer					
		Recreation Supervisor	1.000	1.000	1.000	1.000	0.000
		Recreation Leader III	0.000	0.000	0.000	1.000	1.000
		<b>Location Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>2.000</b>	<b>1.000</b>
5246	000	Park Express					
		Recreation Coordinator	1.000	1.000	1.000	1.000	0.000
		Administrative Aide	0.000	0.000	0.000	0.000	0.000
		Office Specialist	0.750	0.750	0.750	1.000	0.250
		*Office Specialist (limited term)	0.250	0.250	0.000	0.000	0.000
		<b>Location Total</b>	<b>2.000</b>	<b>2.000</b>	<b>1.750</b>	<b>2.000</b>	<b>0.250</b>
		<b>Unit Total</b>	<b>36.163</b>	<b>37.413</b>	<b>37.413</b>	<b>39.913</b>	<b>2.500</b>

**SUPPLEMENTAL INFORMATION**

**PERSONNEL BY DIVISION/DEPARTMENT/UNIT**

DEPARTMENT/LOCATION/DESCRIPTION			2014	2015	2016	2017	Change
<b>NORTHWEST UNIT</b>							
5220	000	Regional Interpretive & Recreation Services Manager					
		<b>Location Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>0.000</b>
5221	000	Recreation Supervisor	1.000	1.000	1.000	1.000	0.000
		*Outdoor Recreation Coordinator	0.500	1.000	1.000	1.250	0.250
		Outdoor Recreation Coordinator	2.000	2.000	2.000	2.000	0.000
		Senior Office Assistant	0.000	0.000	1.000	1.000	0.000
		Office Assistant	1.000	1.000	0.000	0.000	0.000
		Recreation Assistant	0.000	0.000	0.000	0.000	0.000
		*Recreation Leader IV	0.706	0.706	1.206	0.706	(0.500)
		*Recreation Leader III	2.710	2.302	2.352	2.952	0.600
		*Recreation Leader II	1.260	1.260	1.760	1.160	(0.600)
		*Recreation Leader I	0.540	0.540	0.540	0.540	0.000
		<b>Location Total</b>	<b>9.716</b>	<b>9.808</b>	<b>10.858</b>	<b>10.608</b>	<b>-0.250</b>
5228	505	Tilden Nature Area					
		Supervising Naturalist	1.000	1.000	1.000	1.000	0.000
		Senior Office Assistant	2.000	2.000	2.000	2.000	0.000
		Naturalist	3.750	3.750	4.000	4.000	0.000
		Park Ranger II	1.000	1.000	1.000	1.000	0.000
		Farm Technician	1.000	1.000	1.000	1.000	0.000
		Building/Grounds Aide	1.000	1.000	1.000	1.000	0.000
		*Student Aide	2.350	2.350	2.850	2.350	(0.500)
		<b>Location Total</b>	<b>12.100</b>	<b>12.100</b>	<b>12.850</b>	<b>12.350</b>	<b>-0.500</b>
5228	509	Crab Cove Center					
		Supervising Naturalist	1.000	1.000	1.000	1.000	0.000
		Senior Office Assistant	1.000	1.000	1.000	1.000	0.000
		Naturalist	2.750	3.000	3.000	3.000	0.000
		Office Assistant	0.000	0.000	0.000	0.000	0.000
		*Student Aide	1.400	1.400	1.400	1.400	0.000
		<b>Location Total</b>	<b>6.150</b>	<b>6.400</b>	<b>6.400</b>	<b>6.400</b>	<b>0.000</b>
5228	536	Coyote Hills Center					
		Supervising Naturalist	1.000	1.000	1.000	1.000	0.000
		Senior Office Assistant	1.000	1.000	1.000	1.000	0.000
		Naturalist	2.750	2.750	2.750	2.750	0.000
		*Student Aide	1.400	1.400	1.400	1.400	0.000
		*Dept Tech/Senior Intern	0.100	0.100	0.100	0.000	(0.100)
		<b>Location Total</b>	<b>6.250</b>	<b>6.250</b>	<b>6.250</b>	<b>6.150</b>	<b>-0.100</b>
5228	551	Mobile Education Program					
		Supervising Naturalist II	1.00	1.00	2.00	2.00	0.000
		Naturalist	0.00	0.00	0.00	0.50	0.500
		Resource Analyst	1.00	1.00	1.00	1.00	0.000
		*Student Aide	0.25	0.25	0.25	0.75	0.500
		<b>Location Total</b>	<b>2.250</b>	<b>2.250</b>	<b>3.250</b>	<b>4.250</b>	<b>1.000</b>
		<b>Unit Total</b>	<b>37.466</b>	<b>37.808</b>	<b>40.608</b>	<b>40.758</b>	<b>0.150</b>
		<b>Dept Total</b>	<b>77.379</b>	<b>78.221</b>	<b>81.021</b>	<b>83.671</b>	<b>2.650</b>
<b>BUSINESS SERVICES DEPARTMENT</b>							
5320	000	Revenue Services Administration Manager					
		*Administrative Analyst II	0.000	1.000	1.000	1.000	0.000
		Manager	0.000	2.000	2.000	2.000	0.000
		<b>Location Total</b>	<b>0.000</b>	<b>3.000</b>	<b>3.000</b>	<b>3.000</b>	<b>0.000</b>
5324	000	Reservations					
		Reservations Supervisor	1.000	1.000	1.000	1.000	0.000
		Reservations Coordinator	1.000	1.000	1.000	1.000	0.000
		Reservations Support Technician	1.000	1.000	1.000	1.000	0.000
		Office Specialist/Reservations	3.750	4.250	4.250	5.000	0.750
		*Office Specialist	0.400	0.400	0.400	0.400	0.000
		<b>Location Total</b>	<b>7.150</b>	<b>7.650</b>	<b>7.650</b>	<b>8.400</b>	<b>0.750</b>
5327	000	Facilities					
		Facilities Supervisor	1.000	1.000	1.000	1.000	0.000
		Secretary	1.000	1.000	1.000	1.000	0.000
		Building/Grounds Aide	3.000	3.000	4.000	4.000	0.000
		<b>Location Total</b>	<b>5.000</b>	<b>5.000</b>	<b>6.000</b>	<b>6.000</b>	<b>0.000</b>
5327	204	Arroyo Del Valle Camp					
		Park Craft Specialist	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	1.000	1.000	1.000	1.000	0.000
		<b>Location Total</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>0.000</b>
		<b>Dept Total</b>	<b>14.150</b>	<b>17.650</b>	<b>18.650</b>	<b>19.400</b>	<b>0.750</b>
<b>MAINTENANCE &amp; SKILLED TRADES DEPARTMENT</b>							
<b>ADMINISTRATION</b>							
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	2.000	2.000	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
		<b>Unit Total</b>	<b>5.000</b>	<b>5.000</b>	<b>6.000</b>	<b>6.000</b>	<b>0.000</b>
<b>FLEET MANAGEMENT UNIT</b>							
5930	000	Fleet Management					
		Fleet Manager	1.000	1.000	1.000	1.000	0.000
		Maintenance Superintendent	0.000	0.000	0.000	0.000	0.000
		Senior Office Specialist	1.000	1.000	1.000	1.000	0.000
		Administrative Analyst II	0.000	0.000	0.000	0.000	0.000
		<b>Location Total</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>0.000</b>

**SUPPLEMENTAL INFORMATION**

**PERSONNEL BY DIVISION/DEPARTMENT/UNIT**

DEPARTMENT/LOCATION/DESCRIPTION		2014	2015	2016	2017	Change
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	12.000	1.000
	<b>Location Total</b>	<b>15.000</b>	<b>15.000</b>	<b>15.000</b>	<b>16.000</b>	<b>1.000</b>
	<b>Unit Total</b>	<b>17.000</b>	<b>17.000</b>	<b>17.000</b>	<b>18.000</b>	<b>1.000</b>
<b>PUBLIC WORKS UNIT</b>						
5940	000 Public Works Administration					
	Maintenance Superintendent	1.000	1.000	1.000	1.000	0.000
	Senior Office Specialist	1.000	1.000	1.000	1.000	0.000
	Administrative Analyst II	1.000	1.000	1.000	1.000	0.000
	*Administrative Analyst II	0.000	0.000	0.000	0.000	0.000
	*Administrative Analyst I	1.000	1.000	1.000	1.000	0.000
	<b>Location Total</b>	<b>4.000</b>	<b>4.000</b>	<b>4.000</b>	<b>4.000</b>	<b>0.000</b>
5942	000 Trades					
	Maintenance Superintendent	0.000	0.000	0.000	0.000	0.000
	Maint/Skilled Trades Supervisor	2.000	2.000	2.000	2.000	0.000
	*Electrician	3.000	3.000	2.000	2.000	0.000
	Plumber	3.200	3.950	4.350	4.350	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
	<b>Location Total</b>	<b>25.200</b>	<b>25.950</b>	<b>25.350</b>	<b>25.350</b>	<b>0.000</b>
5943	000 Sanitation					
	Sanitation/Recycling Supervisor	1.000	1.000	1.000	1.000	0.000
	Recycling Coordinator	1.000	1.000	1.000	1.000	0.000
	Sanitation Truck Driver	3.500	3.750	4.0625	4.0625	0.000
	Plumber	0.000	0.065	0.000	0.100	0.100
	<b>Location Total</b>	<b>5.500</b>	<b>5.815</b>	<b>6.0625</b>	<b>6.163</b>	<b>0.100</b>
5944	000 Road & Trails					
	Roads & Trails Supervisor	1.000	1.000	1.000	1.000	0.000
	*Plumber	0.000	0.280	0.280	0.280	0.000
	Heavy Equipment Operator	4.350	4.350	4.350	4.350	0.000
	Equipment Operator Apprentice	1.000	1.000	1.000	1.000	0.000
	Park Craft Specialist	2.000	2.000	2.000	2.000	0.000
	*Park Ranger II	5.500	6.000	6.000	6.000	0.000
	<b>Location Total</b>	<b>13.850</b>	<b>14.630</b>	<b>14.630</b>	<b>14.630</b>	<b>0.000</b>
5945	000 Water Utilities					
	Water Utilities Maintenance Supervisor	1.000	1.000	1.000	1.000	0.000
	Water Utilities Maintenance Technician	1.750	1.750	2.000	2.000	0.000
	*Electrician	0.000	0.000	1.000	1.000	0.000
	<b>Location Total</b>	<b>2.750</b>	<b>2.750</b>	<b>4.000</b>	<b>4.000</b>	<b>0.000</b>
	<b>Unit Total</b>	<b>51.300</b>	<b>53.145</b>	<b>54.0425</b>	<b>54.1425</b>	<b>0.100</b>
	<b>Dept Total</b>	<b>73.300</b>	<b>75.145</b>	<b>77.0425</b>	<b>78.143</b>	<b>1.100</b>
	<b>Division Total</b>	<b>430.521</b>	<b>440.808</b>	<b>450.106</b>	<b>457.206</b>	<b>7.100</b>
	<b>Permanent Staff</b>	<b>384.550</b>	<b>394.145</b>	<b>402.143</b>	<b>409.293</b>	<b>7.150</b>
	<b>Seasonal/Temporary Staff</b>	<b>45.971</b>	<b>46.663</b>	<b>47.963</b>	<b>47.913</b>	<b>(0.050)</b>
	<b>All Personnel</b>	<b>430.521</b>	<b>440.808</b>	<b>450.106</b>	<b>457.206</b>	<b>7.100</b>
<b>PUBLIC AFFAIRS DIVISION</b>						
3110	000 Public Affairs					
	Asst Gen Manager Public Affairs	1.000	1.000	1.000	1.000	0.000
	Community Relations Manager	1.000	1.000	1.000	1.000	0.000
	*Membership Development Officer	1.000	1.000	1.000	1.000	0.000
	Foundation Program Manager	1.000	1.000	1.000	1.000	0.000
	Public Information Supervisor	1.000	1.000	1.000	1.000	0.000
	Administrative Analyst II	2.000	2.000	2.000	2.000	0.000
	Office Specialist	1.000	1.000	1.000	2.000	1.000
	Public Information Rep	1.000	1.000	1.000	1.000	0.000
	Public Information Rep-Temporary	0.000	0.000	0.000	1.000	1.000
	Publications Coordinator	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
	<b>Dept Total</b>	<b>13.000</b>	<b>13.000</b>	<b>13.000</b>	<b>15.000</b>	<b>2.000</b>
3120	000 Environmental Graphics					
	Creative Design Manager	0.000	1.000	1.000	1.000	0.000
	Env Graphics/Multi Media Supervisor	1.000	1.000	1.000	1.000	0.000
	*Graphic Designer	1.000	1.000	0.000	0.000	0.000
	*Senior Envir. Graphic Specialist	0.000	0.000	1.000	1.000	0.000
	*Senior Graphic Designer	0.000	0.000	1.000	1.000	0.000
	*Environmental Graphics Specialist	2.000	2.000	1.000	1.000	0.000
	*Intern limited term	0.000	0.500	0.000	0.000	0.000
	<b>Dept Total</b>	<b>4.000</b>	<b>5.500</b>	<b>5.000</b>	<b>5.000</b>	<b>0.000</b>
3121	000 Exhibit Design (Moved from Operations Division 2014)					
	Exhibit Supervisor	1.000	1.000	1.000	1.000	0.000
	Exhibit Technician	2.000	2.000	2.000	2.000	0.000
	<b>Dept Total</b>	<b>3.000</b>	<b>3.000</b>	<b>3.000</b>	<b>3.000</b>	<b>0.000</b>
	<b>Division Total</b>	<b>20.000</b>	<b>21.500</b>	<b>21.000</b>	<b>23.000</b>	<b>2.000</b>
	<b>Permanent Staff</b>	<b>20.000</b>	<b>21.500</b>	<b>21.000</b>	<b>22.000</b>	<b>1.000</b>
	<b>Seasonal/Temporary Staff</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>1.000</b>	<b>1.000</b>
	<b>All Personnel</b>	<b>20.000</b>	<b>21.500</b>	<b>21.000</b>	<b>23.000</b>	<b>2.000</b>

