



2950 PERALTA OAKS COURT P.O. BOX 5381 OAKLAND CALIFORNIA 94605-0381 T: 1-888-EBPARKS F: 510-569-4319 TRS RELAY: 711 WWW.EBPARKS.ORG

REVISED

BOARD EXECUTIVE COMMITTEE

Monday, August 7, 2017

12:30 p.m.

EBRPD - Administrative Headquarters

2950 Peralta Oaks Court

Oakland, California 94605

The following agenda items are listed for Committee consideration. In accordance with the Board Operating Guidelines, no official action of the Board will be taken at this meeting; rather, the Committee’s purpose shall be to review the listed items and to consider developing recommendations to the Board of Directors.

A copy of the background materials concerning these agenda items, including any material that may have been submitted less than 72 hours before the meeting, is available for inspection on the District’s website (www.ebparks.org), the Headquarters reception desk, and at the meeting.

Public Comment on Agenda Items

If you wish to testify on an item on the agenda, please complete a speaker’s form and submit it to the recording secretary. Your name will be called when the item is announced for discussion.

Accommodations and Access

District facilities and meetings comply with the Americans with Disabilities Act. If special accommodations are needed for you to participate, please contact the Clerk of the Board at 510-544-2020 as soon as possible, but preferably at least three working days prior to the meeting.

AGENDA

<u>TIME</u>	<u>ITEM</u>	<u>STATUS</u>	<u>STAFF</u>
12:30 pm	1. Update on Doolittle Drive Bay Trail Segment	I	Bates
1:10 pm	2. 2017 Performance Plan Mid-Year Update	I	Alvarez
1:40 pm	3. Open Forum for Public Comments <i>Individuals wishing to address the Committee on a topic not on the agenda may do so by completing a speaker’s form and submitting it to the recording secretary.</i>		
	4. Board Comments		

Board Executive Committee Members

Beverly Lane (Chair), Dennis Waespi, Ayn Wieskamp
Whitney Dotson, Alternate
Robert E. Doyle, Staff Coordinator

R - Recommendation for Future Board Consideration
I - Information
D - Discussion

Future Meeting Dates

January – No Meeting	July 6
February 2	August 7 (Mon)
March 2	September 7
April 6	October 5
May 4	November 2
June 1	December 7



BOARD EXECUTIVE COMMITTEE
Meeting of August 7, 2017

ITEM I

TO: Board Executive Committee

FROM: Robert E. Doyle, General Manager

STAFF REPORT PREPARED BY: Ren Bates, Capital Program Manager

SUBJECT: Doolittle Drive Bay Trail Segment Update

Project Manager Toby Perry and Tom Balbierz of GHD, Inc. will make a presentation on this agenda item.

BACKGROUND

The East Bay Regional Park District (District) provides an extensive system of parks and trails, and is committed to the completion of the Bay Trail in Alameda and Contra Costa counties. The District's goal is to close the trail gaps and provide a continuous Bay Trail connection between parks and communities along the shoreline. One key gap exists in and adjacent to the Martin Luther King Jr. Regional Shoreline (MLK Jr. Shoreline), specifically north and south of the MLK Jr. Shoreline Center. The Bay Trail is discontinuous in this area due to the difficulty of constructing a trail in a tightly constrained corridor, adjacent to a heavily travelled state highway, environmentally sensitive shoreline, and intensely urbanized airport industrial complex.

In 2014, the District, working with Creegan + D'Angelo Infrastructure Engineers, prepared a feasibility study to examine potential trail routes and evaluate trail design/engineering options for closing this key gap in the San Francisco Bay Trail at MLK Jr. Shoreline. The report recommended phasing the project into two phases, north of the MLK Jr. Shoreline Center and south of the MLK Jr. Shoreline Center with the southern portion from the MLK Jr. Shoreline Center to Swan Way to be constructed first. Additionally, the feasibility report studied three alignment alternatives and four trail design/engineering options. The recommended trail alignment was the coastal alignment based upon comparison of all three alignments with their consistencies with applicable Bay Trail policies. The recommended trail design/engineering option for the southern portion was the elevated structure based upon constrained upland area for a trail and to minimize fill to the Bay.

