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BOARD EXECUTIVE COMMITTEE

Thursday, November 1, 2018

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. Park Advisory Committee (PAC) Goals for 2019	R	Erich Pfuehler, Julie Bueren, Rick Rickard
1:00 pm	2. EBRPD Branding Update	I	Carol Johnson, Jonathan Hobbs
1:30 pm	3. 2019 Proposed Performance Objectives	I	Debra Auker, Mona Palacios
2:00 pm	4. 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>		
2:30 pm	5. Board Comments		

Board Executive Committee Members

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

2018 Meeting Dates

January 11	July 5
February 1	August 2
March 1	September 6
April 5	October 4
May 3	November 1
June 7	December 6

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

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EAST BAY REGIONAL PARK DISTRICT

BOARD EXECUTIVE COMMITTEE

Meeting of November 1, 2018

TO: Board Executive Committee

FROM: Robert E. Doyle, General Manager

STAFF REPORT
PREPARED BY: Erich Pfuehler, Government Affairs Manager

SUBJECT: Park Advisory Committee (PAC) Goals for 2019

Government Affairs Manager Erich Pfuehler, PAC Chair Julie Bueren, and PAC Vice-Chair Rick Rickard will make a presentation on this agenda item.

BACKGROUND

At the meeting, Pfuehler, Bueren, and Rickard will present the Park Advisory Committee's proposed 2019 goals. Please see the attached review of the PAC's ongoing goals, 2018 goals, and proposed 2019 goals.

RECOMMENDATION

Staff and the PAC recommend the Executive Committee forward this item to the full Board for favorable consideration.

ATTACHMENTS

Attachment A: Park Advisory Committee Goals: Summary of 2018 and Proposed for 2019

PARK ADVISORY COMMITTEE GOALS

**Summary of 2018
and
Proposed for 2019**

**Board Executive Committee
November 1, 2018**

- I. ONGOING GOALS**
- II. PROPOSED GOALS 2019**

I. ONGOING GOALS - 2018

1. Review proposed new Board policies to protect natural resources, enhance the natural and urban environment, and ensure an equitable, safe and diversified system of programs, trails and regional parks is available to meet a variety of community needs.
 - Infrastructure Study report (new) – unmet goal
 - Mountain Bikes and Other Jurisdictions overview (new) – unmet goal
 - Capital Projects update (continuation) – unmet goal
 - Wildfire Hazard Reduction and Resource Management Plan review (new) – met April 23
 - Impacts of Climate Change – District’s Resilience and Sustainability initiatives (new) – met January 22
 - Trail User Survey report (new) – met October 22
 - Dog Use Policy report (continuation) – met February 26
 - Permitting Challenges update (continuation) – met April 23
 - Trails update (continuation) – met October 22
2. Provide input and actively participate in the Board’s efforts to seek funding for the acquisition, development, maintenance and operations of the parks.
 - Measure CC Extension (new) – met January 22 and September 24
 - Measure WW Urban Creeks program (unmet 2017 goal) – met April 23
 - Regional Planning and Funding Measures (continuation) – met January 22, September 24
 - Legislative Priorities (continuation) – met January 22
3. Recommend policies and programs that foster community engagement relating to both park usage and employment opportunities particularly with youth and in disadvantaged communities.
 - Review Trail Safety Patrol program (continuation) – unmet goal
 - Community Engagement update (new) – met February 26
 - Multi-cultural Advisory Committee report (new) – met May 21
 - Youth Employment initiatives (new) – met March 26
 - Healthy Parks Healthy People update (continuation) – met May 21
 - Community Relations plan (continuation) – met February 26
 - Review Volunteer program (continuation) – met July 23
4. Provide early input and review of the District’s annual Budget, the Comprehensive Annual Financial Report (CAFR), voter approved bond measures, concessionaire agreements and Ordinance 38 policy issues.
 - 2019 proposed Budget and 2018 Comprehensive Annual Financial Report (continuation) – met June 5, November 26
 - Measure WW review and update (continuation) – met June 25
 - Measure CC review (continuation) – met June 25
 - Ordinance 38 changes (continuation) – met November 26
5. Review and provide input on the Districts Master Plan, land use plans, design plans or amendments proposed for adoption to planning documents, special use permits, and naming of District facilities.
 - Black Diamond Mines Land Use Plan (new) – unmet goal
 - Concord Hills Land Use Plan (unmet 2017 goal) – unmet goal

