

TO: PARK ADVISORY COMMITTEE
FROM: GLENN KIRBY, CHAIR
SUBJECT: PARK ADVISORY COMMITTEE

Date: January 27, 2014

Location: Peralta Oaks Court
2950 Peralta Oaks Court
Oakland, CA

Time:

6:15 pm Executive Subcommittee Meeting
1. Workplan 2014

6:45 pm Social and Refreshments

REGULAR MEETING

7:00 p.m. 1. Approval of Minutes – November 25, 2013
2. Introductions
3. Board Member Comments: Director Wieskamp
4. Public Comments

7:15 p.m. 5. Presentations:
(I) a. EBRPD Year in Review 2013– Robert E. Doyle, General Manager
(I) b. 2014 PAC Workplan – Glenn Kirby, PAC Chair & Erich Pfuehler, Legislative Affairs and Government Relations Manager
(I) c. Plan Bay Area Subcommittee Discussion - Glenn Kirby, PAC Chair & Erich Pfuehler, Legislative Affairs and Government Relations Manager

8:20 p.m. 6. PAC Member Comments
7. Report from the Chair – Glenn Kirby
8. Board Committee Reports
9. Status of Recommendations
10. Old Business
11. New Business
12. Adjournment - Next Meeting February 24, 2014

(A) Action

(I) Information

(R) Recommendation

ATTACHMENTS

1. EBRPD 2013 Memo
2. Work Plan 2014
3. Status of Recommendations
4. Articles & Correspondence

Unapproved Meeting Minutes
PARK ADVISORY COMMITTEE
11-25-13

ATTENDING: Kirby, Yee, Kern, Walters, Coffey, Vann, Madsen, Godfrey, Bank, Palacios, Simmons, Beyaert, Volin, Walkling, Pellegrini, Madison, Coomber
NOTATTENDING: Johnson, Shalaby, Mercurio, DeMarcus
STAFF ATTENDING: Barial, Pfuehler, Scheer, Collins, Burnor
GUESTS: None.
PUBLIC: None.

The meeting began at 7:00 p.m.

1. Approval of Minutes: PAC member Vann moved and PAC member Beyaert seconded approval of the October 28, 2013 minutes with one correction. The motion passed unanimously. There were three abstentions due to absence from the meeting. Vann complimented staff on the quality of the minutes.

2. Introductions: PAC Chair Kirby asked PAC members, staff and the public to introduce themselves.

3. Public Comments: None.

4. Presentations:

a. 2014 Proposed Budget – Dave Collins, AGM Finance and Management Services and Pam Burnor, Budget Manager

Dave Collins, AGM Finance and Management Services began by stating the budget is balanced. Because the economy is climbing out of recession, the one-time smoothing funds will no longer be necessary. This budget proposes spending the funds on one-time needs such as infrastructure replacement and replenishing rolling stock (vehicle replacements). The District has implemented a policy to maintain a fund balance at 32%. If fund balance reserves come in over 32%, those funds can be used for one time uses. If the fund balance is lower than 32%, then the budget would seek to replenish funds. This budget anticipates the addition of 10.8 full time employees (FTEs). PAC member Volin asked about the one time increase in FTEs. Collins explained the positions may be for a finite period of time, such as an Administrative Analyst which may only be needed for six months to a year. Budget Manager Burnor directed the committee to page 59 of the packet for all of the FTE changes. PAC member Kern asked if the debt service represents a new normal because of the 32% increase. Burnor referred to pages 91 and 92 which provides the District's schedule and summary of debt service payments. Collins added the District will seek to drop the debt rate over time as the commitment made in Measure WW was to not exceed \$10 per \$100,000 in household value for bond issuance. The District needs to be mindful not to exceed that amount of bond debt.

Vann asked if the debit service is included in the principle of the bond. Collins said it is included in the repayment of the bond. Collins explained it will be a separate line on the tax bill for repayment of debt service.

Burnor said the 32% is made up of multiple debt services. Kirby stated the separate line on the tax bill is what voters approved. Collins and Burnor said Measure AA and WW are voter approved, promissory notes from the general fund.