Based upon the recommendation of the feasibility report, on December 15, 2015, the Board of Directors authorized a contract for consulting services with GHD, Inc. of Emeryville, California to develop construction documents and assist in permit acquisition for development of the southern portion of the Bay Trail from Swan Way to the MLK Jr. Shoreline Center along Doolittle Drive. Today's presentation will be an informational update on the development of the construction documents, which are at 60% completion, and the next steps towards completion of the project.

RECOMMENDATION

None. This is an informational item.



TO: Board Executive Committee

FROM: Robert E. Doyle, General Manager

**STAFF REPORT
PREPARED BY:** Dr. Ana M. Alvarez, Deputy General Manager

SUBJECT: 2017 Performance Plan Mid-Year Update

Deputy General Manager Dr. Ana M. Alvarez will make a presentation on this agenda item.

BACKGROUND

On December 20, 2016, an organizational Performance Plan was adopted by the Board of Directors for the 2017 calendar year, which is a demonstration of the Park District's commitment for continual improvement with an emphasis on tangible and measurable results.

The Park District's 2017 Performance Plan include Key Performance Indicators that illustrate progress towards eight goals derived from the 2013 Master Plan, and one-time Key Performance Objectives that demonstrate specific tasks and actions to be taken as part of overall performance for the year. Most importantly, these objectives are directly tied to respective staff's annual work objectives, as part of the annual appraisal process, as identified in the 2017 Performance Plan (attached).

A mid-year review process has recently been completed with senior management staff, which indicates that the organization is on target for the delivery of annual goals and objectives. End of the year accomplishments will be reported through a public meeting with the adoption of the 2018 Budget.

RECOMMENDATION

None. This is an informational item.