**SUPPLEMENTAL INFORMATION**

**PERSONNEL BY DIVISION/DEPARTMENT/UNIT**

DEPARTMENT/LOCATION/DESCRIPTION			2014	2015	2016	2017	Change
<b>PUBLIC SAFETY DIVISION</b>							
8110	000	Office of the Chief					
		Assist. General Mgr/Police Chief	1.000	1.000	1.000	1.000	0.000
		Confidential Secretary	1.000	1.000	1.000	1.000	0.000
		*Student Aide	3.000	3.000	3.000	4.290	1.290
		<b>Unit Total</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>	<b>6.290</b>	<b>1.290</b>
8120	000	Public Safety Admin. (department number changed from 8510)					
		Captain	0.000	0.000	0.000	1.000	1.000
		Lieutenant	1.000	1.000	1.000	1.000	0.000
		Sergeant	2.000	2.000	2.000	2.000	0.000
		Public Safety Systems Administrator	1.000	1.000	1.000	1.000	0.000
		Administrative Analyst I	2.000	2.000	0.000	0.000	0.000
		Administrative Analyst II	0.000	0.000	0.000	2.000	0.000
		Communications/Records Manager	1.000	1.000	1.000	1.000	0.000
		Property & Evidence Clerk	0.000	0.000	0.000	1.000	1.000
		Office Specialist	1.000	1.000	1.000	1.000	0.000
		<b>Unit Total</b>	<b>8.000</b>	<b>8.000</b>	<b>8.000</b>	<b>10.000</b>	<b>2.000</b>
8130	000	Communications & Records (formerly department 8520)					
		Dispatch Supervisor	5.000	5.000	5.000	5.000	0.000
		Dispatcher/CSO	10.000	10.000	10.000	11.000	1.000
		<b>Unit Total</b>	<b>15.000</b>	<b>15.000</b>	<b>15.000</b>	<b>16.000</b>	<b>1.000</b>
		<b>Dept Total</b>	<b>28.000</b>	<b>28.000</b>	<b>28.000</b>	<b>32.290</b>	<b>4.290</b>
<b>POLICE DEPARTMENT</b>							
8210	000	Police Field Unit (unit number changed from 8410)					
		Captain	0.000	0.000	0.000	1.000	1.000
		Lieutenant	2.000	2.000	2.000	2.000	0.000
		Sergeant	6.000	6.000	6.000	6.000	0.000
		Police Officer	27.880	30.560	32.660	33.660	1.000
		Dispatch/CSO	0.000	2.000	3.000	3.000	0.000
		Secretary	0.000	0.000	0.000	1.000	1.000
		*Seasonal Police Officer	0.430	0.430	0.430	0.430	0.000
		<b>Unit Total</b>	<b>36.310</b>	<b>40.990</b>	<b>44.090</b>	<b>47.090</b>	<b>3.000</b>
8230	000	Public Safety Helicopter					
		Sergeant/Helicopter Pilot	1.000	1.000	1.000	1.000	0.000
		Police Officer/Helicopter Pilot	4.000	4.000	4.000	4.000	0.000
		Aircraft Maintenance Specialist/IA	0.000	0.000	1.000	1.000	0.000
		Helicopter Mechanic/IA	1.000	1.000	0.000	0.000	0.000
		<b>Unit Total</b>	<b>6.000</b>	<b>6.000</b>	<b>6.000</b>	<b>6.000</b>	<b>0.000</b>
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
		<b>Unit Total</b>	<b>4.350</b>	<b>4.350</b>	<b>4.350</b>	<b>4.350</b>	<b>0.000</b>
8250	000	Detectives Unit					
		Captain	1.000	1.000	1.000	0.000	(1.000)
		Sergeant	1.000	1.000	1.000	1.000	0.000
		Police Officer	3.000	3.000	3.000	4.000	1.000
		Secretary	1.000	1.000	1.000	0.000	(1.000)
		Property & Evidence Clerk	1.000	1.000	1.000	0.000	(1.000)
		<b>Unit Total</b>	<b>7.000</b>	<b>7.000</b>	<b>7.000</b>	<b>5.000</b>	<b>-2.000</b>
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
		<b>Unit Total</b>	<b>7.000</b>	<b>7.000</b>	<b>7.000</b>	<b>7.000</b>	<b>0.000</b>
8270	000	Public Safety Volunteers					
		Volunteer Coordinator	1.000	1.000	1.000	1.000	0.000
		<b>Unit Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>0.000</b>
		<b>Dept Total</b>	<b>61.660</b>	<b>66.340</b>	<b>69.440</b>	<b>70.440</b>	<b>1.000</b>
<b>FIRE DEPARTMENT</b>							
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	4.430	4.590	4.590	0.000
		Fire Captain (FEMA Grant)	1.000	1.000	1.000	1.000	0.000
		Firefighter II	7.090	9.070	9.320	9.320	0.000
		Firefighter I	0.000	0.000	0.000	0.000	0.000
		Secretary	1.000	1.000	1.000	1.000	0.000
		Administrative Analyst II	1.000	1.000	1.000	1.000	0.000
		<b>Unit Total</b>	<b>16.090</b>	<b>18.500</b>	<b>18.910</b>	<b>18.910</b>	<b>0.000</b>
<b>LIFEGUARD SERVICES UNIT</b>							
8320	000	Aquatic Program					
		Aquatic Manager	1.000	1.000	1.000	1.000	0.000
		Aquatic Supervisor	2.000	2.000	2.000	2.000	0.000
		Aquatic Assistant	2.250	3.000	3.000	3.000	0.000
		*Lifeguard III	0.000	0.000	0.000	0.000	0.000
		*Lifeguard II	0.250	0.250	0.250	0.250	0.000
		*Lifeguard I	0.560	0.173	0.173	2.273	2.100
		<b>Location Total</b>	<b>6.060</b>	<b>6.423</b>	<b>6.423</b>	<b>8.523</b>	<b>2.100</b>
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
		<b>Location Total</b>	<b>1.230</b>	<b>1.230</b>	<b>1.230</b>	<b>1.230</b>	<b>0.000</b>
8320	260	Contra Loma					
		*Lifeguard III	0.500	0.500	0.500	0.500	0.000
		*Lifeguard II	0.280	0.280	0.280	0.280	0.000
		*Lifeguard I	3.360	3.360	3.360	3.360	0.000
		<b>Location Total</b>	<b>4.140</b>	<b>4.140</b>	<b>4.140</b>	<b>4.140</b>	<b>0.000</b>
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
		<b>Location Total</b>	<b>2.500</b>	<b>2.500</b>	<b>2.500</b>	<b>2.500</b>	<b>0.000</b>