PAC member Palacios asked about the industry standard for reserves. Collins said that CFO, Cinde Rubaloff did quite a bit of research and found there are no hard and fast rules for fund balances. The Government Finance Officers Association recommends a three month reserve. It depends on type of agency, type of volatility and the types of funds being used. The District sets aside reserves for some unique costs like elections. The District commits \$2.2 million in reserves to pay for the cost County's charge for Board member elections. The District budgets \$600,000 per seat. If Board members are unopposed, the District is not required to pay election costs because the incumbent does not appear on the ballot. Burnor said on page 117 there is a list of committed fund balances. Collins went through and briefly highlighted each one. Vann asked about the rationale for the County election charges. PAC member Simmons clarified the distinction between what the candidates and what the agencies pay for ballot costs. Kern remarked the strategy to use smoothing funds for deferred maintenance and other costs is excellent. He wondered if there are any new parklands in the operations budget. Collins said yes staffing needs are in the pipeline. Volin asked for clarification on page 57 with regard to smoothing funds and personnel costs. Collins explained each year the District budgets for full staff – wages and benefits. There is volatility inherent in having a staff of 1000 people with an attrition rate varying from 3 to 5%. Typically, the District budgets conservatively and ends up with some additional resources. Tax revenues have been volatile and Beacon Economics helps provide a viable conservative estimate for budgeting purposes. For 2014, the District is up 4.7% in personnel expenditures. Volin asked about the \$157,000 being spent for the District's 80th anniversary. Collins did not know how the monies would be used. Kirby said this question came up in the Finance Subcommittee and suggested the PAC ask for a clarification. Kirby acknowledged initial skepticism about the smoothing reserves, but clearly it helped the District get through the economic downturn. It was a good policy decision. Kirby commented Volume 2 of the budget is where the rubber meets the road.

PAC member Walters, the PAC's Finance Subcommittee chair, stated this document is more than just a budget, it provides sound rationale for expenditures. It provides a clear explanation about the District's activities. He noted the subcommittee had some questions about the optics of the \$157,000 for the 80th anniversary. He suggested the PAC provide a word of caution to the Board about how the community could view this line item. Walters moved forward the Finance Subcommittee's motion to adopt the budget with caution on the line item regarding the expenditure of funds for the 80th anniversary. Kern seconded. It was unanimously approved.

b. Elections of PAC Officers – Erich Pfuehler, Government Relations and Legislative Affairs Manager and Glenn Kirby, Chair PAC

Kirby announced Walters is terming out. PAC members Dayne Johnson and Rich Walkling are not seeking new terms to continue serving on the PAC.

Simmons moved and Kern seconded retaining Kirby as Chair of the PAC. The motion was unanimously approved.

Simmons moved retaining PAC member Mercurio as the Vice Chair and Kirby seconded. The motion was unanimously approved.

Kirby moved and Walters seconded approval of Kern as the new Finance Subcommittee chair. The motion was unanimously approved.

Government Relations and Legislative Affairs Manager Pfuehler mentioned the PAC's discussion about having an adhoc subcommittee for Plan Bay Area. Since the goals haven't been approved yet by the Board, the PAC should have a broader discussion about this subcommittee in January 2014.

6. **PAC Member Comments** – Walking mentioned he was contacted about the off leash dog issue from a "constituent." He contacted Pfuehler who put him in touch with Chief of Park Operations Anne Scheer. Scheer was able to explain the issue. As a result, Walking realized the PAC is a way for people to navigate the Park District. Kirby commented the PAC is more prominent and now on the website.

Simmons spoke about the Orinda Hiking Club and their interest in accessing the Pleasanton Ridge shuttle. Acting Chief of Interpretive and Recreation Services Anne Kassebaum provided a nice presentation about the shuttle at the Board Operations meeting. Simmons also commented about the Barbara Lee and Elihu Harris Lecture Series which the District helps support. He attended a discussion by four women who were children of major civil rights figures. Palacios attended the Sylvia McLaughlin Eastshore State Park event. She also rode her bike on the Bay Bridge. Vann and all ambassadors were invited to attend the Oakland Museum guided tour about the history of the Bay. Rich Guarienti, former PAC chair, was there and he sends his greetings. Vann mentioned Public Information Representative Isa Polt-Jones was putting together a newsletter featuring members of the PAC. Godfrey talked about the California Nursery Historical Park in Fremont. After four years, the City finally approved community gardens for the 21-acre park. Kirby mentioned the final Master Plan publication should be available at the beginning of the New Year. Beyaert explained the origin of the naming of Cooks Point Trail at Point Pinole. The person who knew the history was Jerry Kent. The new park map will have Cooks Point on the map. Coomber also attended the McLaughlin Eastshore State Park event. She was a leader of the Save the Bay movement.