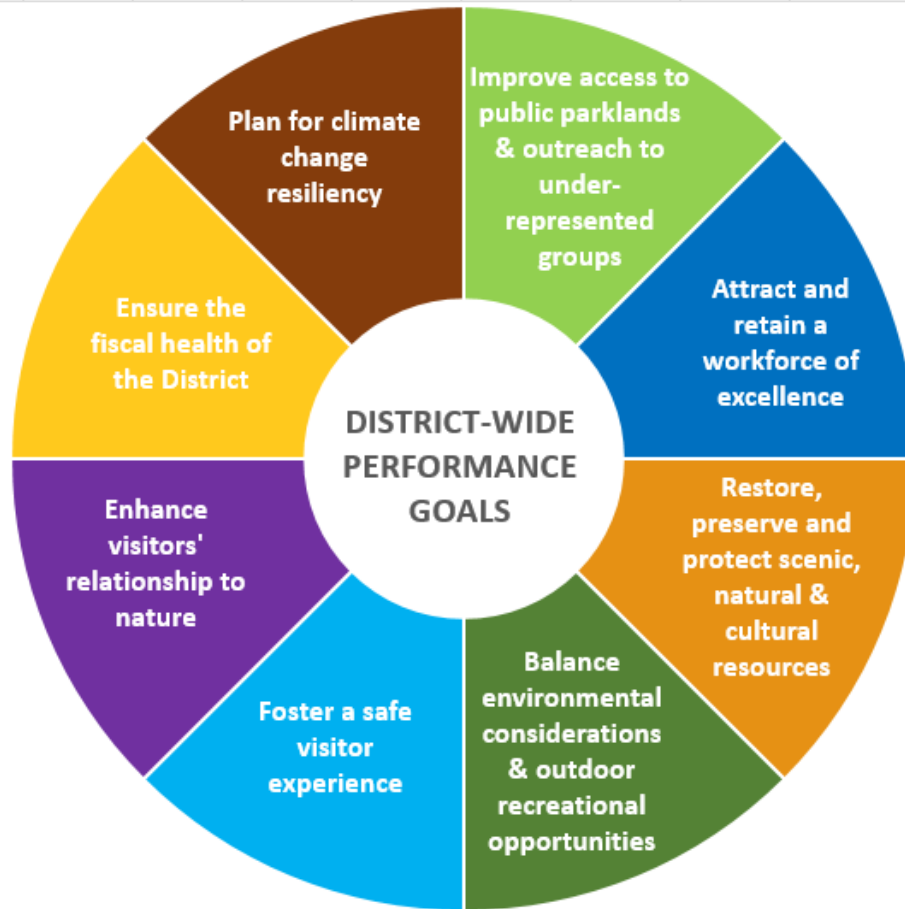
ATTACHMENTS

Attachment A: 2017 Performance Plan

2017 PERFORMANCE PLAN

DISTRICT-WIDE PERFORMANCE MEASURES

This year for the first time, the East Bay Regional Park District identified eight District-wide Performance Goals, which tie to the District’s Mission, Vision Statements and organizational performance planning.



The District reports on performance in three ways: **Key Performance Indicators** show progress towards the eight Goals; one-time **Key Performance Objectives** highlight specific tasks and actions to be taken as part of the 2017 performance planning; and annual work objectives tied to the **Annual Appraisal Process**.

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

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

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:	Lead Reporting Division	Lead Staff	Supportive Divisions	Supportive Staff
Miles of New Trail Opened	ASD	Sean Dougan	Operations	Steve Castile and Kelley Barrington
Number of Healthy Parks-Healthy People programs conducted annually to engage under-resourced communities	Public Affairs	Mona Koh	Operations	Ira Bletz
Number of youth served via Youth Engagement programming for under-served urban youth	Operations	Anne Kassebaum	Public Affairs	Mona Koh
Number of interpretive programs provided for school groups	Operations	Anne Kassebaum	Public Affairs	Jaimee Rizzotti
Number of multi-language and international park signage added at visitor centers and trails	Public Affairs	Jonathan Hobbs	Operations	Steve Castile and Anne Kassebaum
Number of "Park Prescription" partnerships implemented with community health providers	Public Affairs	Mona Koh	Legislative & Executive	Erich Pfuehler
Number of park special events and festivals attended by Park Ambassador volunteers	Operations	Jeremy Saito	Public Safety	Heather Gilfillan

Key Performance Objectives:

No	Goal	Roles
1	Complete new access and staging area via the Atlas Road Bridge at Point Pinole Regional Shoreline	Lead Division: ASD/ DECO Lead Staff: Glenn Gilchrist Supportive Division/Dept.: PA Supportive Staff: tbd
2	Facilitate Army Corps of Engineers' transfer of management responsibility for Oakland Inner Harbor Canal to the Park District, to advance Bay Trail development in an underserved part of Oakland	Lead Division: ASD Lead Staff: Liz Musbach Supportive Division/Dept.: E&L Supportive Staff: Erich Pfuehler
3	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	Lead Division: OPS / I&RS Lead Staff: Anne Kassebaum Supportive Division/Dept.: Public Affairs

	projects	Supportive Staff: Mona Koh
4	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	Lead Division: OPS/MAST/PARK OPS Lead Staff: Nate Luna & Steve Castile Supportive Division/Dept.: ASD/DECO Supportive Staff: Ren Bates
5	Formalize a Multicultural Advisory Committee (MAC) of community leaders to expand engagement with communities of color	Lead Division: PA Lead Staff: Mona Koh Supportive Division/Dept.: E&L Supportive Staff: Ana M. Alvarez
6	Partner with the Regional Parks Foundation to provide scholarships to allow 10,000 youth to attend park programs, including environmental camps	Lead Division: PA Lead Staff: Juliana Schirmer Supportive Division/Dept.: OPS/I&RS Supportive Staff: Dave Zuckermann

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:	Lead Reporting Division	Lead Staff	Supportive Divisions	Supportive Staff
Number of job fairs attended or held to outreach and secure talent	E&L/HR Dept.	Bismarck Blanco	OPS	Jaimee Rizzotti & Dania Stoneham
Number of job recruitments completed	E&L/HR Dept.	Susan Gonzales	All	Leonard Bellow, Quynh Truong, Bismarck Blanco
Average number of days from vacancy to new hire	E&L/HR Dept.	Susan Gonzales	All	Leonard Bellow, Quynh Truong, Bismarck Blanco
Number of in-service professional development opportunities available to employees	E&L/HR Dept.	Quynh Truong	FMS, OPS, ASD, PA	Deb Spaulding, (at least one training per Dept)
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	Finance & Management Services	Michael McNally		
Average time for an Information Services help desk ticket/work request to be resolved	Finance & Management Services	Jim Tallerico		
Maintain Professional Standards of Commission on Accreditation for Law Enforcement Agencies (CALEA) certification	Public Safety	Al Love		