- Miller Knox Land Use Plan Amendment (2016 unmet goal) – unmet goal
 - Sibley Land Use Plan Amendment (continuation) – met July 23
6. Participate in community outreach and education as time allows
 - Districts Ambassador program (continuation)
 - Bike Safety Patrol and other volunteer programs (continuation)
 7. Undertake special projects as directed by the Board – N/A
 8. Additional Committee Member responsibilities include:
 - Attend and participate in monthly meetings, and as time allows participate in community outreach and District sponsored volunteer activities.
 - Provide periodic reports to appointing authority

II. PROPOSED GOALS - 2019

1. Review proposed new Board policies to protect natural resources, enhance the natural and urban environment, and ensure an equitable, safe and diversified system of programs, trails and regional parks is available to meet a variety of community needs.
 - Crime Prevention, Security in Parking Lots, Trail Heads, etc. (new)
 - Grazing Review and Grassland Management (new)
 - Trail Design and Maintenance Factors (new)
 - Infrastructure Study report (unmet 2018 goal)
 - Mountain Bikes and Other Jurisdictions overview (unmet 2018 goal)
 - Dog Use Policy Report update (continuation)
 - Capital Projects update (continuation)
 - Trails update (continuation)
2. Provide input and actively participate in the Board's efforts to seek funding for the acquisition, development, maintenance and operations of the parks.
 - Measure FF (new)
 - Proposition 68 implementation (new)
 - Grants update (new)
 - Districtwide Survey results (new)
 - Legislative Priorities and Funding Measures (continuation)
3. Recommend policies and programs that foster community engagement relating to both park usage and employment opportunities particularly with youth and in disadvantaged communities.
 - 85th Anniversary – Foundation 50th Anniversary (new)
 - Youth Engagement and Employment (new)
 - Review Trail Safety Patrol program (unmet 2018 goal)
 - Review Volunteer program (continuation)
 - Community Relations plan (continuation)
4. Provide early input and review of the District's annual Budget, the Comprehensive Annual Financial Report (CAFR), voter approved bond measures, concessionaire agreements and Ordinance 38 policy issues.
 - Nighttime Bicycle Access to Transportation Trails (new)
 - 2020 proposed Budget and 2019 Comprehensive Annual Financial Report (continuation)

- Measure WW review (continuation)
 - Measure CC review (continuation)
5. Review and provide input on the Districts Master plan, land use plans, design plans or amendments proposed for adoption to planning documents, special use permits, and naming of District facilities.
 - Black Diamond Mines Land Use Plan (new)
 - Southern Las Trampas Land Use Plan (new)
 - Coyote Hills Land Use Plan (new)
 - Concord Hills Land Use Plan (unmet 2018 goal)
 - Miller Knox Land Use Plan (unmet 2018 goal)
 6. Participate in community outreach and education as time allows
 - Districts Ambassador program (continuation)
 - Bike and Trail Safety Patrols and other volunteer programs (continuation)
 7. Undertake special projects as directed by the Board
 - PAC Chair to meet with Regional Parks Foundation Chair (continuation)
 8. Additional Committee Member responsibilities include:
 - Attend and participate in monthly meetings, and as time allows participate in community outreach and District sponsored volunteer activities.
 - Provide periodic reports to appointing authority

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EAST BAY REGIONAL PARK DISTRICT

BOARD EXECUTIVE COMMITTEE

Meeting of November 1, 2018

TO: Board Executive Committee

FROM: Robert E. Doyle, General Manager

STAFF REPORT
PREPARED BY: Carol Johnson, Assistant General Manager, Public Affairs

SUBJECT: EBRPD Branding Update

Assistant General Manager Carol Johnson for Public Affairs, and Creative Design Manager Jonathan Hobbs, will make a presentation on this agenda item.

BACKGROUND

Approximately ten years ago, the General Manager and Public Affairs initiated an internal branding audit which determined the need for the creation of brand standards to ensure consistent use of the District logo at parks and in correspondence. The redevelopment of the East Bay Regional Park District brand ensued and considerable time was spent updating all communications and signage that reflect East Bay Regional Park District brand.

Again, under the direction of Public Affairs, the Park District's branding standards are being reviewed for universal consistency. The Executive Committee will receive a presentation to see many brand updates featuring brochures, communications, signage, and vehicles.

RECOMMENDATION

None. This is an informational item.

ATTACHMENTS

None.

