

**EAST BAY REGIONAL PARK DISTRICT
MEMORANDUM**

Date: April 5, 2019

To: Board of Directors

From: Robert E. Doyle, General Manager
Dr. Ana M. Alvarez, Deputy General Manager
Debra Auker, AGM, Finance and Management Services

Subject: April 12, 2019 Capital Finance & Maintenance Workshop

This workshop provides an opportunity for the East Bay Regional Park District (Park District) Board of Directors to review the status of the Park District's progress towards commitments to the voters related to capital financial assets, and to review grant funding priorities, the major maintenance program, and discuss financial strategy for the coming year. The structure of this workshop packet is an informational memo that discusses programs, trends, and issues supported by detailed reference exhibits. *Topics that may be of interest to the Board are highlighted in italics.*

Summary/Introduction:

The delivery of projects is a multi-year District-wide process that integrates most divisions throughout the entire organization. This Capital Finance and Maintenance Workshop #3 will focus on funding capacity, status of programs, and emerging strategies. The next two workshops: Acquisition, Stewardship and Development Capital Projects #4 (June 13) and Land Acquisition #5 (July 3), will provide the Board with information on the status of specific projects, and discuss current and future priorities.

The Park District is in the fortunate position of having strong positive public support, evidenced by the past success of the Park District's voter-approved funding measures and annual community survey results. The Park District's positive track record of receiving grants and mitigation funding from a variety of sources is a testament to the Park District's ability to deliver quality projects to the public that also meet the interests of partnering agencies and organizations. The Park District follows a fiscal framework that guides policy decisions and includes:

1. Balanced and deliberate fiscal policies
2. Sustained long-term thinking towards delivery of the District's mission
3. Fulfilling commitments to the public, voters and employees

The funding sources for capital projects and programs described in these materials, when paired with the Park District's strong fiscal policies and forward looking base-budget operating practices form a solid financial foundation, enabling the Park District to provide a broad mix of public services to the tax payers and park users, now and into the future.

The Park District's capital finance system is complex. This packet provides updates on several interrelated capital and operating funding programs, organized by funding source, to enable the Board of Directors to review public commitments, the progress towards delivery to date, and strategies for the coming years. The information in this packet, taken as a whole, provides the context for Board discussion and staff compilation of the annual budget priorities for 2020 and beyond.

In addition, the Park District continues to be faced with major challenges in the current and coming years, these challenges and fiscal pressures are not new but rather consistent with prior years and include the following components that must be factored into long-range planning:

Safe and Healthy Forests

- Evaluating and managing risks associated with wildland urban interface.
- Identifying long-term resources to manage hazardous fuels/vegetation in sensitive areas within regional parks.
- Developing a long-term plan for redwood tree preservation.

Fulfilling Commitments to the Public and Voter Approved Tax Measures

- Increasing costs of land acquisition, construction, and environmental permits.
- Continuing to be conservative and deliberate about starting projects that will increase the long-term annual operating expenses.
- Managing increasing levels of public use and the associated impacts on current facilities, developing plans to remediate and minimize damage to resources and deteriorations of park user's experience.
- Monitoring and managing our capacity, and avoiding the over-commitment of staff resources.

Uncertainties

- Preparing for and responding to the effects of climate change, such as storms, floods, drought, hazardous trees, and fires.
- Establishing funding strategies to manage unfunded and increasing costs of employee benefits, such as healthcare and pensions.

Environmental Restoration

- Obtaining funds for shoreline restoration along the 55 miles of bay and delta shoreline managed by the Park District.
- Funding the costs of environmental remediation and ecological restoration, including the clean-up of the Chabot Gun Club site.

Maintaining High Quality Assets and Aging Park Facilities

- Upgrading critical public safety facilities, including communication systems.
- Modernizing current park facilities for future sustainability, in which studies recommend a minimum \$9 million annual investment to maintain current conditions.
- Continue succession planning and retention of a highly trained workforce.

The Park District must creatively balance the many goals that are funded with its limited annual base budget by finding efficient ways to acquire, hold and open new parklands; steward the natural and cultural resources in the Park District's care; attend to the service and safety of park users; maintain public facilities; provide adequate staff facilities; replace or renovate aging facilities/infrastructure; and see to the many other ongoing responsibilities for mission delivery.