Key Performance Objectives:

No.	Goal	Roles:
7	Develop an Employee Survey Index to strengthen internal communication and collaboration, as well as, increase organizational efficiency	Lead Division: E&L Lead Staff: Ana M Alvarez Supportive Division/Dept.: PA Supportive Staff: Brenda Montano
8	Streamline the process for filling transfers and acting	Lead Division: E&L/HR Dept.

	assignments by implementing an online applicant tracking system	Lead Staff: Erika Corral Supportive Division/Dept.: IS Supportive Staff: Jim Tallerico
9	Develop annual work objectives to be incorporated in the employee appraisal review process and strengthen performance planning	Lead Division: E&L Lead Staff: Ana M Alvarez Supportive Division/Dept.: HR Supportive Staff: tbd
10	Complete Peralta Oaks Administration Building parking lot expansion and elevator modernization project to increase ADA accessibility	Lead Division: FMS Lead Staff: Michael McNally Supportive Division/Dept.: ASD Supportive Staff: Dale McCourt
11	Complete installation of fiber communication infrastructure at 40 remote sites to improve network speed, capacity and efficiency at staff facilities	Lead Division: FMS Lead Staff: Jim Tallerico Supportive Division/Dept.: Supportive Staff:
12	Identify and develop qualified staff to serve as trainers on the safe use of tools and equipment	Lead Division: Legal/Risk Lead Staff: Paul Ferrario Supportive Division/Dept.: HR Supportive Staff: Quynh Truong
13	Update in-house "equipment operator safety card" which serves to verify employee competence with specific pieces of equipment	Lead Division: Legal/Risk Lead Staff: Paul Ferrario Supportive Division/Dept.: OPS Supportive Staff: Dan Cuning
14	Implement youth web portal to provide information about Park District job opportunities to young people in underserved areas	Lead Division: PA Lead Staff: Mike Nolan Supportive Division/Dept.: HR Supportive Staff: Quynh Truong & Bismarck Blanco
15	Provide one media training for supervisors and managers and train 25 park district staff to become social media web administrators	Lead Division: PA Lead Staff: Carol Johnson Supportive Division/Dept.: OPS Supportive Staff: Jim O'Connor
16	Identify a new Public Safety Headquarters facility	Lead Division: PS Lead Staff: Bob Nisbet / Tim Anderson Supportive Division/Dept.: E&L + ASD Supportive Staff: Ana M Alvarez, Liz Musbach

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:	Lead Reporting Division	Lead Staff	Supportive Divisions	Supportive Staff
Total acres of land owned or under management by the Park District	ASD	Liz Musbach	E&L	
Number of trail miles maintained or restored	OPS	Kelly Barrington		
Percent of projects bid on schedule	ASD	Bob Nisbet		
Number of hours monitoring and assessing biological resources and water quality	ASD	Matt Graul	OPS	Steve Castile
Number of trail maintenance volunteers engaged in the Ivan Dickson program of restoring District trails	ASD	Sean Dugan	PA	tbd
Average rating of the District-wide Pavement Condition Index (PCI) of roads and trails	OPS	Kelly Barrington		
Average rating of the Facilities Condition Index (FCI) for District structures and utilities	FMS	Jeff Rasmussen	OPS	Kelly Barrington
Completed oral histories of key contributors to the Park District legacy	OPS	Anne Kassebaum		

Key Performance Objectives:

No.	Goal	Roles:
17	Construct a bridge over Havey Creek in Wildcat Canyon Regional Park to restore safe public access to the north side of the park	Lead Division: ASD Lead Staff: Sean Dugan Supportive Division/Dept.: OPS Supportive Staff: Dan Sykes
18	Implement the Encinal Beach restoration project to improve habitat quality, provide water access to kayakers, and better public access to the shoreline	Lead Division: ASD Lead Staff: Joe Sullivan Supportive Division/Dept.: OPS Supportive Staff: Kevin Takei
19	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	Lead Division: E&L Lead Staff: Kristina Kelchner Supportive Division/Dept.: ASD Supportive Staff: Liz Musbach
20	Facilitate transfer of naval weapons station lands to create new regional park at Concord Hills	Lead Division: ASD Lead Staff: Brian Holt