**SUPPLEMENTAL INFORMATION**

**PERSONNEL BY DIVISION/DEPARTMENT/UNIT**

DEPARTMENT/LOCATION/DESCRIPTION			2014	2015	2016	2017	Change
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
		<b>Location Total</b>	<b>4.880</b>	<b>4.880</b>	<b>4.880</b>	<b>4.880</b>	<b>0.000</b>
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
		<b>Location Total</b>	<b>2.680</b>	<b>2.680</b>	<b>2.680</b>	<b>2.680</b>	<b>0.000</b>
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
		<b>Location Total</b>	<b>3.295</b>	<b>3.295</b>	<b>3.295</b>	<b>3.295</b>	<b>0.000</b>
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
		<b>Location Total</b>	<b>2.171</b>	<b>2.171</b>	<b>2.171</b>	<b>2.171</b>	<b>0.000</b>
8320	281	Shadow Cliffs					
		*Lifeguard III	0.500	0.500	0.500	0.500	0.000
		*Lifeguard II	0.590	0.590	0.590	0.590	0.000
		*Lifeguard I	3.020	3.020	3.020	3.020	0.000
		<b>Location Total</b>	<b>4.110</b>	<b>4.110</b>	<b>4.110</b>	<b>4.110</b>	<b>0.000</b>
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
		<b>Location Total</b>	<b>2.910</b>	<b>2.910</b>	<b>2.910</b>	<b>2.910</b>	<b>0.000</b>
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
		<b>Location Total</b>	<b>3.014</b>	<b>3.014</b>	<b>3.014</b>	<b>3.014</b>	<b>0.000</b>
		<b>Unit Total</b>	<b>36.990</b>	<b>37.353</b>	<b>37.353</b>	<b>39.453</b>	<b>2.100</b>
		<b>Dept Total</b>	<b>53.080</b>	<b>55.853</b>	<b>56.263</b>	<b>58.363</b>	<b>2.100</b>
		<b>Division Total</b>	<b>142.740</b>	<b>150.193</b>	<b>153.703</b>	<b>161.093</b>	<b>7.390</b>
		<b>Permanent Staff</b>	<b>107.570</b>	<b>115.410</b>	<b>118.920</b>	<b>122.920</b>	<b>4.000</b>
		<b>Seasonal/Temporary Staff</b>	<b>35.170</b>	<b>34.783</b>	<b>34.783</b>	<b>38.173</b>	<b>3.390</b>
		<b>All Personnel</b>	<b>142.740</b>	<b>150.193</b>	<b>153.703</b>	<b>161.093</b>	<b>7.390</b>
<b>ALL DIVISIONS</b>							
		<b>Permanent Staff</b>	<b>648.387</b>	<b>672.457</b>	<b>692.413</b>	<b>707.563</b>	<b>15.150</b>
		<b>Seasonal/Temporary Staff</b>	<b>91.501</b>	<b>91.386</b>	<b>92.916</b>	<b>97.256</b>	<b>4.340</b>
		<b>TOTAL FUNDED POSITIONS</b>	<b>739.889</b>	<b>763.843</b>	<b>785.329</b>	<b>804.8188</b>	<b>19.490</b>

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

^^^ Indicates position change during 2016.

**SUPPLEMENTAL INFORMATION**

**SALARY SCHEDULES-AFSCME**

Job Title	Step	Hourly Wage	Annual Base Salary	Job Title	Step	Hourly Wage	Annual Base Salary
Account Clerk*	A	\$ 29.77	\$ 58,052	Aquatic Supervisor	A	\$ 33.90	\$ 70,512
	B	30.41	59,300		B	34.82	72,426
	C	31.05	60,548		C	35.60	74,048
	D	31.94	62,283		D	36.44	75,795
	E	32.40	63,180		E	37.20	77,376
Accountant 1*	A	32.14	62,673	Architect*	A	45.08	87,906
	B	32.89	64,136		B	46.11	89,915
	C	33.58	65,481		C	47.12	91,884
	D	34.35	66,983		D	48.22	94,029
	E	35.13	68,504		E	49.31	96,155
Accountant 2*	A	33.95	66,203	Botanic Garden Manager	A	45.28	94,182
	B	34.69	67,646		B	46.42	96,554
	C	35.38	68,991		C	47.57	98,946
	D	36.17	70,532		D	48.74	101,379
	E	36.92	71,994		E	49.96	103,917
Accounting Supervisor*	A	33.42	65,169	Botanist*	A	36.37	70,922
	B	34.18	66,651		B	37.35	72,833
	C	34.94	68,133		C	38.24	74,568
	D	35.73	69,674		D	39.09	76,226
	E	36.54	71,253		E	39.91	77,825
Accounting Technician*	A	29.76	58,032	Building/Grounds Aide	A	26.67	55,474
	B	30.39	59,261		B	27.18	56,534
	C	31.05	60,548		C	27.67	57,554
	D	31.84	62,088		D	28.23	58,718
	E	32.39	63,161		E	28.70	59,696
Administrative Aide*	A	30.03	58,559	Carpenter	A	33.64	69,971
	B	30.72	59,904		B	34.41	71,573
	C	31.37	61,172		C	35.12	73,050
	D	32.25	62,888		D	35.90	74,672
	E	32.73	63,824		E	36.66	76,253
Administrative Analyst 1*	A	33.28	64,896	Carpenter Apprentice	A	26.74	55,619
	B	34.01	66,320		B	27.99	58,219
	C	34.68	67,626		C	29.15	60,632
	D	35.46	69,147		D	30.60	63,648
	E	36.20	70,590		E	31.91	66,373
Administrative Analyst 2*	A	36.37	70,922	Civil Engineer*	A	45.08	87,906
	B	37.35	72,833		B	46.11	89,915
	C	38.24	74,568		C	47.12	91,884
	D	39.09	76,226		D	48.22	94,029
	E	39.91	77,825		E	49.31	96,155
Aircraft Maintenance Specialist/IA	A	45.28	94,182	Community Outreach Coordinator*	A	35.35	68,933
	B	46.42	96,554		B	36.18	70,551
	C	47.57	98,946		C	36.96	72,072
	D	48.74	101,379		D	37.77	73,652
	E	49.96	103,917		E	38.58	75,231
Alternative Work Program Supervisor	A	31.59	65,707	Concession Manager	A	25.25	52,520
	B	32.35	67,288		B	25.72	53,498
	C	33.06	68,765		C	26.21	54,517
	D	33.82	70,346		D	26.70	55,536
	E	34.58	71,926		E	27.15	56,472
Aquatic Assistant	A	28.44	59,155	Construction Inspector	A	34.74	72,259
	B	29.01	60,341		B	35.56	73,965
	C	29.59	61,547		C	36.37	75,650
	D	30.22	62,858		D	37.16	77,293
	E	30.78	64,022		E	38.02	79,082



**SUPPLEMENTAL INFORMATION**

**SALARY SCHEDULES-AFSCME**

Job Title	Step	Hourly Wage	Annual Base Salary	Job Title	Step	Hourly Wage	Annual Base Salary
Contract/Encroachment Supervisor*	A	\$ 39.24	\$ 76,518	Environmental Graphics Spec Apprentice	A	\$ 27.52	\$ 57,242
	B	40.30	78,585		B	28.83	59,966
	C	41.24	80,418		C	29.99	62,379
	D	42.17	82,232		D	34.48	71,718
	E	43.08	84,006		E	32.82	68,266
Cultural Services Coordinator	A	36.69	76,315	Environmental Graphics /MMSupervisor	A	38.93	80,974
	B	37.59	78,187		B	39.85	82,888
	C	38.46	79,997		C	40.75	84,760
	D	39.36	81,869		D	41.69	86,715
	E	40.38	83,990		E	42.66	88,733
Custodian	A	25.25	52,520	Environmental Graphics Specialist	A	32.82	68,266
	B	25.72	53,498		B	33.58	69,846
	C	26.21	54,517		C	34.31	71,365
	D	26.70	55,536		D	35.08	72,966
	E	27.15	56,472		E	35.83	74,526
Data Entry Operator*	A	26.92	52,494	Equipment Operator Apprentice	A	27.52	57,242
	B	27.41	53,450		B	29.99	62,379
	C	27.94	54,483		C	32.14	66,851
	D	58.49	114,056		D	34.48	71,718
	E	29.01	56,570				
Drafting Technician*	A	33.73	65,774	Exhibit Supervisor	A	35.27	73,362
	B	34.51	67,295		B	36.22	75,338
	C	35.22	68,679		C	37.03	77,022
	D	36.04	70,278		D	37.87	78,770
	E	36.87	71,897		E	38.69	80,475
Drafting Technician - Survey	A	33.73	70,158	Exhibit Technician	A	32.58	67,766
	B	34.51	71,781		B	33.33	69,326
	C	35.22	73,258		C	34.04	70,803
	D	36.04	74,963		D	34.83	72,446
	E	36.87	76,690		E	35.60	74,048
Ecological Services Coordinator*	A	41.17	80,282	Facilities Supervisor	A	35.98	74,838
	B	42.11	82,115		B	36.95	76,856
	C	43.08	84,006		C	37.76	78,541
	D	44.08	85,956		D	38.65	80,392
	E	45.06	87,867		E	39.46	82,077
Electrician	A	34.90	72,592	Farm Technician 1	A	27.99	58,219
	B	35.70	74,256		B	38.57	80,226
	C	36.52	75,962		C	29.15	60,632
	D	37.31	77,605		D	29.76	61,901
	E	38.16	79,373		E	30.35	63,128
Electrician Apprentice	A	27.52	57,242	Farm Technician 2	A	30.25	62,920
	B	28.83	59,966		B	30.90	64,272
	C	30.27	62,962		C	31.51	65,541
	D	31.77	66,082		D	32.23	67,038
	E	33.11	68,869		E	32.93	68,494
Electrician's Helper	A	28.98	60,278	Farmer	A	30.74	63,939
	B	29.64	61,651		B	31.45	65,416
	C	30.27	62,962		C	32.11	66,789
	D	31.08	64,646		D	32.82	68,266
	E	31.56	65,645		E	33.57	69,826
Engineering Supervisor*	A	38.93	75,914	Field/Office Surveyor	A	34.75	72,280
	B	39.85	77,708		B	35.70	74,256
	C	40.75	79,463		C	36.50	75,920
	D	41.69	81,296		D	37.33	77,646
	E	42.66	83,187		E	38.13	79,310