AGENDA

- | | | |
|------------|--|--|
| 12:00 p.m. | Call to Order & Welcome | Ayn Wieskamp, Board President |
| | Opening Comments | Robert E. Doyle, General Manager |
| | Outline of April 12, 2019 Workshop | Debra Auker, Assistant General Manager/CFO |
| 12:15 p.m. | Discussion of Funding Categories/Programs: | Debra Auker, Assistant General Manager/CFO |
| | ▪ Financial Summary | |
| | ▪ Capital Funding Overview | |
| | ▪ Grants | Tiffany Margulici, Grants Manager |
| | ▪ Measure WW Local Grant Program | |
| | ▪ Measure CC | Jeff Rasmussen, Assistant Finance Officer |
| | ▪ Measure FF | |
| 1:30 p.m. | Break – 15 minutes | |
| 1:45 p.m. | Discussion of Funding Categories, Continued: | Debra Auker, Assistant General Manager/CFO |
| | ▪ Measure AA | |
| | ▪ Measure WW | |
| | ▪ Major Infrastructure Renovation & Replacement | |
| | ▪ 2012 Promissory Notes | |
| | ▪ “Pipeline” | |
| 2:45 p.m. | Discussion of Maintenance Projects
Maintenance and Skilled Trades | Kelly Barrington, Chief of MAST
Jim O’Connor, Assistant General Manager |
| 3:15 p.m. | Workshop Wrap-up | Ayn Wieskamp, Board President
Robert E. Doyle, General Manager |
| 3:45 p.m. | Public Comments | |
| 4:00 p.m. | Adjournment | |