Kern asked if the PAC was going to acknowledge the work of retiring Chief of Planning Brian Wiese. Kirby said AGM for Planning and Stewardship Mike Anderson is also retiring. The PAC should do something to acknowledge them. Vann asked the PAC receive a copy of the newsletter.

7. **Report from the Chair** – Kirby met with Robert Doyle, General Manager. He was receptive to the 2014 goals and the additional PAC member comments. The PAC's goals will be going to the Board's Executive Committee on December 6th.
8. **Board Committee Reports** – PAC member Bank gave a report from the Operations Committee. In relation to the Pleasanton Ridge Shuttle Program, Kern asked about the number of riders. Simmons said it was around 130.
9. **Status of Recommendations** – Current.
10. **Old Business** – None.

11. **New Business** – None.
12. **Adjournment** - The meeting was adjourned at 8:14 p.m.

Summary of Actions:

1. The October 28, 2013 meeting minutes were approved with one edit.
2. Holiday Dinner December 2, 2013 at the Merritt Hotel in Oakland.
3. The next PAC meeting is January 27, 2014.

Yolande Barial, PAC Secretary

General Manager's Office
MEMO



DATE: January 22, 2014
TO: Park Advisory Committee
FROM: Robert E. Doyle, General Manager
SUBJECT: EBRPD Year in Review - 2013

EBRPD Year in Review – 2013 presented by General Manager Robert E. Doyle

Annually, East Bay Regional Park District General Manager Robert E. Doyle prepares a presentation which he makes to the Park District's Board of Directors highlighting the District's accomplishments of the prior year. This "annual report" is shared with the PAC and various East Bay Regional Park District staff groups.

General Manager Doyle will make the PowerPoint Presentation entitled "East Bay Regional Park District: Connecting Parks to People for 80 Years" which details important achievements of 2013 and priorities and goals for 2014.

PAC 2014 WORK PLAN 1-21-14

	JAN 27	FEB 24	MAR 24	APR 28	MAY 19	JUN 23	JULY 28	SEP 22	OCT 27	NOV 24	DEC 1
PAC	Director Wieskamp State of the District (I) – Doyle Work Plan (R) - Kirby, Pfuehler Plan Bay Area Subcommittee Discussion (I) – Kirby, Pfuehler	Director _____ Community Relations Plan (I) – Koh, Johnson Park District 80 th Anniversary and CA State Parks 150 th (I) – Koh, Johnson	Director _____ ADA Update – practical applications and engineering activity (I) – Scheer, Barrington Marksmanship Concessionaire Agreement Update (I) – O'Connor	Director _____ Ordinance 38 (R) – King Update and status of Oakland Strokes agreement with District (I) – O'Connor	Director _____ Healthy Parks Healthy People Update (I) – Johnson Kids Healthy Outdoors Challenge Update (I) – Kaiser, Johnson	Director _____ San Francisco Bay Restoration Authority overview (I) – Olson, Pfuehler CAFR (R) – Collins, Rubaloff	Director Siden Measure WW implementation (I) – Rasmussen, Collins Interpretative and Community Outreach – O'Connor, Kaiser, Carmody Youth Outreach and Employment (I) – O'Connor	Director _____ Response to Climate Change, adaptation, and riparian habitat for wildlife (I) – Olson Natural Resources Update (I) - Graul	Director _____ Goals 2012 (R) – Kirby, Pfuehler Economic Impact Report (I) – Collins, Johnson Environmental Education Facilities Upgrades (I) - Johnson	Director _____ 2012 Proposed Budget (R) – Collins, Rubaloff Elections of PAC Officers (R) – Kirby, Pfuehler Green Transportation – Trails Update (I) - Townsend	Holiday Dinner
	<u>Exec. Comm. Subcommittee</u> Work Plan (R) - Pfuehler				Field Trip - Oyster Bay May ???	<u>Finance Subcommittee</u> CAFR - Collins	BBQ Meeting – Willow Park Paradise Smokehouse, Lake Chabot		<u>Exec. Comm. Subcommittee</u> Goals 2012 (R) - Pfuehler	<u>Finance Subcommittee</u> 2012 Budget - Collins	

PARK ADVISORY COMMITTEE
2013 – 2014 Status of Recommendations
FINAL FOR 2013

The following is a record of items, which have come from the PAC during the year beginning January 1, 2013.