**SUPPLEMENTAL INFORMATION**

**SALARY SCHEDULES-AFSCME**

Job Title	Step	Hourly Wage	Annual Base Salary	Job Title	Step	Hourly Wage	Annual Base Salary
Firefighter 1	A	\$ 19.78	\$ 41,142	Graphic Designer	A	\$ 32.89	\$ 64,136
	B	20.27	42,162		B	33.60	65,520
	C	20.77	43,202		C	34.30	66,885
	D	21.20	44,096		D	35.05	68,348
	E	21.67	45,074		E	35.78	69,771
Firefighter 2	A	30.11	62,629	Heavy Equipment Operator	A	34.48	71,718
	B	30.81	64,085		B	35.26	73,341
	C	31.46	65,437		C	36.09	75,067
	D	32.31	67,205		D	36.87	76,690
	E	32.79	68,203		E	37.70	78,416
Fry Cook	A	23.01	47,861	Helicopter Mechanic	A	38.86	80,829
	B	23.40	48,672		B	39.73	82,638
	C	23.80	49,504		C	40.70	84,656
	D	24.20	50,336		D	41.58	86,486
	E	24.59	51,147		E	42.55	88,504
Gardener	A	27.99	58,219	Human Resources Assistant*	A	35.46	69,147
	B	28.57	59,426		B	36.40	70,980
	C	29.15	60,632		C	37.27	72,677
	D	29.76	61,901		D	38.12	74,334
	E	30.35	63,128		E	38.91	75,875
Geologist*	A	35.81	69,830	Information Services Network Analyst*	A	38.93	75,914
	B	36.75	71,663		B	39.85	77,708
	C	37.62	73,359		C	40.75	79,463
	D	38.52	75,114		D	41.69	81,296
	E	39.29	76,616		E	42.66	83,187
GIS Analyst*	A	35.81	69,830	Information Services Support Technician 1*	A	29.80	58,110
	B	36.75	71,663		B	30.37	59,222
	C	37.62	73,359		C	31.00	60,450
	D	38.50	75,075		D	31.66	61,737
	E	39.30	76,635		E	32.39	63,161
GIS Coordinator*	A	41.40	80,730	Information Services Technician 2*	A	35.08	68,406
	B	42.34	82,563		B	35.85	69,908
	C	43.32	84,474		C	36.57	71,312
	D	44.32	86,424		D	37.39	72,911
	E	45.36	88,452		E	38.15	74,393
GIS Programmer/Analyst*	A	35.81	69,830	Instrument Person	A	31.05	64,584
	B	36.75	71,663		B	31.77	66,082
	C	37.62	73,359		C	32.37	67,330
	D	38.50	75,075		D	33.11	68,869
	E	39.30	76,635		E	33.77	70,242
GIS Supervisor*	A	44.50	86,775	Integrated Pest Management Specialist*	A	45.28	88,296
	B	45.52	88,764		B	46.42	90,519
	C	46.57	90,812		C	47.57	92,762
	D	47.63	92,879		D	48.74	95,043
	E	48.77	95,102		E	49.96	97,422
GIS Technician*	A	29.80	58,110	Jr. Civil Engineer*	A	36.16	70,512
	B	30.37	59,222		B	37.13	72,404
	C	31.00	60,450		C	37.98	74,061
	D	31.66	61,737		D	38.86	75,777
	E	32.39	63,161		E	39.69	77,396
Grants Coordinator*	A	33.14	64,623	Jr. Drafting Technician*	A	29.80	58,110
	B	33.87	66,047		B	30.37	59,222
	C	34.57	67,412		C	31.00	60,450
	D	35.32	68,874		D	31.66	61,737
	E	36.04	70,278		E	32.39	63,161

**SUPPLEMENTAL INFORMATION**

**SALARY SCHEDULES-AFSCME**

Job Title	Step	Hourly Wage	Annual Base Salary	Job Title	Step	Hourly Wage	Annual Base Salary
Jr. Planning Technician*	A	\$ 30.34	\$ 59,163	Membership Development Officer*	A	\$ 36.68	\$ 71,526
	B	30.99	60,431		B	37.59	73,301
	C	31.58	61,581		C	38.46	74,997
	D	32.28	62,946		D	39.35	76,733
	E	33.06	64,467		E	40.38	78,741
Land Acquisition Coordinator*	A	35.81	69,830	Messenger	A	25.24	52,499
	B	36.75	71,663		B	25.71	53,477
	C	37.62	73,359		C	26.21	54,517
	D	38.52	75,114		D	26.70	55,536
	E	39.48	76,986		E	27.20	56,576
Land Acquisition Specialist*	A	42.65	83,168	Mining Operations Supervisor	A	42.86	89,149
	B	43.66	85,137		B	43.85	91,208
	C	44.60	86,970		C	44.81	93,205
	D	45.64	88,998		D	45.89	95,451
	E	46.67	91,007		E	46.93	97,614
Landscape Architect*	A	42.65	83,168	Mining Technician	A	32.90	68,432
	B	43.66	85,137		B	33.67	70,034
	C	44.60	86,970		C	34.39	71,531
	D	45.64	88,998		D	35.19	73,195
	E	46.67	91,007		E	35.97	74,818
Landscape Architect/Planning*	A	42.65	83,168	Naturalist	A	31.61	65,749
	B	43.66	85,137		B	32.35	67,288
	C	44.60	86,970		C	33.04	68,723
	D	45.64	88,998		D	33.80	70,304
	E	46.67	91,007		E	34.55	71,864
Lead Mechanic	A	34.81	72,405	Naturalist Aide	A	27.52	57,242
	B	35.60	74,048		B	28.05	58,344
	C	36.42	75,754		C	28.62	59,530
	D	37.22	77,418		D	29.22	60,778
	E	38.09	79,227		E	29.79	61,963
Light Equipment Mechanic	A	28.41	59,093	Office Assistant*	A	25.51	49,745
	B	29.06	60,445		B	25.95	50,603
	C	29.67	61,714		C	26.33	51,344
	D	30.48	63,398		D	26.83	52,319
	E	30.95	64,376		E	27.30	53,235
Maintenance/Skilled Trades Supervisor	A	38.86	80,829	Office Assistant/Membership*	A	25.51	49,745
	B	39.76	82,701		B	25.95	50,603
	C	40.73	84,718		C	26.33	51,344
	D	41.61	86,549		D	26.83	52,319
	E	42.55	88,504		E	27.30	53,235
Mapping Graphics Technician*	A	30.95	60,353	Office Services Assistant*	A	25.51	49,745
	B	31.59	61,601		B	25.95	50,603
	C	32.27	62,927		C	26.33	51,344
	D	33.18	64,701		D	26.83	52,319
	E	33.70	65,715		E	27.30	53,235
Marina Attendant	A	25.25	52,520	Office Specialist*	A	26.78	52,221
	B	25.72	53,498		B	27.31	53,255
	C	26.21	54,517		C	27.78	54,171
	D	26.70	55,536		D	28.31	55,205
	E	27.20	56,576		E	28.77	56,102
Mechanic's Helper	A	27.52	57,242	Office Specialist/Reservations*	A	27.37	53,372
	B	28.05	58,344		B	27.87	54,347
	C	28.59	59,467		C	28.35	55,283
	D	29.22	60,778		D	28.93	56,414
	E	29.80	61,984		E	29.46	57,447

**SUPPLEMENTAL INFORMATION**

**SALARY SCHEDULES-AFSCME**

Job Title	Step	Hourly Wage	Annual Base Salary	Job Title	Step	Hourly Wage	Annual Base Salary
Painter	A	\$ 32.82	\$ 68,266	Planner*	A	\$ 35.73	\$ 69,674
	B	33.58	69,846		B	36.52	71,214
	C	34.31	71,365		C	37.25	72,638
	D	35.08	72,966		D	38.08	74,256
	E	35.83	74,526		E	38.85	75,758
Painter Apprentice	A	27.52	57,242	Plumber	A	34.90	72,592
	B	29.29	60,923		B	35.70	74,256
	C	31.05	64,584		C	36.52	75,962
	D	32.82	68,266		D	37.31	77,605
			E		38.16	79,373	
Painter's Helper	A	27.52	57,242	Preparator Aide	A	27.52	57,242
	B	28.05	58,344		B	28.05	58,344
	C	28.59	59,467		C	28.62	59,530
	D	29.22	60,778		D	29.22	60,778
	E	29.80	61,984		E	29.79	61,963
Park Craft Specialist	A	30.04	62,483	Project Coordinator*	A	39.30	76,635
	B	30.74	63,939		B	40.21	78,410
	C	31.41	65,333		C	41.09	80,126
	D	32.11	66,789		D	42.05	81,998
	E	32.70	68,016		E	42.99	83,831
Park Ranger 1	A	22.33	46,446	Project Manager*	A	45.08	87,906
	B	22.70	47,216		B	46.11	89,915
	C	23.13	48,110		C	47.12	91,884
	D	23.53	48,942		D	48.22	94,029
	E	23.87	49,650		E	49.31	96,155
Park Ranger 2	A	27.13	56,430	Principal Planner*	A	45.56	88,842
	B	27.69	57,595		B	46.66	90,987
	C	28.25	58,760		C	47.73	93,074
	D	28.84	59,987		D	48.74	95,043
	E	29.52	61,402		E	49.82	97,149
Park Services Attendant	A	19.11	39,749	Public Information Representative*	A	32.89	64,136
	B	19.44	40,435		B	33.60	65,520
	C	19.81	41,205		C	34.30	66,885
	D	20.15	41,912		D	35.05	68,348
	E	20.72	43,098		E	35.78	69,771
Park Supervisor 2	A	35.28	73,382	Public Information Supervisor*	A	39.66	77,337
	B	36.23	75,358		B	40.57	79,112
	C	37.07	77,106		C	41.44	80,808
	D	37.91	78,853		D	42.38	82,641
	E	38.70	80,496		E	43.40	84,630
Park Supervisor 3	A	36.68	76,294	Publications Coordinator*	A	36.12	70,434
	B	37.59	78,187		B	37.10	72,345
	C	38.46	79,997		C	37.94	73,983
	D	39.35	81,848		D	38.81	75,680
	E	40.38	83,990		E	39.65	77,318
Park Supervisor 4	A	38.36	79,789	Recreation Assistant*	A	28.44	55,458
	B	39.25	81,640		B	29.01	56,570
	C	40.12	83,450		C	29.59	57,701
	D	41.06	85,405		D	30.22	58,929
	E	42.02	87,402		E	30.78	60,021
Park Supervisor/Horticulture Specialist	A	35.28	73,382	Recreation Coordinator*	A	31.88	62,166
	B	36.23	75,358		B	32.59	63,551
	C	37.07	77,106		C	33.24	64,818
	D	37.91	78,853		D	34.00	66,300
	E	38.70	80,496		E	34.67	67,607