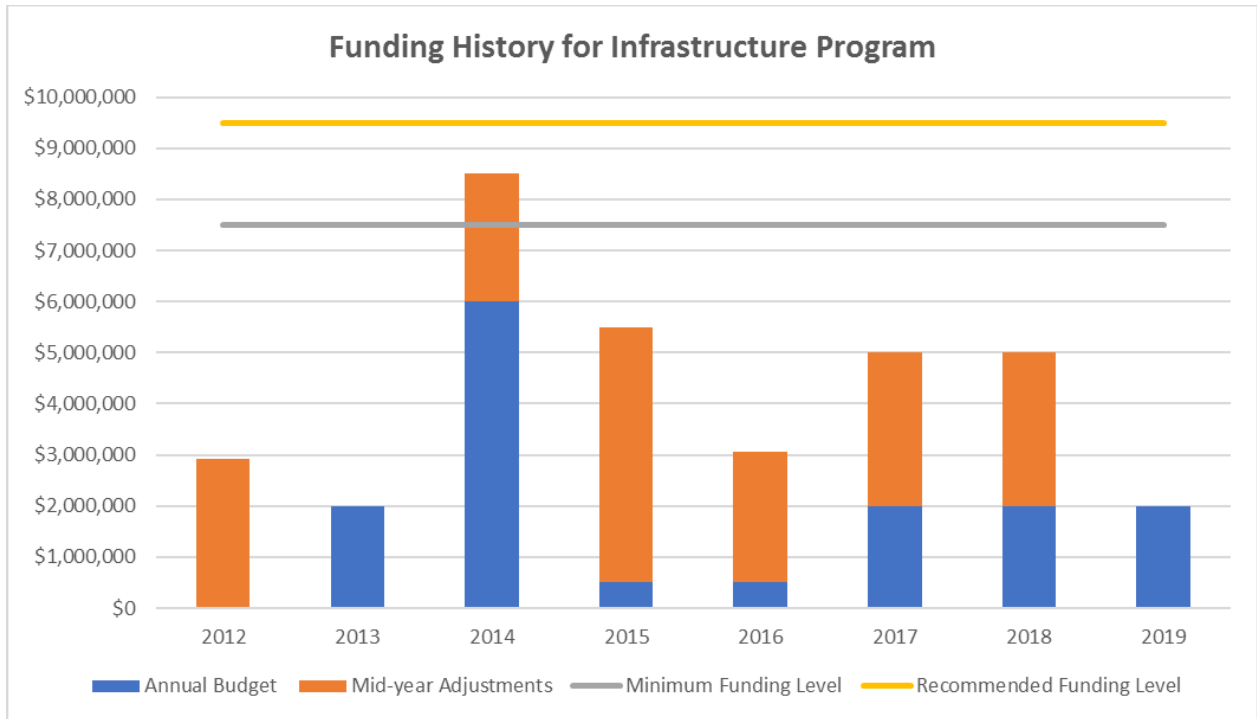


TABLE OF CONTENTS

I.	FINANCIAL SUMMARY.....	I
II.	CAPITAL FUNDING OVERVIEW.....	7
III.	GRANTS PROGRAM.....	10
IV.	MEASURE CC.....	11
V.	MEASURE FF.....	13
VI.	MEASURE AA.....	16
VII.	MEASURE WW.....	19
VIII.	MAJOR INFRASTRUCTURE RENOVATION AND REPLACEMENT (FUND 553)...	29
IX.	2012 PROMISSORY NOTES, FACILITY REPLACEMENT AND RENOVATION.....	35
X.	REVIEW OF OPERATING IMPACTS OF PROJECTS IN THE “PIPELINE”.....	37
XI.	MAINTENANCE AND SKILLED TRADES (OPERATIONS DIVISION).....	39
XII.	CONCLUSION.....	42

Pages 47 through 333, the Exhibits referenced in this Memo, can be found on the Park District’s website at: <http://www.ebparks.org/meetings>.





From 2012 through 2019 a total of nearly \$46.8 million has been transferred from the Park District’s General Fund to Fund 553. To date \$23 million has been appropriated to paving and individual project accounts, leaving approximately \$13.8 million available for appropriation to new projects. [Exhibit 8a: Major Infrastructure Renovation and Replacement Appropriations](#) (pp. 302-305) is the complete list of these projects, their description, location and budgets with a status update on each currently budgeted infrastructure project.

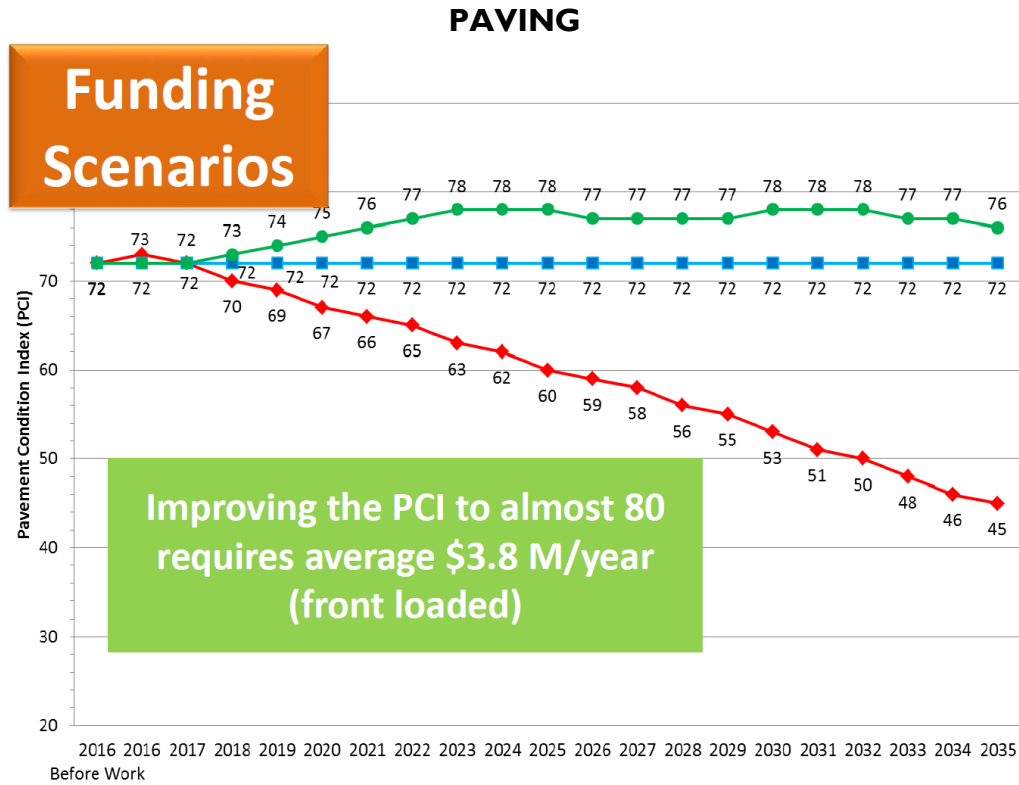
e. Funding Strategy

As noted above, the Park District has a practice of funding long-term liabilities and setting aside funds for future needs. Based on the assessment work being performed by staff and the VFA and paving consultants, the Park District will be establishing a funding policy, which include targets for annual appropriations that can be increased incrementally each year in order to fund the District-wide infrastructure program.