1. The PAC recommended moving forward the Comprehensive Annual Finance Report (CAFR) for the year ending December 31, 2012 to the board for approval.
(June 24, 2013)
STATUS: The Board voted to accept the Comprehensive Annual Finance Report (CAFR) for the year ending December 31, 2012.
(Resolution # 2013-7-142)
2. The PAC recommended moving forward acceptance of the 2013 Master Plan to the board for approval.
(June 24, 2013)
STATUS: The Board voted to approve the 2013 Master Plan.
(Resolution # 2013-7-159)
3. The PAC recommended moving forward acceptance of the Oyster Bay Land Use Plan to the board for approval.
(September 23, 2013)
STATUS: The Board voted to approve the LUP for Oyster Bay.
(Resolution # 2013-12-302)
4. The PAC recommended moving forward the PAC Goals for 2014 to the board for approval.
(October 28, 2013)
STATUS: The Board voted to approve the 2014 PAC goals.
(Resolution # 2014 –01– 019)
5. The PAC recommended moving forward the 2014 Proposed Budget to the board for approval.
(November 25, 2013)
STATUS: The Board voted to approve the 2014 Operated and Project Budgets.
(Resolution # 2013-12-303)

ATTACHMENT 4

ARTICLES & CORRESPONDENCE

Albany Bulb transition progressing -- slowly

By Damin Esper, CC Times Correspondent

01/15/2014

ALBANY -- Three more residents of the Albany Bulb have been housed through the city's Waterfront Park Transition Plan, it was announced this week.

According to a Jan. 13 news release, seven people formerly part of the waterfront homeless encampment have now been housed through the plan. However, the news release also said that two of the previously-housed people were recently evicted "due to the inadequate control of their dog."

The transition plan is part of the city's efforts to move a large number of people off the Bulb so the city can turn the land over to the East Bay Regional Park District, which will make it part of the Sylvia McLaughlin Eastshore State Park.

The park district will not assume control of the site until the population has been cleared.

In May 2013, the City Council voted to begin enforcing the city's anti-camping ordinance beginning in October. Actual enforcement did not begin until December.

Albany police have been issuing warnings to campers on the Bulb and arresting those with outstanding warrants. Other arrests have been made for drug possession.

Exact numbers are elusive, but most estimates had 50 to 60 people living on the Bulb when the city began its program.

The city has also set up a temporary shelter at the waterfront, consisting of two mobile units with a capacity of 30. City Clerk Nicole Almaguer said one to three people have been using the temporary shelter on a nightly basis.

A lawsuit was filed last year seeking to prevent the city from enforcing the anti-camping ordinance. Although a temporary restraining order was denied, the suit is still active and no date has been set for a hearing.

One of the points raised in the lawsuit involved the Americans with Disabilities Act. Thirty-two residents of the Bulb filed "requests for accommodations" under the ADA, claiming that their disabilities prevented them from being able to use the temporary shelter. The city is considering the requests.

East Bay Regional Park District moves to acquire Moller Ranch from Antioch school district

By Paul Burgarino and Denis Cuff , Contra Costa Times

01/15/2014



Moller Ranch which is owned by the Antioch Unified School District is photographed in Antioch, Calif., Thursday, July 5, 2012. The school district is currently in the process of working out a deal to sell approximately 211 acres of land at the foot of Black Diamond Mines Regional Park to the East Bay Regional Park District and the Williamson trust. (Anda Chu/Staff)

ANTIOCH -- More than 190 acres of land that the Antioch school district bought 18 years ago in a much-criticized real estate deal is going to become part of a regional park.

The **East Bay Regional Park** board on Tuesday agreed to a complicated land deal to pay \$305,000 for 191 acres of the Moller Ranch property. This expands the northern boundary of Black Diamond Mines Regional Preserve.

Antioch school officials say they are glad to get something back for the land -- part of a \$2.6 million purchase of 206 acres made in 1996 with the intention of building schools on the property.

"We're cutting our losses a little bit, but I really think this is going to work out as a win-win for the entire community," Antioch Unified School Board President Joy Motts said. "What they want to do (with the land) is really phenomenal."