**SUPPLEMENTAL INFORMATION**

**SALARY SCHEDULES-AFSCME**

Job Title	Step	Hourly Wage	Annual Base Salary	Job Title	Step	Hourly Wage	Annual Base Salary
Recreation Supervisor*	A	\$ 33.90	\$ 66,105	Secretary*	A	\$ 28.93	\$ 56,414
	B	34.82	67,899		B	29.52	57,564
	C	35.60	69,420		C	30.10	58,695
	D	36.44	71,058		D	30.78	60,021
	E	37.20	72,540		E	31.48	61,386
Reservations Coordinator*	A	33.28	64,896	Secretary/Stenographer*	A	28.46	55,497
	B	34.01	66,320		B	28.98	56,511
	C	34.68	67,626		C	29.49	57,506
	D	35.46	69,147		D	30.09	58,676
	E	36.20	70,590		E	30.61	59,690
Reservations Supervisor*	A	38.93	75,914	Senior Chief of Survey Party	A	40.81	84,885
	B	39.85	77,708		B	41.77	86,882
	C	40.75	79,463		C	42.66	88,733
	D	41.69	81,296		D	43.70	90,896
	E	42.66	83,187		E	44.69	92,955
Reservations Support Technician*	A	29.80	58,110	Senior Civil Engineering Technician*	A	39.30	81,744
	B	30.37	59,222		B	40.21	83,637
	C	31.00	60,450		C	41.09	85,467
	D	31.66	61,737		D	42.05	87,464
	E	32.39	63,161		E	42.99	89,419
Resource Analyst*	A	33.91	66,125	Senior Construction Inspector	A	38.18	79,414
	B	34.67	67,607		B	39.07	81,266
	C	35.38	68,991		C	39.92	83,034
	D	36.14	70,473		D	40.87	85,010
	E	36.87	71,897		E	41.80	86,944
Revenue Analyst 1*	A	33.14	64,623	Senior Drafting Technician*	A	35.81	69,830
	B	33.87	66,047		B	36.75	71,663
	C	34.57	67,412		C	37.62	73,359
	D	35.32	68,874		D	38.50	75,075
	E	36.04	70,278		E	39.30	76,635
Revenue Analyst 2*	A	35.81	69,830	Senior Environmental Graphics Specialist	A	34.46	71,677
	B	36.75	71,663		B	35.26	73,341
	C	37.62	73,359		C	36.03	74,942
	D	38.50	75,075		D	36.83	76,606
	E	39.30	76,635		E	37.62	78,250
Roads & Trails Supervisor	A	38.86	80,829	Senior Equipment Mechanic Apprentice	A	26.51	55,141
	B	39.76	82,701		B	27.74	57,699
	C	40.73	84,718		C	28.85	60,008
	D	41.61	86,549		D	30.28	62,982
	E	42.55	88,504		E	31.56	65,645
Sanitation Truck Driver	A	30.35	63,128	Senior Equipment Mechanic	A	32.30	67,184
	B	31.03	64,542		B	33.16	68,973
	C	31.73	65,998		C	33.95	70,616
	D	32.39	67,371		D	34.71	72,197
	E	33.03	68,702		E	35.43	73,694
Sanitation/Recycling Coordinator	A	31.79	66,123	Senior Graphics Designer	A	34.46	71,677
	B	32.51	67,621		B	35.26	73,341
	C	33.16	68,973		C	36.03	74,942
	D	33.88	70,470		D	36.83	76,606
	E	34.57	71,906		E	37.62	78,250
Sanitation/Recycling Supervisor	A	35.99	74,859	Senior Land Acquisition Specialist*	A	45.08	87,906
	B	36.98	76,918		B	46.11	89,915
	C	37.77	78,562		C	47.12	91,884
	D	38.68	80,454		D	48.22	94,029
	E	39.51	82,181		E	49.31	96,155

**SUPPLEMENTAL INFORMATION**

**SALARY SCHEDULES-AFSCME**

Job Title	Step	Hourly Wage	Annual Base Salary	Job Title	Step	Hourly Wage	Annual Base Salary
Senior Office Assistant*	A	\$ 26.78	\$ 52,221	Supervising Naturalist 4	A	\$ 38.36	\$ 79,789
	B	27.31	53,255		B	39.25	81,640
	C	27.78	54,171		C	40.12	83,450
	D	28.31	55,205		D	41.06	85,405
	E	28.77	56,102		E	42.02	87,402
Senior Office Specialist*	A	28.93	56,414	Survey Technician	A	30.43	63,294
	B	29.52	57,564		B	31.12	64,730
	C	30.10	58,695		C	31.76	66,061
	D	30.78	60,021		D	32.47	67,538
	E	31.48	61,386		E	33.11	68,869
Senior Park Designer*	A	39.62	77,259	Switchboard/Receptionist*	A	26.53	51,734
	B	40.57	79,112		B	26.94	52,533
	C	41.50	80,925		C	27.38	53,391
	D	42.38	82,641		D	27.88	54,366
	E	43.33	84,494		E	28.35	55,283
Senior Planner*	A	39.62	77,259	Systems Administrator*	A	38.93	75,914
	B	40.57	79,112		B	39.85	77,708
	C	41.50	80,925		C	40.75	79,463
	D	42.38	82,641		D	41.69	81,296
	E	43.33	84,494		E	42.66	83,187
Service Manager	A	38.86	80,829	Systems Analyst*	A	38.93	75,914
	B	39.73	82,638		B	39.85	77,708
	C	40.70	84,656		C	40.75	79,463
	D	41.58	86,486		D	41.69	81,296
	E	42.55	88,504		E	42.66	83,187
Sign Maker's Helper	A	27.52	57,242	Trails Coordinator*	A	35.81	69,830
	B	28.05	58,344		B	36.75	71,663
	C	28.59	59,467		C	37.62	73,359
	D	29.22	60,778		D	38.50	75,075
	E	29.80	61,984		E	39.30	76,635
Stock Clerk/Driver	A	27.52	57,242	Truck Driver	A	28.27	58,802
	B	28.05	58,344		B	28.83	59,966
	C	28.62	59,530		C	29.41	61,173
	D	29.22	60,778		D	30.01	62,421
	E	29.79	61,963		E	30.62	63,690
Stores Supervisor	A	32.17	66,914	Water Management Supervisor*	A	41.17	80,282
	B	32.95	68,536		B	42.11	82,115
	C	33.64	69,971		C	43.08	84,006
	D	34.41	71,573		D	44.08	85,956
	E	35.19	73,195		E	45.06	87,867
Supervising Naturalist 1	A	33.15	68,952	Water Management Technician*	A	32.76	63,882
	B	33.90	70,512		B	33.41	65,150
	C	34.64	72,051		C	34.10	66,495
	D	35.41	73,653		D	34.82	67,899
	E	36.17	75,234		E	35.63	69,479
Supervising Naturalist 2	A	35.27	73,362	Water Utilities Maintenance Supervisor	A	38.86	80,829
	B	36.23	75,358		B	39.76	82,701
	C	37.04	77,043		C	40.73	84,718
	D	37.90	78,832		D	41.61	86,549
	E	38.70	80,496		E	42.55	88,504
Supervising Naturalist 3	A	36.69	76,315	Water Utilities Maintenance Technician	A	32.90	68,432
	B	37.59	78,187		B	33.67	70,034
	C	38.46	79,997		C	34.39	71,531
	D	39.36	81,869		D	35.19	73,195
	E	40.38	83,990		E	35.97	74,818
				Website Designer*	A	32.89	64,136
					B	33.60	65,520
					C	34.30	66,885
					D	35.05	68,348
					E	35.78	69,771

**SUPPLEMENTAL INFORMATION**

**SALARY SCHEDULES-SEASONAL**

<b>Job Title</b>	<b>Step</b>	<b>Hourly Wage</b>	<b>Annual Base Salary</b>
Concession Attendant			
	A	\$ 10.43	\$ 21,694
	B	10.77	22,402
Concession Manager			
	A	15.94	33,155
	B	16.29	33,883
Departmental Technician/Senior Intern			
	A	16.11	33,509
	B	16.49	34,299
Field Intern			
	A	15.06	31,325
	B	15.46	32,157
Gate Attendant			
	A	13.42	27,914
	B	13.78	28,662
Intern			
	A	15.06	31,325
	B	15.46	32,157
Interpretive Student Aide 1			
	A	11.53	23,982
	B	11.90	24,752
Interpretive Student Aide 2			
	A	13.42	27,914
	B	14.92	31,034
Lead Gate Attendant			
	A	14.32	29,786
	B	14.70	30,576
Lifeguard 1			
	A	15.03	31,262
	B	15.42	32,074
	C	15.84	32,947
	D	16.26	33,821
	E	16.93	35,214
Lifeguard 2			
	A	17.97	37,378
	B	18.48	38,438
	C	18.96	39,437
Lifeguard 3			
	A	21.19	44,075
	B	21.66	45,053
	C	22.96	47,757
Public Safety Student Aide			
	A	13.42	27,914
	B	14.92	31,034

<b>Job Title</b>	<b>Step</b>	<b>Hourly Wage</b>	<b>Annual Base Salary</b>
Recreation Leader 1			
	A	\$ 11.28	\$ 23,462
	B	11.61	24,149
Recreation Leader 2			
	A	13.55	28,184
	B	15.10	31,408
Recreation Leader 3			
	A	17.13	35,630
	B	17.50	36,400
Recreation Leader 4			
	A	21.19	44,075
	B	21.66	45,053
Student Laborer			
	A	11.28	23,462
	B	11.64	24,211

**SUPPLEMENTAL INFORMATION**

**SALARY SCHEDULES-PUBLIC SAFETY**

<b>Job Title</b>	<b>Step</b>	<b>Hourly Wage</b>	<b>Annual Base Salary</b>
Dispatch Supervisor			
	A	\$ 35.40	\$ 73,632
	B	36.73	76,398
	C	38.09	79,227
	D	39.43	82,014
	E	41.32	85,946
Dispatcher/Community Service Officer			
	A	30.02	62,442
	B	31.60	65,728
	C	32.77	68,162
	D	34.10	70,928
	E	34.45	71,656
	F	35.91	74,693
Fire Captain			
	A	47.01	97,781
	B	48.95	101,816
	C	50.87	105,810
	D	52.91	110,053
	E	54.58	113,526
Police Officer			
	A	36.49	75,899
	B	38.42	79,914
	C	40.21	83,637
	D	41.96	87,277
	E	43.77	91,042
	F	45.54	94,723
Police Office-Recruit			
	A	31.40	65,312
Police Officer Recruit/Helicopter Pilot			
	A	36.49	75,899
	B	38.42	79,914
	B1	49.95	103,896
	C	51.82	107,786
	D	54.09	112,507
	E	56.39	117,291
	F	58.73	122,158
Police Officer/Helicopter Pilot			
	A	34.59	71,947
	B	36.42	75,754
	B1	47.35	98,488
	C	49.12	102,170
	D	51.27	106,642
	E	53.45	111,176
	F	55.67	115,794

<b>Job Title</b>	<b>Step</b>	<b>Hourly Wage</b>	<b>Annual Base Salary</b>
Police Sergeant			
	A	\$ 47.01	\$ 97,781
	B	48.95	101,816
	C	50.87	105,810
	D	52.91	110,053
	E	54.58	113,526
Police Sergeant/Helicopter Pilot			
	A	59.38	123,510
	B	61.76	128,461
	C	64.24	133,619
	D	66.80	138,944
	E	68.88	143,270
Property & Evidence Specialist			
	A	27.66	57,533
	B	29.11	60,549
	C	30.16	62,733
	D	31.40	65,312
	E	31.71	65,957
	F	33.04	68,723
Public Safety Dispatch Systems Administrator			
	A	33.62	69,930
	B	35.40	73,632
	C	36.73	76,398
	D	38.09	79,227
	E	39.43	82,014
	F	41.32	85,946
Public Safety Volunteer Coordinator			
	A	32.16	66,893
	B	33.85	70,408
	C	35.13	73,070
	D	36.42	75,754
	E	37.72	78,458
	F	39.52	82,202
Seasonal Police Officer			
	A	36.49	75,899
	B	38.42	79,914
	C	40.21	83,637
	D	41.96	87,277
	E	43.77	91,042
	F	45.54	94,723