At the December 6, 2018 Board Executive Committee meeting, the current results of the pavement and facilities studies reported the average condition of Park District infrastructure and made recommendations as to how much funding would be necessary to 1) maintain assets in the current condition, 2) improve the asset conditions to reach established policy goals over time, and 3) identified funding amounts in which the current condition would degrade over time.

i. Roads and Trails Infrastructure (Paving):

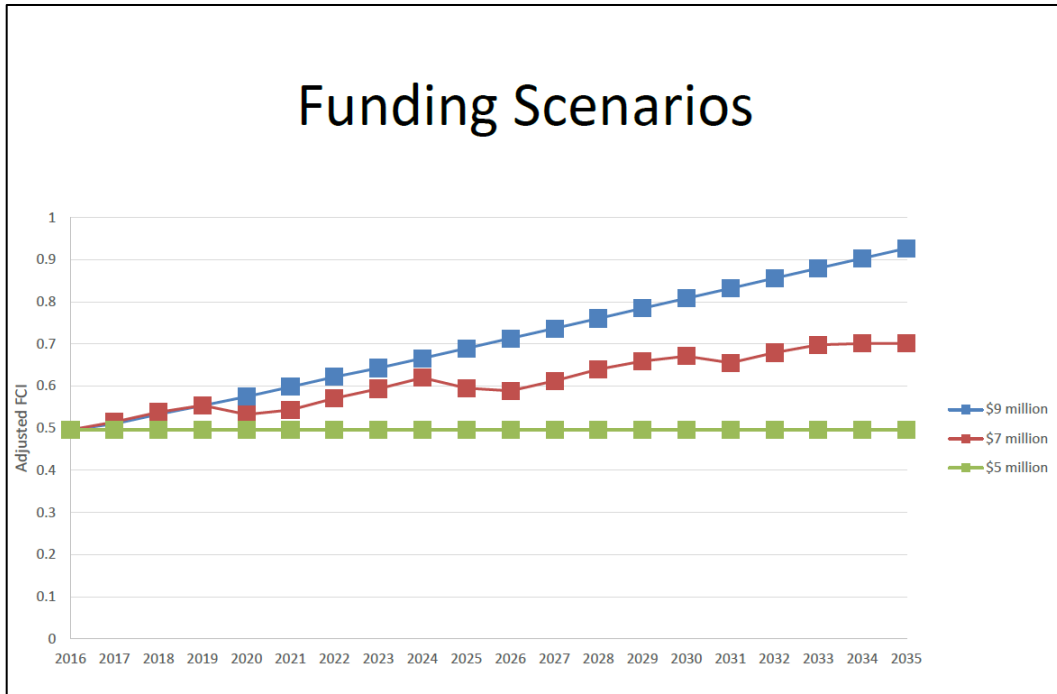
The chart below shows the pavement condition index (PCI) using the different funding scenarios. The current PCI of the pavement is 77. With a contribution of only \$1.0 million per year the PCI is significantly reduced overtime. The consultant recommends that if the goal of the Park District is to improve PCI or continue at an average of \$3.8 or \$3.0 million, respectively, should be set aside annually for pavement maintenance.



ii. Facilities and Systems Infrastructure:

The chart below shows the facility condition index (FCI) using the different funding scenarios. With a contribution of \$5.0 million per year being sufficient to maintain the current FCI of 64. However, the consultant recommends that if the Park District would like to establish a goal to reach a higher FCI, such as the best practice standard of a FCI of 72, then up to \$7.0 million should be set aside annually for facility maintenance.

FACILITIES AND SYSTEMS



Staff will bring the infrastructure funding policy discussions to a future Board Finance Committee meeting for further review.

2020 Infrastructure Priorities

The 2020 Infrastructure Program may include recommendations for continuation of appropriation of funds in the following areas:

- Pavement Maintenance and Preservation Program - \$1 million minimum, exclusive of the \$500,000 annual Measure J allocation in Contra Costa County, to an optimal \$3.8 million recommended in order to improve the District-wide paving condition index.
- Improvements to facilities identified in the asset assessment (VFA) study - \$5.0 million minimum to \$7.0 million as recommended to improve the District-wide facilities condition index.
- Urgent, high-priority projects identified in the asset assessment (VFA) study – amounts to be determined.