All told, the school district estimates it will sell the entire 206 acres for about \$1.45 million, the rest coming from conservation easements.

Regional park officials say the land purchase off Somersville Road is critical to improving public access to the 8,300-acre regional park, the largest in eastern Contra Costa County.

The Moller Ranch property has some flat areas where a new park staging area and entrance could be developed, said Liz Musbach, the park district's land acquisition manager.

"It's going to complete our northern entrance and gateway to the preserve," Musbach said. "It would be a logical place for a new entrance."

Black Diamond's main entrance is farther uphill in a canyon at the end of a road.

Park officials say they are paying a lower price for the land -- some \$1,600 per acre -- because the Antioch school district is selling a conservation easement that bars development on 156 acres and requires the property to be managed for the good of protected species such as the California red-legged frog.

In addition to the easement purchased by Aviano Farms as compensation for a development in southeast Antioch, Tim Forrester, Antioch's associate superintendent of business services, explains that about 15 acres on the northern

part of the site will be sold to Discovery Builders, part of the Seeno construction family, where a water tank is planned to be built and there will be trail access.

The school district will consider final approval of the terms of the purchase and sales agreement at its board meeting Wednesday.

The Moller Ranch acquisition was mired in controversy, as critics questioned why the district would buy land where the terrain was too steep for building. A 1997 county grand jury report said the district engaged in "land speculation."

Antioch tried to turn the old barn and farmhouse once owned by the Arata family into a living museum but had to stop because of liability concerns, Forrester said.

Antioch and the park district have discussed the sale for years, but the school district hesitated as it was in a state financial hardship program until 2012, meaning money from the sale would have gone directly to the state.

Antioch stands to save about \$22,000 each year in taxes, fire prevention and maintenance costs.

With the park district at the helm, Motts said there will now be opportunities for elementary schools and district academics to use the revamped facilities for learning about the region's history, the environment and habitat protection.

Tilden Park youth art exhibit highlights nature

By Marta Yamamoto, CC Times, Correspondent

01/15/2014

Across the United States, young people are being told to get outdoors, get to know wildlife, enjoy the world of plants and animals and express their inspiration via art, writing, photography or video in the annual Get to Know National Youth Creativity Contest.

In the East Bay, 32 young people ages 6 to 18 have done just that via the local contest sponsored by the **East Bay Regional Park District**. Their work is now on exhibit, weekends through March 2, at the Environmental Education Center in Tilden Regional Park.

The contest requires that entries focus on nature, rather than farm animals or pets, but locations were not limited to the regional parks. "It just had to be outside, getting to know your wild neighbors and seeing what's out there," said James Wilson, Tilden Park naturalist. "It's kids enjoying everything that has to do with nature so it's really cool."

The East Bay Regional Park District partnered with the Get to Know Society in Canada, which has been inspiring connections between children and nature for more than 10 years.

Sharing the belief that interactions with wildlife can help preserve wild spaces for future generations, the society chose the motto "Connect, Create, Celebrate."

The park district publicized the contest from April through October, 2013. "We promoted it through publications, visitor centers, website, newsletter and outreach to libraries, schools and art centers in Alameda and Contra Costa counties," said Isa Polt-Jones, EBRPD public information representative.

Youths from all corners of the East Bay entered and all are being shown at the exhibit.

The youngest entrant, Dasha Oxley, 5, from Oakland, drew carefree butterflies from UC Berkeley's Botanical Garden.

Varya Karpelevitch, 6, of Fremont, is exhibiting a lovely watercolor of playful ducks she saw at Lake Elizabeth Park in Fremont.

At the top end of the age span are Fremont's Connor Pitta, 18, with his poem "Baby Quail," and 17-year-old Connor Rickey, who shot a video titled "Our Backyard."

Rickey's 10-minute compilation of shots within 10 minutes of his Danville home demonstrates how fortunate he is to live so close to nature.

Some entrants were quite prolific. Oakley resident Berenice Ledesma, 14, provided 60 nature photos she took in her garden and neighborhood, all focusing on small details of plants and insects. Five are being shown, including one of a bright-red ladybug perched at the end of a blade of grass.

Fremont resident Brenda Miao, 16, submitted 36 nature photos, of which three are being shown, including a close-up of a skipper butterfly.