**SUPPLEMENTAL INFORMATION**

**SALARY SCHEDULES-CONFIDENTIAL**

<b>Job Title</b>	<b>Step</b>	<b>Hourly Wage</b>	<b>Annual Base Salary</b>
<b>Confidential Secretary*</b>			
	1B	\$ 31.58	\$ 61,581
	1C	32.25	62,888
	A	32.96	64,272
	B	33.71	65,735
	C	34.46	67,197
	D	35.21	68,660
	E	35.96	70,122
	F	36.74	71,643
	G	38.58	75,231
	H	40.51	78,995
	I	42.54	82,953

<b>Executive Secretary*</b>			
	1C	37.11	72,365
	A	38.02	74,139
	B	38.93	75,914
	C	39.92	77,844
	D	40.94	79,833
	E	41.96	81,822
	F	43.00	83,850
	G	45.15	88,043
	H	47.41	92,450
	I	49.78	97,071

<b>Human Resources Technician*</b>			
	A	38.02	74,139
	B	38.93	75,914
	C	39.92	77,844
	D	40.94	79,833
	E	41.96	81,822
	F	43.00	83,850
	G	45.15	88,043
	H	47.41	92,450
	I	49.78	97,071

<b>Legal Assistant*</b>			
	A	38.02	74,139
	B	38.93	75,914
	C	39.92	77,844
	D	40.94	79,833
	E	41.96	81,822
	F	43.00	83,850
	G	45.15	88,043
	H	47.41	92,450
	I	49.78	97,071

<b>Job Title</b>	<b>Step</b>	<b>Hourly Wage</b>	<b>Annual Base Salary</b>
<b>Legislative Assistant*</b>			
	A	\$ 38.02	\$ 74,139
	B	38.93	75,914
	C	39.92	77,844
	D	40.94	79,833
	E	41.96	81,822
	F	43.00	83,850
	G	45.15	88,043
	H	47.41	92,450
	I	49.78	97,071

**SUPPLEMENTAL INFORMATION**

**SALARY SCHEDULES-MANAGEMENT**

Job Title	Step	Hourly Wage	Annual Base Salary
<b>Accounting Manager</b>			
	A	\$ 45.24	\$ 94,099
	B	47.47	98,738
	C	49.84	103,667
	D	52.34	108,867
	E	54.96	114,317
	F	57.70	120,016
	G	60.59	126,027
	H	63.62	132,330
	I	66.80	138,944
<b>Administrative Support Manager</b>			
	A	43.09	89,627
	B	45.24	94,099
	C	47.48	98,758
	D	49.85	103,688
	E	52.35	108,888
	F	54.97	114,338
	G	57.72	120,058
	H	60.60	126,048
	I	63.63	132,350
<b>Aquatic Manager</b>			
	1B	42.94	89,315
	1C	45.10	93,808
	A	47.37	98,530
	B	49.72	103,418
	C	52.22	108,618
	D	54.84	114,067
	E	57.57	119,746
	F	60.43	125,694
	G	63.45	131,976
	H	66.62	138,570
	I	69.95	145,496
<b>Assistant District Counsel</b>			
	A	68.85	143,208
	B	72.31	150,405
	C	75.93	157,934
	D	79.72	165,818
	E	83.68	174,054
	F	87.56	182,125
	G	92.26	191,901
	H	96.86	201,469
	I	101.71	211,557
<b>Assistant Finance Officer</b>			
	A	57.29	119,163
	B	60.15	125,112
	C	63.18	131,414
	D	66.34	137,987
	E	69.61	144,789
	F	73.09	152,027
	G	76.74	159,619
	H	80.58	167,606
	I	84.60	175,968
<b>Assistant Fire Chief</b>			
	A	\$ 52.11	\$ 108,389
	B	54.69	113,755
	C	57.41	119,413
	D	60.28	125,382
	E	63.30	131,664
	F	66.47	138,258
	G	69.79	145,163
	H	73.28	152,422
	I	76.95	160,056

Job Title	Step	Hourly Wage	Annual Base Salary
<b>AGM, Acquisition, Stewardship &amp; Development</b>			
	A	75.75	157,560
	B	79.54	165,443
	C	83.50	173,680
	D	87.67	182,354
	E	92.07	191,506
	F	96.69	201,115
	G	101.53	211,182
	H	106.60	221,728
	I	111.93	232,814
<b>AGM, District Counsel</b>			
	A	83.33	173,326
	B	87.47	181,938
	C	91.88	191,110
	D	96.43	200,574
	E	101.27	210,642
	F	106.36	221,229
	G	111.68	232,294
	H	117.26	243,901
	I	123.13	256,110
<b>AGM, Finance &amp; Management Services/CFO</b>			
	A	75.75	157,560
	B	79.54	165,443
	C	83.50	173,680
	D	87.67	182,354
	E	92.07	191,506
	F	96.69	201,115
	G	101.53	211,182
	H	106.60	221,728
	I	111.93	232,814
<b>AGM, Operations</b>			
	A	83.33	173,326
	B	87.47	181,938
	C	91.88	191,110
	D	96.43	200,574
	E	101.27	210,642
	F	106.36	221,229
	G	111.68	232,294
	H	117.26	243,901
	I	123.13	256,110
<b>AGM, Public Affairs</b>			
	A	68.85	143,208
	B	72.31	150,405
	C	75.93	157,934
	D	79.72	165,818
	E	83.68	174,054
	F	87.86	182,749
	G	92.26	191,901
	H	96.86	201,469
	I	101.71	211,557
<b>AGM, Public Safety</b>			
	A	\$ 83.33	\$ 173,326
	B	87.47	181,938
	C	91.88	191,110
	D	96.43	200,574
	E	101.27	210,642
	F	106.36	221,229
	G	111.68	232,294
	H	117.26	243,901
	I	123.13	256,110

**SUPPLEMENTAL INFORMATION**

**SALARY SCHEDULES-MANAGEMENT**

<b>Job Title</b>	<b>Step</b>	<b>Hourly Wage</b>	<b>Annual Base Salary</b>
Audit Manager	A	45.24	94,099
	B	47.47	98,738
	C	49.84	103,667
	D	52.34	108,867
	E	54.96	114,317
	F	57.70	120,016
	G	60.59	126,027
	H	63.62	132,330
	I	66.80	138,944
Benefits Manager	A	45.24	94,099
	B	47.47	98,738
	C	49.84	103,667
	D	52.34	108,867
	E	54.96	114,317
	F	57.70	120,016
	G	60.59	126,027
	H	63.62	132,330
	I	66.88	139,110
Budget Manager	A	45.24	94,099
	B	47.47	98,738
	C	49.84	103,667
	D	52.34	108,867
	E	54.96	114,317
	F	57.70	120,016
	G	60.59	126,027
	H	63.62	132,330
	I	66.80	138,944
Business Services Manager	A	52.11	108,389
	B	54.69	113,755
	C	57.41	119,413
	D	60.28	125,382
	E	63.30	131,664
	F	66.47	138,258
	G	69.79	145,163
	H	73.28	152,422
	I	76.95	160,056
Capital Program Manager	A	47.37	\$ 98,530
	B	49.72	103,418
	C	52.22	108,618
	D	54.84	114,067
	E	57.57	119,746
	F	60.43	125,694
	G	63.45	131,976
	H	66.62	138,570
	I	69.95	145,496

<b>Job Title</b>	<b>Step</b>	<b>Hourly Wage</b>	<b>Annual Base Salary</b>
Chief of Design & Construction	A	57.29	119,163
	B	60.15	125,112
	C	63.18	131,414
	D	66.34	137,987
	E	69.61	144,789
	F	73.09	152,027
	G	76.74	159,619
	H	80.58	167,606
	I	84.60	175,968
Chief of Information Officer	A	57.29	119,163
	B	60.15	125,112
	C	63.18	131,414
	D	66.34	137,987
	E	69.61	144,789
	F	73.09	152,027
	G	76.74	159,619
	H	80.58	167,606
	I	84.60	175,968
Chief of Interpretive & Recreation Services	A	57.29	119,163
	B	60.15	125,112
	C	63.18	131,414
	D	66.34	137,987
	E	69.61	144,789
	F	73.09	152,027
	G	76.74	159,619
	H	80.58	167,606
	I	84.60	175,968
Chief of Land Acquisition	A	57.29	119,163
	B	60.15	125,112
	C	63.18	131,414
	D	66.34	137,987
	E	69.61	144,789
	F	73.09	152,027
	G	76.74	159,619
	H	80.57	167,586
	I	84.60	175,968
Chief of Maintenance & Skilled Trades	A	\$ 57.29	\$ 119,163
	B	60.15	125,112
	C	63.18	131,414
	D	66.34	137,987
	E	69.61	144,789
	F	73.09	152,027
	G	76.74	159,619
	H	80.58	167,606
	I	84.60	175,968

**SUPPLEMENTAL INFORMATION**

**SALARY SCHEDULES-MANAGEMENT**

Job Title	Step	Hourly Wage	Annual Base Salary
Chief of Park Operations			
	A	63.05	131,144
	B	66.19	137,675
	C	69.53	144,622
	D	73.00	151,840
	E	76.67	159,474
	F	80.51	167,461
	G	84.54	175,843
	H	88.77	184,642
	I	93.20	193,856
Chief of Planning			
	A	52.11	108,389
	B	54.69	113,755
	C	57.41	119,413
	D	60.28	125,382
	E	63.30	131,664
	F	66.47	138,258
	G	69.79	145,163
	H	73.28	152,422
	I	76.95	160,056
Chief of Stewardship			
	A	57.29	119,163
	B	60.15	125,112
	C	63.18	131,414
	D	66.34	137,987
	E	69.61	144,789
	F	73.09	152,027
	G	76.74	159,619
	H	80.58	167,606
	I	82.34	171,267
Clerk of the Board			
	1A	39.07	81,266
	1B	41.02	85,322
	1C	43.07	89,586
	A	45.24	94,099
	B	47.47	98,738
	C	49.84	103,667
	D	52.34	108,867
	E	54.96	114,317
	F	57.70	120,016
	G	60.59	126,027
	H	63.62	132,330
	I	66.80	138,944