Examples of projects considered as District-wide major maintenance projects include the following systems:

- Bridges/Docks/Piers: Structural inspection work for in-water and over-water bridges, repairs to bridge access, improvements to floating docks and boardwalks.
- Utilities/Communications: Upgrading electrical systems, renovating water systems, replace water or sewer lines, restore wells, expanding fiber optic connectivity, HVAC and plumbing improvements.
- Buildings: Improving service yards, park offices, concession buildings, upgrades to park cabins, roof repairs, renovating stables, and Park District residences.

Additional background information on the Asset Inventory and Assessment project can be found at [Exhibit 8b: Major Infrastructure Assessment Presentation](#). (pp. 306-316).

IX. 2012 PROMISSORY NOTES, FACILITY REPLACEMENT AND RENOVATION

The Park District maintains more than 40 employee work sites. The Park District's inventory of staff-related work sites was constructed over the past 75 years as funding and opportunity permitted. A number of the facilities are aging and, in some cases, decrepit, yet continue to serve as employee work spaces.

Over the past decade the Board has committed several million dollars to minor renovations and site improvements at many in-park service yards to bring a number of these facilities into good repair. In addition, the fire at the Tilden Equipment Shop served as the catalyst to both rebuild on-site to current standards, and to create new satellite equipment shop at Pacheco.

However, the previous financial inability to address the remaining backlog of facility needs resulted in the strategic effort to plan to replace and/or renovate several of the Park District's key field and administrative facilities.

In 2012, the Park District used the opportunity of low interest rates, the District's good bond rating, and the cash flow released from retirement of earlier bonds to issue \$25 million in new debt to fund a set of high priority replacement and renovation projects including several service yards, visitor centers, the Public Safety replacement building, and energy conservation improvements.

The 2012 Promissory Notes have now been fully appropriated to projects in two categories:

a. Reconstruct Buildings District-wide

On March 5, 2019, the Board of Directors approved the purchase of a 67,500-sf administrative building at 2955 Peralta Oaks Court which will accommodate 220 employees, including approximately 150 public safety personnel. The negotiated acquisition price was \$14.4 million funded from the 2012 Promissory Notes, with approximately \$7.0 million remaining for tenant improvements which are estimated to be within \$25 - \$30 million due to the need for major work on electrical, HVAC, and communications systems, as well as some seismic and other improvements to put the building into service. The Board previously committed to providing necessary improvements to the current facilities and authorized \$300,000 for improvements to the current public safety facility which is in process.

The Park District will continue to review options for a new Equipment Maintenance Shop. This continues to be a priority for the Park District.

b. Service Yards

The Maintenance and Skilled Trades (MAST) Department has completed nearly \$2 million in improvements service yards including \$1.2 million in Promissory Note funds, that were appropriated in 2014 to service yard improvements. Improvements include Garin and Del Valle service yard upgrades and improvements to the staff offices at Kennedy Grove, storage shed at Miller Knox and storage structure for Central Stores. Work related to this funding source has been completed and the projects will be closed.

As part of 2017 Board Workshop #2, staff proposed a long-range plan for improvements to

services yards in addition to those funded with the 2012 Promissory Notes. The plan establishes four categories of service yards: a standard service yard (4,250 sf), a satellite office (1,500 sf), a garage/workshop (1,000 sf), and upgrading existing facilities. The long-range plan identified 10 parks in need of service yard improvements for a total of \$23 million: including Point Pinole, Coyote Hills and Martin Luther King Jr.

X. REVIEW OF OPERATING IMPACTS OF PROJECTS IN THE “PIPELINE”

Each year staff provides a projection of the future operating costs that will be incurred by the Park District as land use plans, capital projects and trail connections are completed and put into operation. This multi-year list also includes facilities for which the Park District will accept operating responsibility through dedication, agreement or other means. These projected expenses are analyzed annually and used for budget planning purposes and will be considered as a high priority for appropriation in the coming year’s budget process. This year the preliminary Pipeline List includes potential new funding for Park District operations in the amount of \$3.1 million for 2020 (\$525,438 in start-up costs and \$2.1 million in base budget increases). The entire five-year projected Pipeline list estimates a total of \$10.8 million of new funding requests. The Draft Pipeline List (2020-2024) as of March 2019 is attached as [**Exhibit 9: Pipeline 2019-2023 Projects**](#) (pp. 318-321).