Many entries represent the prevalence of nature in backyards, especially the wild turkeys that figure prominently in pieces submitted by Claire Sha, Lauren Bartlett and Anvita Sharma. Sharma, an 11-year-old Danville resident, also submitted a short description of what she learned about turkeys and deer as she attempted to take their photos.

While many entries represent East Bay locations, 14-year-old Amber Lee of Fremont submitted a photo of subalpine daisies she took at Mount St. Helens National Volcanic Monument in Washington state.

And Maya Rutledge, 12, of Alameda, shows that nature can be found in what wildlife leaves behind with her photo of bird prints in the mud at Bay Farm Island.

Visitors will have a chance to meet some of the young creators at a reception set at the Environmental Education Center on Feb. 16. It will also be an open day for young people to come and make their own art. Watercolors and sketching lessons will be provided, and there might be some live animal sketching.

When visitors come to the regional parks, naturalists like Wilson help them to interpret what they are seeing. "What I think is special about this art contest is that kids are being cameras, taking pictures in their memories, then coming home and being the interpreters of their memories to create art," he said. "It demonstrates that you can find nature just about anywhere. The art speaks for itself."

IF YOU GO

The Get to Know Contest entries are on exhibit at the Tilden Regional Park Environmental Education Center, 600 Canon Drive in the Berkeley hills weekends only from 10 a.m. to 4:30 p.m. through March 2.

A reception with the artists is 2 to 4:30 p.m. Feb. 16.

Details: 510-544-2233.

Public forum points to county's rich resources

Darya Esipova | January 14, 2014 , Martinez Gazette



From left: Executive Director of Contra Costa County Workforce Development Board Stephen Baiter, Executive Director of East Bay Economic Development Alliance Darien Louie, **Assistant General Manager of East Bay Regional Park District Dave Collins**, President & CEO of East Bay Leadership Council Tom Terril, Principal of Craft Consulting Group Gary Craft; and former Pittsburg City Manager, and owner/operator of Rodeo Marina, Mark Grisham, at the Revitalizing Contra Costa County's Northern Waterfront forum, Friday, Jan. 10, 2014.
(Darya Esipova / Martinez News-Gazette)

The East Contra Costa region has all the potential to be successful in business, but it will require some efforts to reach quite that level.

This thought could be heard during Friday's forum "Revitalizing Contra Costa County's Northern Waterfront," hosted by EC2, Contra Costa County Board of Supervisors and the City of Antioch, as the speakers accentuated their attention on how to be competitive in the 21st century global economy.

In order to revitalize the waterfront, recreation business should be better developed, and this, in turn, requires development of transportation sectors, like it is in Richmond, former city manager for the cities of Pinole and Pittsburg, Mark Grisham, said to over 400 attendees of the forum at the Antioch Community Center Friday, Jan. 10.

Supervisor Federal Glover, serving Contra Costa County in District 5, shared the information that, over the years, the Northern Waterfront from Hercules to Oakley has been one of the greatest economic assets of the county.

“But it is underutilized,” Glover said.

Glover believes that if the waterfront cities, private industries, community groups and agencies act as a regional group they can get better results than if they work separately.

Economic analyst Gary Craft advised that East Contra Costa needs to create clusters of businesses in energy, clean technology, manufacturing and agriculture.

The forum was planned after Sean Wright, the CEO of the Antioch Chamber of Commerce, and two his friends began meeting in 2011 to find a solution on how to make the region more attractive to new business. Wright said that he works so close to his home that he has daily opportunities to have lunch with his children.

“It would be great if everyone experienced this kind of happiness,” he said.

Contra Costa County, including Northern Waterfront, is the second most industrialized county in California after Los Angeles County, but it has suffered from a changing economy and a lack of investment in infrastructure and facilities.

It has attracted new businesses, but still has a hard time transitioning from a traditional manufacturing based economy to innovation technologies and advanced manufacturing.

Kish Rajan, director of the Governor’s Office of Business and Economic Development, said that the goods and services that are produced in California, including the Northern Waterfront region, are incredible and are in high demand. “[The] world economically grows, and people’s income increases, and our goods and services will have endless opportunities to be effectively exported around the world. If we can reactivate the industry we can have enormous economic possibilities here at home,” he said.

Rajan is sure that it would also create jobs for the middle class that is at risk today in the U.S, and he added that the Northern Waterfront has all the tools, resources and assets needed, and that the East Bay is a place better equipped than even any other place in the U.S.