Job Title	Step	Hourly Wage	Annual Base Salary
Communications and Records Manager			
	A	\$ 47.37	\$ 98,530
	B	49.72	103,418
	C	52.22	108,618
	D	54.84	114,067
	E	57.57	119,746
	F	60.43	125,694
	G	63.45	131,976
	H	66.62	138,570
	I	69.95	145,496
Community Relations Manager			
	A	45.24	94,099
	B	47.47	98,738
	C	49.84	103,667
	D	52.34	108,867
	E	54.96	114,317
	F	57.70	120,016
	G	60.59	126,027
	H	63.62	132,330
	I	66.80	138,944
Construction Manager			
	A	47.37	98,530
	B	49.72	103,418
	C	52.22	108,618
	D	54.84	114,067
	E	57.57	119,746
	F	60.43	125,694
	G	63.45	131,976
	H	66.62	138,570
	I	69.95	145,496
Creative Design Manager			
	A	45.24	94,099
	B	47.47	98,738
	C	49.84	103,667
	D	52.34	108,867
	E	54.96	114,317
	F	57.70	120,016
	G	60.59	126,027
	H	63.62	132,330
	I	66.80	138,944
Deputy General Manger			
	A	96.26	200,221
	B	101.12	210,330
	C	106.16	220,813
	D	111.44	231,795
	E	117.03	243,422
	F	122.90	255,632
	G	129.04	268,403
	H	135.50	281,840
	I	142.27	295,922

**SUPPLEMENTAL INFORMATION**

**SALARY SCHEDULES-MANAGEMENT**

Job Title	Step	Hourly Wage	Annual Base Salary
Design Manger	A	\$ 47.37	\$ 98,530
	B	49.72	103,418
	C	42.22	87,818
	D	54.84	114,067
	E	57.57	119,746
	F	60.43	125,694
	G	63.45	131,976
	H	66.62	138,570
	I	69.95	145,496
Development Officer	A	43.09	89,627
	B	45.24	94,099
	C	47.48	98,758
	D	49.85	103,688
	E	52.35	108,888
	F	54.97	114,338
	G	57.72	120,058
	H	60.60	126,048
	I	63.63	132,350
Environmental Program Manager	A	45.24	94,099
	B	47.47	98,738
	C	49.84	103,667
	D	52.34	108,867.20
	E	54.96	114,316.80
	F	57.70	120,016
	G	60.59	126,027
	H	63.62	132,330
	I	66.80	138,944
Environmental Services Manager	A	47.37	98,530
	B	49.72	103,418
	C	52.22	108,618
	D	54.84	114,067
	E	57.57	119,746
	F	60.43	125,694
	G	63.45	131,976
	H	66.62	138,570
	I	69.95	145,496
Facilities Manager	A	47.37	98,530
	B	49.72	103,418
	C	52.22	108,618
	D	54.84	114,067
	E	57.57	119,746
	F	60.43	125,694
	G	63.45	131,976
	H	66.62	138,570
	I	69.95	145,496

Job Title	Step	Hourly Wage	Annual Base Salary
Fire Chief	A	\$ 68.85	\$ 143,208
	B	72.31	150,405
	C	75.93	157,934
	D	79.72	165,818
	E	83.68	174,054
	F	87.86	182,749
	G	92.26	191,901
	H	96.86	201,469
	I	101.71	211,557
Fisheries Program Manager	A	45.24	94,099
	B	47.47	98,738
	C	49.84	103,667
	D	52.34	108,867
	E	54.96	114,317
	F	57.70	120,016
	G	60.59	126,027
	H	63.62	132,330
	I	66.80	138,944
Fleet Manager	A	47.37	98,530
	B	49.72	103,418
	C	52.22	108,618
	D	54.84	114,067
	E	57.57	119,746
	F	60.43	125,694
	G	63.45	131,976
	H	66.62	138,570
	I	69.95	145,496
Foundation Program Manager	A	45.24	94,099
	B	47.47	98,738
	C	49.84	103,667
	D	52.34	108,867
	E	54.96	114,317
	F	57.70	120,016
	G	60.59	126,027
	H	63.62	132,330
	I	66.80	138,944
General Manager	A	111.44	231,795
	B	117.07	243,506
	C	122.90	255,632
	D	129.01	268,341
	E	135.49	281,819
	F	142.28	295,942
	G	159.39	331,531
	H	156.87	326,290
	I	164.71	342,597

**SUPPLEMENTAL INFORMATION**

**SALARY SCHEDULES-MANAGEMENT**

<b>Job Title</b>	<b>Step</b>	<b>Hourly Wage</b>	<b>Annual Base Salary</b>
<b>Government Affairs Manager</b>			
	A	\$ 47.37	\$ 98,530
	B	49.72	103,418
	C	52.22	108,618
	D	54.84	114,067
	E	57.57	119,746
	F	60.43	125,694
	G	63.45	131,976
	H	66.62	138,570
	I	69.95	145,496
<b>Grants Manager</b>			
	A	45.24	94,099
	B	47.47	98,738
	C	49.84	103,667
	D	52.34	108,867
	E	54.96	114,317
	F	57.70	120,016
	G	60.59	126,027
	H	63.62	132,330
	I	66.80	138,944
<b>Human Resources Analyst 1</b>			
	A	38.02	79,082
	B	38.93	80,974
	C	39.92	83,034
	D	40.94	85,155
	E	41.96	87,277
	F	43.00	89,440
	G	45.15	93,912
	H	47.41	98,613
	I	49.78	103,542
<b>Human Resources Analyst 2</b>			
	A	43.09	89,627
	B	45.24	94,099
	C	47.48	98,758
	D	49.85	103,688
	E	52.35	108,888
	F	54.97	114,338
	G	57.72	120,058
	H	60.60	126,048
	I	63.63	132,350
<b>Human Resources Analyst Senior</b>			
	A	45.24	94,099
	B	47.47	98,738
	C	49.84	103,667
	D	52.34	108,867
	E	54.96	114,317
	F	57.70	120,016
	G	60.59	126,027
	H	63.62	132,330
	I	66.80	138,944
<b>Human Resources Manager</b>			
	A	68.85	143,208
	B	72.31	150,405
	C	75.93	157,934
	D	79.72	165,818
	E	83.68	174,054
	F	87.86	182,749
	G	92.26	191,901
	H	96.86	201,469
	I	101.71	211,557

<b>Job Title</b>	<b>Step</b>	<b>Hourly Wage</b>	<b>Annual Base Salary</b>
<b>Human Resources Principal Analyst</b>			
	A	47.37	\$ 98,530
	B	49.72	103,418
	C	52.22	108,618
	D	54.84	114,067
	E	57.57	119,746
	F	60.43	125,694
	G	63.45	131,976
	H	66.62	138,570
	I	69.95	145,496
<b>Information Services Manager</b>			
	A	\$ 52.11	\$ 108,389
	B	54.69	113,755
	C	57.41	119,413
	D	60.28	125,382
	E	63.30	131,664
	F	66.47	138,258
	G	69.79	145,163
	H	73.28	152,422
	I	76.95	160,056
<b>Info Services Network Manager</b>			
	A	45.24	94,099
	B	47.47	98,738
	C	49.84	103,667
	D	52.34	108,867
	E	54.96	114,317
	F	57.70	120,016
	G	60.59	126,027
	H	63.62	132,330
	I	66.80	138,944
<b>Interagency Planning Manager</b>			
	A	57.29	119,163
	B	60.15	125,112
	C	63.18	131,414
	D	66.34	137,987
	E	69.61	144,789
	F	73.09	152,027
	G	76.74	159,619
	H	80.58	167,606
	I	84.60	175,968
<b>Land Acquisition Manager</b>			
	A	57.29	119,163
	B	60.15	125,112
	C	63.18	131,414
	D	66.34	137,987
	E	69.61	144,789
	F	73.09	152,027
	G	76.74	159,619
	H	80.58	167,606
	I	84.60	175,968
<b>Maintenance Superintendent</b>			
	A	52.11	108,389
	B	54.69	113,755
	C	57.41	119,413
	D	60.28	125,382
	E	63.30	131,664
	F	66.47	138,258
	G	69.79	145,163
	H	73.28	152,422
	I	76.95	160,056

**SUPPLEMENTAL INFORMATION**

**SALARY SCHEDULES-MANAGEMENT**

Job Title	Step	Hourly Wage	Annual Base Salary
<b>Management Analyst</b>			
	A	43.09	89,627
	B	45.24	94,099
	C	47.48	98,758
	D	49.85	103,688
	E	52.35	108,888
	F	54.97	114,338
	G	57.72	120,058
	H	60.60	126,048
	I	63.63	132,350
<b>Park Unit Manager</b>			
	1A	\$ 44.96	\$ 93,517
	1B	47.28	98,342
	1C	49.62	103,210
	A	52.11	108,389
	B	54.69	113,755
	C	57.41	119,413
	D	60.28	125,382
	E	63.30	131,664
	F	66.47	138,258
	G	69.79	145,163
	H	73.28	152,422
	I	76.95	160,056
<b>Police Captian</b>			
	A	68.85	143,208
	B	72.31	150,405
	C	75.93	157,934
	D	79.72	165,818
	E	83.68	174,054
	F	87.86	182,749
	G	92.26	191,901
	H	96.86	201,469
	I	101.71	211,557
<b>Police Lieutenant</b>			
	A	57.29	119,163
	B	60.15	125,112
	C	63.18	131,414
	D	66.34	137,987
	E	69.61	144,789
	F	73.09	152,027
	G	76.74	159,619
	H	80.58	167,606
	I	84.60	175,968
<b>Regional Interpretation &amp; Recreation Services Manager</b>			
	1A	44.96	\$93,517
	1B	47.28	98,342
	1C	49.62	103,210
	A	52.11	108,389
	B	54.69	113,755
	C	57.41	119,413
	D	60.28	125,382
	E	63.30	131,664
	F	66.47	138,258
	G	69.79	145,163
	H	73.28	152,422
	I	76.95	160,056

Job Title	Step	Hourly Wage	Annual Base Salary
<b>Risk &amp; Safety Manager</b>			
	A	47.37	98,530
	B	49.72	103,418
	C	52.22	108,618
	D	54.84	114,067
	E	57.57	119,746
	F	60.43	125,694
	G	63.45	131,976
	H	66.62	138,570
	I	69.95	145,496
<b>Trades Manager</b>			
	A	\$ 47.37	\$ 98,530
	B	49.72	103,418
	C	52.22	108,618
	D	54.84	114,067
	E	57.57	119,746
	F	60.43	125,694
	G	63.45	131,976
	H	66.62	138,570
	I	69.95	145,496
<b>Trails Develop Program Manager</b>			
	A	45.24	94,099
	B	47.47	98,738
	C	49.84	103,667
	D	52.34	108,867
	E	54.96	114,317
	F	57.70	120,016
	G	60.59	126,027
	H	63.62	132,330
	I	66.80	138,944
<b>Wildland Vegetation Program Manager</b>			
	A	45.24	94,099
	B	47.47	98,738
	C	49.84	103,667
	D	52.34	108,867
	E	54.96	114,317
	F	47.70	99,216
	G	60.59	126,027
	H	63.62	132,330
	I	66.80	138,944
<b>Wildlife Program Manager</b>			
	A	45.24	94,099
	B	47.47	98,738
	C	49.84	103,667
	D	52.34	108,867
	E	54.96	114,317
	F	57.70	120,016
	G	60.59	126,027
	H	63.62	132,330
	I	66.80	138,944

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**SECTION D-3**  
**SUPPLEMENTAL INFORMATION**  
GLOSSARY

**AAPHIS** – U.S. Agriculture, Animal Plant Health Inspection Service.

**AB** – California Assembly Bill.

**ABAG** – Association of Bay Area Governments.

**AC** – Alameda County.

**ACCESS** – data base software.

**ACOE** – U.S. Army Corps of Engineers.

**ADA** - Americans with Disability Act.

**AED** – Automated External Defibrillator.

**AFSCME** – American Federation of State County Municipal Employees.

**AGM** – Assistant General Manager.

**AP** – Accountants Payable.

**AWP** – Alternative Work Program

**Adopted Budget** – The adopted budget is the District’s annual fiscal plan, which is approved by the Board of Directors. The adopted budget establishes the legal authority for the expenditure of funds, as created by the appropriation resolution. The adopted budget includes all reserves, transfers, allocations, supplemental appropriations and other legally authorized legislative and executive changes.