The Pipeline list is sorted by the anticipated year of operation based on current project status and cost projections from operating Departments including Park Operations, Maintenance (MAST), Interpretative and Recreation, Police, Fire and Stewardship. Auxiliary human resources necessary for the Park District mission delivery, such as administrative and analytical support, supervisory/management and planning resources are not included in the Pipeline analysis. Projects may also be reviewed during and after the first year of operation to identify adjustments that may need to be made to correct the projected expenditures to actual experience. Any eligible funding sources for operations that are being considered for appropriation are listed; however, the default source is the General Fund. Staff positions are identified by Full Time Equivalent numbers (FTEs) proposed to be budgeted in the target year. Fractional FTEs are budgeted as an amount available for use to fund temporary employees or contractors and, once accumulated to .75 or 1.0 FTE, are made available for hire of a regular employee.

The Pipeline list is used as a starting point when drafting the budget for the coming year. If the financial capacity is available, Pipeline budgets are identified as priorities for funding, but must be considered in the context of all budget requests before a draft budget is forwarded to the Board. When adopted, Pipeline staff and operating expenditures are considered ongoing or “base” and, are assumed to continue each year into the future; therefore, they represent a critical ongoing cost consideration for the Park District.

2020 Projects and Budget Considerations:

The Pipeline projection for 2020 includes seven projects which reflect a 2020 budget request total of 13.20 FTE increase over 2019 levels. If these projections are confirmed through the detailed submittals and reviews required for the 2020 budget process, the estimated 2020 funding need for wages, benefits, startup costs and ongoing services and supplies is estimated to be \$2.0 million. The source of this additional expense would be the General Fund and special revenues. Preliminary projections indicate that the expected growth in the Park District’s General Fund revenue should provide the capacity to fund this projected need.

Staff will continue reviewing and refining the Pipeline list and will be clarifying the project descriptions and estimated costs as a part of the 2020 Budget process.

Staffing History:

Over the past ten or more years, the opening of new facilities and the increasing size and complexity of Park District responsibilities required related increases in Park District staff. The table below summarizes these additions and reductions per adoption of the annual budget, by year and by Department with the bottom row reflecting current departmental and overall staffing levels. It is important to note that in 2008 and 2009 there was an increase of over 45 FTE's, thankfully the majority of these positions were held vacant as the District monitored the looming recession which required the elimination of 37 vacant positions. The District made it through the great recession without a single layoff.

Since 2005, the Park District's staffing levels have grown by over 170 positions overall or an average of 12 FTE's per year. This level of growth in staffing when compounded by increasing costs of wages and employee benefits is not sustainable to the District's base budget in the long term, and growth of future staffing and personnel costs must be carefully considered.

STAFF IN FULL TIME EQUIVALENTS									
Year	Ops.	Maint.	Interp.	Police	Fire	Design	Stew.	Other	Total
2019	9.460	0.630	(1.930)	3.660	7.000	0.000	1.000	7.300	27.120
2018	5.750	0.100	5.430	2.990	1.950	0.000	1.750	1.000	18.970
2017	2.600	1.148	3.400	5.290	2.100	1.954	0.177	6.500	23.169
2016	2.350	2.030	5.050	3.100	0.410	1.216	2.323	3.013	19.492
2015	5.350	2.595	3.092	4.680	2.773	0.000	0.880	3.630	23.000
2014	3.870	2.470	(0.790)	0.650	0.900	0.000	0.000	4.390	11.490
2013	1.387	0.000	3.671	1.000	0.000	0.000	(0.185)	0.500	6.373
2012	7.780	1.000	3.982	0.000	1.000	(0.170)	0.185	1.501	15.278
2011	(16.235)	(2.470)	(2.747)	(8.680)	(4.000)	(1.997)	0.000	(1.000)	(37.129)
2010	(2.200)	0.140	2.003	(0.670)	0.000	0.000	(0.500)	0.000	(1.227)
2009	3.950	1.430	6.000	0.330	1.200	0.000	0.000	1.800	14.710
2008	6.700	5.820	2.750	2.700	4.910	1.530	1.950	4.523	30.883
2007	2.450	0.290	0.600	0.300	1.080	0.000	0.000	2.440	7.160
2006	4.530	0.400	3.100	0.600	1.000	0.750	2.500	2.000	14.880
2005	253.460	63.290	72.960	93.430	46.990	29.250	20.170	97.190	676.740
Current Totals	291.202	78.873	106.571	109.38	67.31	32.53	30.25	134.79	847.48