		Supportive Division/Dept.: Legal Supportive Staff: Kristina Kelchner
21	Conduct feasibility study at Redwood Canyon Public Golf Course to evaluate event center expansion and capacity to support public and community events	Lead Division: OPS Lead Staff: Mimi Waluch Supportive Division/Dept.: FMS Supportive Staff: Deb Spaulding
22	Stabilize Del Valle water system in order to ensure clean and safe drinking water at the park	Lead Division: OPS Lead Staff: Kelly Barrington Supportive Division/Dept.: ASD Supportive Staff: Glen Gilchrist
23	Update the District's Cultural Atlas to ensure that best practices are followed in managing cultural and historic resources and facilities	Lead Division: OPS Lead Staff: Anne Kassebaum Supportive Division/Dept.: Legal Supportive Staff: Kristina Kelchner
24	Train staff on use of new centralized archive database to streamline the cataloguing of historical District assets and photos	Lead Division: PA Lead Staff: Brenda Montano Supportive Division/Dept.: OPS Supportive Staff: Beverly Ortiz
25	Begin initial vegetative fuels treatments in FEMA grant funded areas to support hazardous fuels reduction in the East Bay hills	Lead Division: PS Lead Staff: John Swanson Supportive Division/Dept.: ASD Supportive Staff: Becky Tuden

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:	Lead Reporting Division	Lead Staff	Supportive Divisions	Supportive Staff
Percentage of Alameda & Contra Costa County residents surveyed indicating that they somewhat or strongly view the Park District as a valuable public resource	E&L	Erich Pfuehler	PA	Carol Johnson
Number of land use plans, amendments or policies completed	ASD	Brian Holt/Julie Bondurant	E&L	
Habitat restorations completed; construction value under \$650,000	ASD	Matt Graul	tbd	Chris Barton
Habitat restorations completed; construction value over \$650,000	ASD	Matt Graul	OPS	Steve Castile
Recreation enhancements completed; construction value under \$650,000	ASD	Bob Nisbet		
Recreation enhancements completed; construction value over \$650,000	ASD	Bob Nisbet		

Key Performance Objectives:

No.	Goal	Roles:
26	Complete on the Concord Hills Land Use Plan to guide implementation of public access and resource conservation measures	Lead Division: ASD Lead Staff: Brian Holt Supportive Division/Dept.: legal Supportive Staff: Kristina Kelchner
27	Complete on the Black Diamond Mines Land Use Plan Amendment to incorporate lands into existing Regional Parks	Lead Division: ASD Lead Staff: Raphael Breines Supportive Division/Dept.: PA Supportive Staff:
28	Develop a District-wide Bike Loop Trail Brochure	Lead Division: ASD Lead Staff: Sean Dugan Supportive Division/Dept.: PA Supportive Staff:
29	Conduct advance planning for development of the future Gateway Park at the Oakland Army Base, to facilitate the	Lead Division: ASD Lead Staff: Bob Nisbet

	transfer of army base lands	Supportive Division/Dept.: E&L Supportive Staff: Liz Musbach, Kristina Kelchner
30	Support the development of Concord Hills Regional Park by reviewing land and environmental documents	Lead Division: Legal Lead Staff: Kristina Kelchner Supportive Division/Dept.: ASD Supportive Staff: Brian Holt
31	Support the Stanford Avenue Staging Area Expansion Project at Mission Peak Regional Preserve by providing legal advice and review	Lead Division: Legal Lead Staff: Kristina Kelchner Supportive Division/Dept.: OPS Supportive Staff: Terry Noonan
32	Remodel, expand, and install new exhibits in the Del Valle Visitor Center to allow for increased interpretive and recreational experiences for park visitors	Lead Division: OPS Lead Staff: Kelly Barrington Supportive Division/Dept.: PA Supportive Staff: David Edquist
33	Complete Point Isabel kayak launch to provide environmentally appropriate non-motorized access to the bay and meet public demand	Lead Division: FMS Lead Staff: Jeff Rasmussen Supportive Division/Dept.: ASD Supportive Staff: Chris Barton
34	Develop informational material to educate the public on high profile projects including fuels management, Vargas access, and Mission Peak.	Lead Division: PA Lead Staff: Carol Johnson Supportive Division/Dept.: Fire, Ops, Legal Supportive Staff: John Swanson, Jim O'Connor, Carol Victor