**Americans with Disability Act** – Federal law which prohibits discrimination and ensures equal opportunity for persons with disabilities in employment, state and local government services, public access, commercial facilities and transportation.

**Appropriation** - A legal authorization granted by the Board of Directors to make expenditures and to incur obligations for specific purposes. An appropriation usually is limited in amount and to the time in which it may be expended.

**BAAQMD** – Bay Area Air Quality Management District.

**BAOSC** – Bay Area Open Space Council.

**BAR** – Bureau of Automotive Repair.

**BART** – Bay Area Rapid Transit.

**BATA** – Bay Area Transit Authority.

**BCDC** – San Francisco Bay Conservation and Development Commission.

**Balanced Budget** – A budget in which resources, including estimated revenue and other sources such as bond proceeds, transfers in and approved fund balances/net assets, meet or exceed uses, including appropriations and transfers.

**Budget** - A plan for financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

**CAFR** – Comprehensive Annual Financial Report.

**CALEA** – Commission on Accreditation for Law Enforcement.

**CARB** – California Air Resources Board.

**CCC** – California Coastal Conservancy.

**CCC** – Contra Costa County.

**CCTA** – Contra Costa Transportation Agency.

**CDD** – Click, Drag and Drill.

**CEQA** – California Environmental Quality Act.

**CESP** – Citizens for Eastshore Park.

**CHP** – California Highway Patrol.

**CIP** – Capital Improvement Program/Project.

**CLASS** – reservation system software.

**CNPS** – California Native Plant Society.

**CNWS** – Concord Navel Weapon Station.

**CPR** – Cardiopulmonary Resuscitation.

**CSDA** – California Special District Association.

**California Environmental Quality Act** – California law (California Public Resources Code section 21000 et seq.) that requires development projects to submit documentation of their potential environmental impact.

**Capital Budget** - A plan for proposed capital outlays and the means of financing them.

**Capitalized Expenditures** - Expenditures resulting in the acquisition and/or construction of fixed assets.

**Capital Improvement Program** - A multi-year plan for capital expenditures, with details on anticipated annual expenditures, with information about the resources estimated to be available to finance the projected expenditures.

**DBW** – California Department Boating and Waterways.

**DFG** – California Department Fish and Game.

**DMV** – California Department Motor Vehicles.

**DPR** – California Department of Parks and Recreation.

**DTSC** – California Department of Toxic Substance Control.

**Debt Service Fund** - A fund that accounts for accumulation of resources to be used for debt service payments, as well as principal and interest payments and associated administrative costs.

**Deficit** - The result of an excess of expenditures over resources.

**Designation of Fund Balance** – Unreserved fund balance may be designated by the District to be set aside for a specific purpose. The designation indicates that a portion of fund equity is not available for current appropriation, as it has been set aside to comply with the District’s plan for future uses.

**EACCS** – East Alameda County Conservation Strategy.

**EBRPD** – East Bay Regional Park District.

**ECCC HCP** – East Contra Costa County Habitat Conservancy Program.

**EEC** – Environmental Education Center.

**EIR** – Environmental Impact Report.

**EIS** – Environmental Impact Statement.

**EMS** – Emergency Medical Service.

**EMT** – Emergency Medical Technician.

**EPA** – Environmental Protection Agency.

**ERSI** – GIS software.

**ESP** – McLaughlin Eastshore State Park.

**Encumbrances** – Commitments for unperformed contracts for goods and services.

**FEMA** - Federal Emergency Management Agency.

**FFI** – Fire Fighter I.

**FTE** – Full Time Equivalent.

**FWS** – U.S. Fish and Wildlife Service.

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

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

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

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

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

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

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

**GAAP** – Generally Accepted Accounting Principles.

**GASB** – Governmental Accounting Standards Board.

**GFOA** –Government Finance Officers Association.

**GIS** – Geographic Information System.

**GL** – General Ledger.

**GPS** – Global Positioning System.

**GPWG** – Gateway Park Working Group.

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

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

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

**HASPA** – Hayward Area Shoreline Planning Agency.

**HCP** – Habitat Conservation Plan.

**HPHP** – Healthy Parks Healthy People.

**HR** – Human Resources.

**HVAC** – Heating, Ventilation, Air Conditioning.

**IFAS** – accounting and HR software.

**ININ** – Individual Invoice.

**IPM** – Integrated Pest Management.

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

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

**JPA** – Joint Powers Agreement.

**LARPD** – Livermore Area Recreation and Park Department.

**LLD** – Landscape and Lighting District

**LPG** – Liquefied Petroleum Gas.

**LUP** – Land Use Plan.

**LUPA** – Land Use Plan Amendment.

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

**MAST** – Maintenance and Skilled Trades.

**MFE** – Mobile Fish Exhibit.

**MHLT** – Muir Heritage Land Trust.

**MLK** – Martin Luther King, Jr.

**MM** – Major Maintenance.

**MOU** – Memorandum of Understanding.

**MTC** – Metropolitan Transportation Commission.

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

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

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

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

**NCCP** – Natural Community Conservation Plan.

**NEGOV** -- Online software source that automates job advertising and applications for Human Resources.

**NEPA** – National Environmental Policy Act.

**NFIRS** – National Fire Incident Reporting System.

**NOAA** – National Oceanic and Atmospheric Administration.

**National Environmental Policy Act** – National Environmental Policy Act, established as law in 1970, provides national environmental policy and goals for the protection, maintenance, and enhancement of the environment. It provides a process for implementing these goals.

**Net Assets** - The difference between a proprietary fund assets and liabilities.

**OPEB** – Other Post-Employment Benefits.

**OSHA** – U.S. Occupational Safety and Health Act.

**OSPR** – California Office of Spill Prevention and Response

**OTA** – Other Than Asset

**OWG** – Alameda County Operations Working Group.

**Operating Budget** – Plan for current operating expenditures (as opposed to capital or debt service expenditures) and the proposed means of financing them.

**Operating Expenditures** - Fund expenses related directly to the fund's primary activities.

**Operating Revenues** - Revenues directly related to the fund's primary activities.

**Ordinance 38** – District rules and regulations which apply to persons entering District parklands.

**Other Than Asset Projects** – “Other Than Assets” are projects/programs accounted for in the capital projects funds. These projects/programs require multiple year funding but do not result in a capital asset, as defined by the District’s Capital Asset and Inventory Control Policy.

**PA** – Police Association.

**PAC** – Park Advisory Committee.

**PCBC** – Pacific Coast Builders Conference.

**PCI** – Payment Card Industry.

**PG&E** – Pacific Gas and Electric.

**PMPP** – Pavement Maintenance and Preservation Program.

**POST** – Peace Officer Standards and Training.

**PR** – Payroll.

**PSA** – Public Service Announcement.

**PSR** – Project Study Report.

**P Drive** – District wide shared information computer drive.

**Performance Measures** – A tool used to align services and programs with strategic priorities, report on service efforts and accomplishments, and conduct multi-year and or benchmark comparisons. The collection and analysis of performance data is essential to developing strategic plans, measuring progress towards goals, assessing policy alternatives and making sound management decisions.

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

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

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

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

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

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

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

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

**REP** – Resource Enhancement Program.

**RFP** – Request for Proposal.

**RGP** – Regional General Permit.

**RIN** – Regional in Nature park programs advertisement, issued by the District.

**RMA** – Routine Maintenance Agreement.

**RMP** – Resource Management Plan.

**ROW** – Right of Way.

**RTIP** – Regional Transportation Improvement Program.

**RWQCB** – San Francisco Bay Regional Water Quality Control Board.

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

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

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

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

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

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

**SB** – California Senate Bill.

**SCA** – Student Conservation Association.

**SCADA** – Supervisory Control and Data Acquisition System.

**SFPUC** – San Francisco Public Utility Commission.

**SIRE** – Electronic document management software.

**SOD** – Sudden Oak Death.

**SPCRR** – Society for Preservation of Carter Railroad.

**SRI** – Strategy Research Institute.

**STIP** – State Transportation Improvement Program.

**SWPPP** – Storm Water Pollution Prevention Plan.

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

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

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

- Executive and Legislative Division
  - Other services
- Legal Division
  - Claims
  - Legal services
  - Other services
  - Insurance premiums
- Human Resources Division
  - Training
  - Claims
- Land Division
  - Other services
- Finance and Management Services Division

- Support contracts
- Operations Division
  - Other services
  - Repairs and maintenance services
  - Water
- Planning/Stewardship and Development Division
  - Other services
- Public Affairs Division
  - Reproductions
- Public Safety Division
  - Other services
  - Repairs and maintenance services

**Special Revenue Fund** - A fund used to account for the proceeds of specific revenue sources that are legally restricted to be used for specified purposes.

**TAC** – East Alameda County Conservation Strategy Technical Advisory Committee.

**TCP** – District Trails, Creek and Ponds.

**TIGER** – US Transportation Investment Generating Economic Recovery.

**Transfer In/Out** – Reallocation of resources between funds. Operating transfers are used to fund operating activities. Capital transfers are between bond proceed funds and funds which use bond proceeds are sources for funding bond approved projects.

**UPS** – United Parcel Service.

**USPS** – U.S. Postal Service.

**Uses** – Total planned expenditures, inter-fund transfers and changes to fund balance for the budget year.

**VHF** – Very High Frequency.

**WHR** – Wildfire Hazard Reduction

**WHRRMP** – Wildfire Hazard Reduction and Resource Management Plan.

**ZB** – Zone of Benefit.



**Zone of Benefit** – A specific area designated within a Landscape and Lighting District to account for the expenditure of special assessment revenues collected.

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# 2017 Adopted Operating Budget

Headquartered in  
Oakland, California

Operating a Regional  
Park System within  
Alameda and  
Contra Costa Counties