XI. MAINTENANCE AND SKILLED TRADES (OPERATIONS DIVISION)

The Maintenance and Skilled Trades (MAST) Department within the Operations Division, complements and coordinates the capital work done by the Acquisition, Stewardship and Development Division (ASD) by undertaking maintenance and renovation work that can be completed efficiently using District skilled trades staff, outside contractors or a combination thereof. In addition, to the ongoing Major Maintenance Program, MAST has significant responsibilities for annual work on the District's Americans with Disabilities Act (ADA) compliance projects, the Pavement Preservation and Maintenance Program (PPMP) and continues to be engaged in developing and improving the Major Infrastructure Renovation and Replacement Program (Fund 553) in cooperation with the Finance & Management Services Division. Additionally, and in response to the Board's stated interests, MAST has remained actively engaged in a program aimed at the replacement of the District's chemical toilet inventory with new lower maintenance, higher volume vault toilets. The current budget includes over \$500,000 to continue the implementation of the Vault Toilet Replacement Program and remains committed to installing 4-5 new vault units per year exclusive of those installed as part of other capital development projects managed by other divisions within the District. Other available funding for the installation of vault toilets include Measure CC for eligible parks, and the ADA program for partial funding related to ADA site work. In 2018, MAST completed three CC vault restroom installation, including ADA improvements at Tilden, Anthony Chabot and Wildcat Canyon.

A. Major Maintenance

In the 2017 budget, funding for MAST staff responsible for the Major Maintenance program was moved into the Major Infrastructure Renovation and Replacement Fund (Fund 553). This move represented the next steps in the evolution of the "553 Program". In keeping with the stated goals of the 2018 MAST Strategic Reorganization, the Major Maintenance Program for 2019 has been folded into and budgeted as part of the larger 553 program. This has been accomplished through the creation of three new Departments within MAST that function in much the same way the former Major Maintenance program did. Under this new model, the 553 funds are more readily available for more staff to accomplish Major Maintenance/Facilities, Paving, and Utility and Communications infrastructure projects District-wide.

A major goal of the District is to schedule and routinely fund the major maintenance of all District facilities and infrastructure on a regular/annual basis. The Maintenance Administrative Unit has historically been funded at approximately \$500,000 annually in department 5915 for Major Maintenance work which was mainly accomplished through small to medium contracts that is generally outside of the skill envelope of the regular Park/MAST staff, but under the threshold of an engineered and formally bid capital construction project. In 2018, two new Maintenance Administration Units were created under the 2018 MAST Strategic Reorganization. \$1,150,000 in 553 funds are available in 2019 to accomplish work in three key areas. These areas include Facilities/Structures \$700k, Paving \$1.0 million, Residences \$100K, and Utilities and Communications infrastructure, \$250k. MAST also takes advantage of several other District funding sources to complete projects that are included in their annual work plan.

In 2018, the Unit proposed 49 Major Maintenance projects. 26 of these projects were deemed feasible after careful evaluation. Of the 26 projects, 16 were completed and nine (9) are in

progress or have been reassigned to ASD or other departments for completion. The completed project list highlights include; the installation of a high strength epoxy floor in the Pacheco Equipment Shop, The complete repair and remodel of Fire Station I, a major addition to the Aquatics Offices at Public Safety Headquarters and the installation of three large storage buildings at the Del Valle Service Yard. [Exhibit 10a: 2018 Major Maintenance Completed Project Summary](#) (p. 322).

[Exhibit 10b: 2019 Major Maintenance Project Status Updates](#) (p. 323-325), lists the proposed 2019 projects that staff has assembled by selecting various projects from the District-wide Master Projects List, Maintenance Work Request list, the Capital Projects List, and VFA Asset Management Program. This list includes 31 new projects, six (6) projects carried over from 2018 that are in progress, one (1) project that is on hold, and three (3) that need to be scoped and or permitted.

B. Pavement Maintenance and Preservation Program (PMPP)

In 2019, \$100,000 from Fund 553 was allocated to department 5913, Paving (new) to be used in conjunction with existing funds in OTA project #520700 (Maintain Paving District-wide) and Measure J funds in Contra Costa County. Twelve (12) large paving projects were completed in 2018 with total project expenditures equaling \$2.9 million. The increase in the number of completed paving projects is in large part due to the collaboration of staff from MAST, Management Services and Design working cooperatively. As part of the 2018 MAST Strategic Reorganization, a recently promoted Project Coordinator is in the process of being trained to manage all paving contracts for 2019. Completed paving projects are listed in [Exhibit 10c: 2018 PMPP Completed Paving Projects](#) (pp. 326-327).