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:	Lead Reporting Division	Lead Staff	Supportive Divisions	Supportive Staff
Continually improve communication infrastructure in accordance with replacement plan and FCC mandates	PS	Patty Gershaneck		
Public Safety air-patrol hours	PS	Bill Probets		
Acres protected and natural resources improved through vegetative fuels management	ASD	Matt Graul	PS	Fire Chief
Percent of users surveyed satisfied with Police Department efforts to promote safe and pleasant parks	PA	Carol Johnson	PS	Alan Love
Number of safety trainings provided to employees	E&L/HR Dept.	Susan Gonzales	Legal	Paul Ferrario
Number of swim lesson participants	PS	Pete DeQuincy		
Number of personal flotation devices provided at Lake Del Valle through the “Vamos a Aprender” program	PS	Pete DeQuincy		
Number of events promoted through outreach and social media to enhance Public Safety relationship with the community	PA	Isa Polt-Jones	PS	Alan Love
Percent of users feeling extremely or quite safe when visiting the Parks	PA	Carol Johnson	PS	Alan Love
Percent of approved Public Safety Positions Filled	PS	Al Love	HR	?

Key Performance Objectives:

No.	Goal	Roles:
35	Advance trail safety messaging with partners including BART and other transportation agencies	Lead Division: E&L Lead Staff: Erich Pfuehler Supportive Division/Dept.: PA Supportive Staff: Carol Johnson
36	Complete study for wireless network installation at campground facilities to provide better communication	Lead Division: FMS Lead Staff: Jim Tallerico

	options	Supportive Division/Dept.: OPS Supportive Staff: Mimi Waluch
37	Increase park safety messaging in multiple languages via media and outreach	Lead Division: PA Lead Staff: Mona Koh Supportive Division/Dept.: OPS Supportive Staff: Steve Castile
38	Conduct a District-wide study of the current radio system and implement recommendations to improve operability and communication	Lead Division: PS Lead Staff: Patty Gershaneck Supportive Division/Dept.: OPS Supportive Staff: Steve Castile
39	Complete implementation of Public Safety CAD RMS system to update the current computer aided dispatch and records management systems	Lead Division: PS Lead Staff: Patty Gershaneck Supportive Division/Dept.: FMS Supportive Staff: Jim Tallerico
40	Inspire trust and reduce criminal victimization by conducting community outreach and education at five schools and five public outreach events	Lead Division: PS Lead Staff: Tim Anderson Supportive Division/Dept.: PA Supportive Staff: Carol Johnson

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:	Lead Reporting Division	Lead Staff	Supportive Divisions	Supportive Staff
Number of Interpretive & Recreation programs provided to the public	OPS	Anne Kassebaum	PA	Juliana Schirmer
Number of community outreach programs and special events via Mobile Education Center	OPS	Anne Kassebaum	PA	Juliana Schirmer
Number of park information and interpretive panels updated	PA	Jonathan Hobbs	OPS	Anne Kassebaum
Annual number of reservations for recreation, aquatic or visitor center programs	OPS	Mimi Waluch	PA	tbd
Annual number of community volunteer hours recorded	OPS	Ira Bletz	PS & ASD	Heather Gilfillan & Sean Dugan
Number of unique (new) visitors to the Park District website	PA	Carol Johnson		

Key Performance Objectives:

No.	Goal	Roles:
42	Plan renovations to Crown Memorial State Beach, including integrating recently acquired GSA properties	Lead Division: ASD Lead Staff: Ren Bates Supportive Division/Dept.: OPS Supportive Staff: Kevin Takei & Dave Zuckermann
43	Create a signage plan to enhance consistency and improve educational communication with park users	Lead Division: PA Lead Staff: Jonathan Hobbs Supportive Division/Dept.: OPS Supportive Staff: Steve Castile
44	Launch the new ebparks.org website, with advanced architecture to improve functionality	Lead Division: PA Lead Staff: Mike Nolan Supportive Division/Dept.: FMS Supportive Staff: Jim Tallerico
45	Design the new Del Valle Visitor Center information panels to enhance visitor understanding of the park and its natural inhabitants	Lead Division: PA Lead Staff: David Edquist Supportive Division/Dept.: OPS Supportive Staff: Ira Bletz
46	Conduct six multi-cultural park walks to promote health and wellness and social interactions	Lead Division: PA Lead Staff: Mona Koh Supportive Division/Dept.: OPS

		Supportive Staff: Anne Kassebaum
47	Design the Black Diamond Coal Visitors Center information panels to educate visitors about the history of the park	Lead Division: PA Lead Staff: David Edquist Supportive Division/Dept.: OPS Supportive Staff: Ira Bletz
48	Create multi-language audio park tours at two visitor centers to enhance experience for visitors	Lead Division: PA Lead Staff: Mona Koh Supportive Division/Dept.: OPS Supportive Staff: Ira Bletz/Dave Zuckermann

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:	Lead Reporting Division	Lead Staff	Supportive Divisions	Supportive Staff
Percent acquisitions leveraged with funding from non-District sources.	ASD	Liz Musbach	FMS	Jeff Rasmussen
Amount of dollars for land acquisition from non-District sources	ASD	Liz Musbach	E&L FMS	Erich Pfuehler Jeff Rasmussen
Number of successful grant applications submitted	FMS	Tiffany Margulici	E&L	Erich Pfuehler
Grantor payments received	FMS	Jeff Rasmussen		Michelle Strawson O'Hara
Amount of investment to the Major Infrastructure Renovation and Replacement fund	E&L	Ana M Alvarez	FMS OPS	Debra Auker Jim O'Connor
Received the <i>Distinguished Budget Presentation Award</i> from the Government Finance Officers Association (GFOA)	FMS	Pam Burnor	E&L	
Bond Rating from Standard and Poor's rating agency	FMS	Deborah Spaulding		
<i>Certificate of Achievement for Excellence in Financial Reporting</i> awarded to the District by GFOA for the annual financial report (CAFR)	FMS	Michelle Strawson O'Hara	E&L	
General Fund reserve balance policy targets met at year-end	FMS	Debra Auker	E&L	

Key Performance Objectives:

No.	Goal	Roles:
49	Conduct a review and assessment of year-one of the Job Order Contracting Program	Lead Division: FMS Lead Staff: Deborah Spaulding Supportive Division/Dept.: ASD Supportive Staff: Bob Nisbet
50	Advance State Park Bond with funds for per capita grants, Coastal Conservancy Bay Area Programs, and agencies operating State Parks	Lead Division: E&L Lead Staff: Erich Pfuehler Supportive Division/Dept.: FMS Supportive Staff: Jeff Rasmussen
51	Achieve ongoing funding commitment for paved trail	Lead Division: E&L

	maintenance from Alameda and Contra Costa counties	Lead Staff: Erich Pfuehler Supportive Division/Dept.: ASD Supportive Staff: Sean Dugan
52	Advance District's interests in potential bridge toll revenue measure	Lead Division: E&L Lead Staff: Bob Doyle Supportive Division/Dept.: E&L Supportive Staff: Erich Pfuehler
53	Virtualize 90% of network servers throughout the District to create redundancy, increase efficiency and reduce costs	Lead Division: FMS Lead Staff: Jim Tallerico Supportive Division/Dept.: PS Supportive Staff: Al Love
54	Develop a policy to create baseline funding to stabilize pension costs and reduce unfunded pension liabilities	Lead Division: FMS Lead Staff: Debra Auker Supportive Division/Dept.: E&L Supportive Staff: Ana M Alvarez
55	Update standard construction and maintenance agreement templates to comply with new laws and regulations and minimize risk and exposure	Lead Division: Legal/Risk Lead Staff: Carol Victor Supportive Division/Dept.: OPS & ASD Supportive Staff: Kelly Barrington & Dale McCourt
56	Increase contributions from the Regional Parks Foundation to expand Interpretation & Recreation and Stewardship programming	Lead Division: PA Lead Staff: Joanna Schirmer Supportive Division/Dept.: OPS & ASD Supportive Staff: Anne Kassebaum & Matt Graul

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:	Lead Reporting Division	Lead Staff	Supportive Divisions	Supportive Staff
Acres of creeks restored or enhanced to improve habitat and water quality	ASD	Matt Graul	OPS	Kelly Barrington
Acres of wetlands restored or enhanced to protect the shoreline and to adapt to sea level rise and protect from flooding	ASD	Matt Graul	OPS	Kevin Takei
Percent of paper reduction by changing to electronic paystub delivery and implementing electronic document storage systems	FMS	Jim Tallerico	ASD	Sandra Hamlat
Number of vehicles replaced with more fuel efficient vehicles	OPS	Jason McCrystle	E&L	Sandra Hamlat
Number of ecologically friendly vault restroom facilities installed	OPS	Kelly Barrington	E&L	Sandra Hamlat
Solid waste diversion rate	OPS	Kelly Barrington	ASD	Sandra Hamlat
Reduction in water usage District-wide using 2013 as a baseline	OPS	Dania Stoneham	ASD	Sandra Hamlat

Key Performance Objectives:

No.	Goal	Roles:
57	Complete marsh restoration project at the Dotson Family (formerly Bruener) Marsh to reduce the impact of anticipated sea level rise	Lead Division: ASD Lead Staff: Chris Barton Supportive Division/Dept.: E&L Supportive Staff:
58	Develop conceptual restoration plan for the Hayward Marsh to address habitat restoration needs and protect against sea level rise	Lead Division: ASD Lead Staff: Matt Graul Supportive Division/Dept.: OPS Supportive Staff: Kevin Takei
59	Inventory greenhouse gas emissions and develop reduction targets leading towards carbon neutrality	Lead Division: E&L Lead Staff: Ana M Alvarez Supportive Division/Dept.: ASD Supportive Staff: Brian Holt
60	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	Lead Division: E&L Lead Staff: Ana M Alvarez & Erich Pfuehler

	provided by the District's natural infrastructure	Supportive Division/Dept.: ASD/OPS Supportive Staff: Brian Holt, Matt Gaul, Jim O'Connor
61	Conduct a trail user survey to determine current usage and enhance use of trails as a green transportation corridor	Lead Division: E&L Lead Staff: Erich Pfuehler Supportive Division/Dept.: ASD Supportive Staff: Sean Dougan
62	Reduce natural gas costs at the Peralta Oaks Administration Building & Trudeau Training Center by 25% of 2014 levels to increase energy efficiency	Lead Division: FMS Lead Staff: Michael McNally Supportive Division/Dept.: ASD, OPS Supportive Staff: Sandra Hamlat, Kelly Barrington
63	Complete Shadow Cliffs solar panel project which will generate 1.2 megawatts of power to offset District energy costs and usage	Lead Division: FMS Lead Staff: Jeff Rasmussen Supportive Division/Dept.: ASD, OPS Supportive Staff: Dale McCourt, Kristina Kelchner, Jeff Manley
64	Establish a solid waste diversion rate	Lead Division: ASD / OPS Lead Staff: Sandra Hamlat /Jim O'Connor Supportive Division/Dept.: OPS Supportive Staff: Kelly Barrington
65	Develop key messaging and communication tools to showcase the District's leadership in climate change reduction	Lead Division: E&L / PA Lead Staff: Carol Johnson, Ana M Alvarez Supportive Division/Dept.: E&L Supportive Staff: Annie Burke, Lisa Baldinger
66	Produce three videos with Park District leaders on adaptive management, resiliency and climate change	Lead Division: PA / E&L Lead Staff: Carol Johnson, Ana M. Alvarez Supportive Division/Dept.: E&L Supportive Staff: Matt Gaul, Sandra Hamlat, Erich Pfuehler