Four (4) new paving projects have been proposed for 2019 at an estimated value of \$1,525,000 million. \$1,000,000. in 553 funding was appropriated for the PPMP Program in 2019 and allocated to department 5913. Additional funding for the 2019 proposed project list will come from other sources such as Measure J. Measure J projects will be given a higher priority due to annual programmatic deadlines. Proposed paving projects for 2019 are listed in [Exhibit 10d: 2019 PMPP Proposed Paving Projects](#) (p. 327).

C. Chemical to Vault Toilet Conversion

The Board and staff have expressed continued interest, and public surveys have confirmed the desirability for the continued conversion of the District's chemical toilet inventory to low maintenance pre-cast vault units that are more attractive, more durable, and ultimately decrease the need for weekly pumping and servicing by the Sanitation Crew. Each single wooden chemical toilet replaced by a single vault toilet increases the average service interval by at least one month in most instances but can increase the service interval by up to four months in others. A single vault unit holds, on average, 15 times the volume of a single chemical unit. In addition, both single and double vault units often replace multiple wooden and or fiberglass units that do not meet ADA standards. All newly installed vault units are ADA compliant, however not all are placed in locations that can be made fully ADA compliant.

There are currently 50 vault units on the Future Vault Toilet Installations list that need to be

purchased and installed at various locations District-wide. These proposed new vault units would replace 123 existing wooden chemical toilets and 45 ADA fiberglass models. Locations for the proposed installations are listed in [Exhibit 10e: Future Vault Toilet Installations](#) (pp. 328-330).

Utilizing an installation strategy developed in 2014, MAST staff has been able to purchase and install five (5) new Measure CC funded vault units in Anthony Chabot Park, (1 single) Tilden, (3 doubles) and Wildcat Canyon (1 single) in 2018. Additionally, one (1) new double unit was installed by MAST at Castle Ridge and a new single unit was installed at Hayward Shoreline's Winton Staging Area for a total of six (6) new units District Wide in 2018. Several vault toilet design and configuration options are available to the District and have been incorporated into the District's Standards Manual.

The Sanitation Crew created a prioritized list for the replacement of chemical toilets with new vault units and has been working from that list since the late 90's. To date, 59 vault units have been installed with positive reviews by the public, and are currently in service in a in various locations and settings listed in [Exhibit 10f: Completed Vault Toilet Installations](#) (pp. 331-333). The vault units are designed in way that mitigates the odor usually associated with the chemical units they replace, making them far more acceptable to park users.

D. Status of MAST Department Staffing

In 2017, a reorganization for the department was approved. This reorganization was aimed at improving spans of control, enhancing efficiency and improving customer service District-wide. Through the reorganization, MAST was effectively divided into two work groups. The existing Maintenance Superintendent that formerly managed all MAST field staff retained responsibility for the North and South County Trades Crews, Water Utilities Maintenance (WUM) Crew and two budgeted Project Coordinators. This new Unit is now called MAST Public Works Admin I and is focused on facilities maintenance. An additional Maintenance Superintendent was added to the budget with responsibility for the District's Roads and Trails Crew, Sanitation and the Paving program. This new Unit is called MAST Public Works Admin II and is focused on equipment intensive work typical to road and trail maintenance and development as well as sanitation. The implementation and staffing plan for this reorganization plan is nearly complete with only two (2) Project Coordinator positions currently vacant. Once all staffing has been onboarded and trained, MAST expects to see a continued trend of improved customer service, project and work order throughput.

XII. CONCLUSION

The information presented to the Board of Directors at this Workshop will serve as the background for the remaining, project-specific discussions on Capital and Acquisition projects at the June and July Workshops, respectively. Board Members are invited to request updates on specific topics or projects in advance of the meetings, and staff will endeavor to compile the requested information for the discussions. In addition to the Workshops, updates may be provided at future Committee or Board meetings as convenient. The next two workshops are:

**a. ACQUISITION, STEWARDSHIP AND DEVELOPMENT CAPITAL
PROJECTS WORKSHOP, Thursday, June 13, 2019:**

The Capital Projects/Trails Workshop will be held in the Peralta Oaks Board Room. Staff will present updates on active projects, highlight projects and issues of interest, and discuss the work plans and initiatives for the coming year.

b. LAND ACQUISITION WORKSHOP, Wednesday, July 3, 2019:

The Land Acquisition Workshop (Confidential Land Session) will be held in the Peralta Oaks Board Room, and includes an open-session overview of the full Land Acquisition program, and a confidential session to provide instructions to land negotiators.