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EAST BAY REGIONAL PARK DISTRICT

BOARD EXECUTIVE COMMITTEE

Meeting of November 1, 2018

TO: Board Executive Committee

FROM: Robert E. Doyle, General Manager

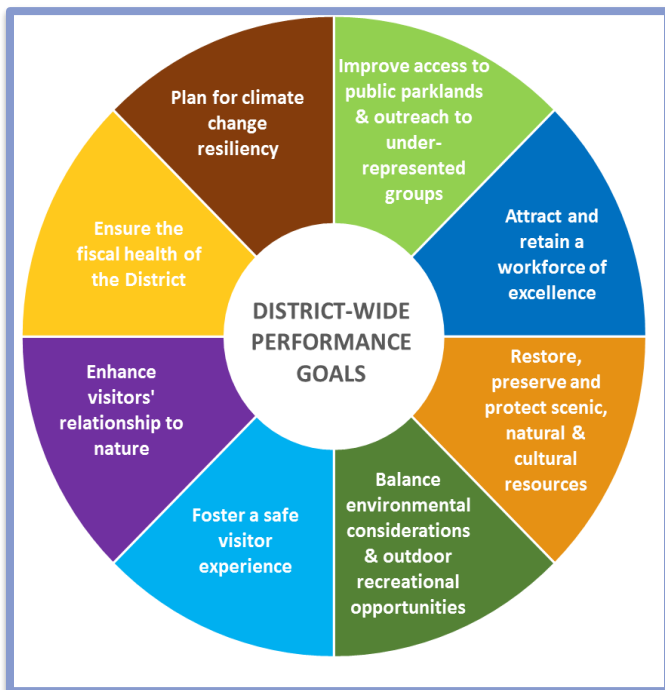
STAFF REPORT
PREPARED BY: Dr. Ana M. Alvarez, Deputy General Manager

SUBJECT: 2019 Proposed Performance Objectives

Assistant General Manager Debra Auker for Finance and Management Services, and Management Analyst Mona Palacios, will make a presentation on this agenda item.

BACKGROUND

Each year, the East Bay Regional Park District adopts a Performance Plan that reflects targets, and planned achievements for the coming year. Shown below, are eight District-wide Performance Goals which are derived from the Park District's Vision, Mission, and 2013 Master Plan. The proposed 2019 Performance Plan is being provided to the Executive Committee in draft form to solicit feedback.



The Park District reports on performance in two ways: Key Performance Indicators which show progress in achieving the adopted District-wide Performance Goals, and one-time Key Performance Objectives which highlight specific tasks and actions to be taken as part of the 2019 performance year. Collectively, the Indicators and Objectives are referred to as a Performance Plan and they represent the Park District's public commitment to continual improvement with an emphasis on tangible and measurable results.

The proposed 2019 Performance Plan incorporates the Board's priorities and is structured to achieve a cohesive reporting structure that is easily accessed and understood by the general public. While a

specific Division assumes a 'lead' role for each Performance Objective, implementation requires interdivisional and interdepartmental collaboration.

Annually, each Division updates its Performance Objectives in conjunction with the budget development process. Divisions are also requested to provide a status update on completion of their prior-year objectives. A mid-year status update was provided to the Executive Committee at its August 2, 2018 meeting by Deputy General Manager Dr. Ana M. Alvarez.

The Park District's Performance Plan is annually updated and incorporated as part of the budget planning process. It can be found in the Park District's annual Adopted Budget under the General Manager's message. Additionally, performance outcomes from the prior year's objectives can be found under the Division Summary section.

RECOMMENDATION

None. This is an informational item.

ATTACHMENTS

Attachment A: Draft 2019 Performance Plan

Goal - Improve Access to Public Parklands and Outreach to Underrepresented Groups

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



Key Performance Indicators:

Indicator:	Actual 2017	Target 2018	Actual 2018	Target 2019
Miles of new trail opened	3.3	5	TBD	5
Number of “Park Prescription” health care organization partnerships implemented that connect community members to nature and improve wellness	14	20	40	50
Number of Healthy Parks, Healthy People programs conducted annually and engaging under-resourced communities	24	25	TBD	TBD
Number of community events attended by Park Ambassador volunteers	65	85	90	90
Number of attendees in youth engagement and campership programming in the Park District	9,112	11,000	TBD	TBD

Key Performance Objectives:

Div.	Description:	Completion:
ASD	Provide ½ mile San Francisco Bay Trail connection from Hercules to Rodeo, a disadvantaged community identified in the Plan Bay Area.	2019
ASD	Facilitate completion of Tri-Valley Conservancy’s Arroyo Del Valle Bridge, which will be Americans with Disabilities Act (ADA) accessible, connecting Shadow Cliffs to Del Valle Regional Park.	2019
OPS	Identify appropriate implementation benchmarks to support expansion of the Adventure Crew Pilot Program to foster leadership, increase environmental literacy, teach outdoor skills, promote a sense of connection and stewardship, and improve health and wellness among youth from disadvantaged communities.	2019
OPS	Complete ten high priority ADA projects District-wide that enhance or improve access to popular Park District facilities and amenities.	2019
PA	Provide at least one training by medical providers about the “Parks Rx” Program to staff across all Divisions on the benefits of prescribing being out in nature as a way to improve the health and wellness of underserved community members.	2019
PA	Publish online toolkits to promote the “Parks Rx” Program model among other community health providers and park agencies that serve underrepresented populations.	2019
PA	Lead twelve Multicultural Wellness Walks, in partnership with healthcare providers and community agencies, to bring underrepresented communities to walk, learn and interconnect in parks.	2019
PA	Partner with the Regional Parks Foundation in a capital campaign for Tilden Regional Park Environmental Education Center which will include culturally accessible interpretive exhibits.	2019

Attachment A – Draft 2019 Performance Plan

Div.	Description:	Completion:
PA	Partner with the Regional Parks Foundation to provide \$275,000 in private funding to support programming for underserved community members including youth, seniors, veterans, and other groups.	2019
PA	Update exhibits in three visitor centers by adding multiple languages, making them more interactive, and making them ADA compliant.	2019
PA	Create two videos that provide information about hiking trails and outdoor facilities that benefit park visitors with disabilities.	2019

Goal – Attract and Retain a Workforce of Excellence

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



Key Performance Indicators:

Indicator:	Actual 2017	Target 2018	Actual 2018	Target 2019
Percentage of job recruitments completed within 90 days	NA	NA	TBD	90%
Average number of job applications per recruitment	NA	NA	55	75
Percentage good or excellent rating of In-Service Training in the annual Human Resources Department internal customer survey	NA	NA	59%	70%
Increased racial diversity of workforce (as self-reported by employees)	NA	NA	YES	YES
Percentage of completed performance appraisals for permanent employees	NA	NA	58%	100%
Percentage of <i>good</i> or <i>excellent</i> ratings in the annual Office Services internal customer survey	87%	88%	NA	90%
Average time to resolve an Information Services help desk ticket / work request	54 hours	40 hours	37 hours	40 hours
Maintain professional standards of Commission on Accreditation for Law Enforcement Agencies (CALEA) certification	YES	YES	YES	YES
Number of safety trainings provided to employees	37	40	TBD	40

Key Performance Objectives:

Div.	Description:	Completion:
ASD	Complete improvements to existing Public Safety Headquarters at Lake Chabot Regional Park.	2019
ASD	Conduct ten District-wide staff trainings on ecological and stewardship topics to facilitate implementation of Park District projects and routine maintenance and operation tasks.	2019
E&L	Complete and implement classification and compensation study for American Federation of State, County, and Municipal Employees (AFSCME) Local 2428 represented positions in accordance with Memorandum of Understanding (MOU) language.	2019
E&L	Commence classification and compensation study for Police Association represented positions and non-represented classifications.	2019
E&L	Continue exploring options for relocation of the Public Safety Headquarters and workspace expansion opportunities for other Park District work functions.	2019
E&L	Examine opportunities and needs for a more diverse and inclusive organization.	2019
E&L	Identify and implement three diversity initiatives to retain and recruit talent.	2019
E&L	Update the hiring procedures in the Personnel Administrative Manual to align more Park District practices with industry standards that have been proven to remove unnecessary employment barriers for historically underrepresented groups	2019

Attachment A – Draft 2019 Performance Plan

Div.	Description:	Completion:
E&L	Target recruitment outreach to diverse communities using social media to increase the visibility of and promote the Park District as an employer of choice.	2019
E&L	Support employee skill development by establishing a cross-departmental Workforce Training and Development work group.	2019
E&L	Increase effectiveness of employee management and leadership development by offering a minimum of two trainings annually for supervisors and managers.	2019
FMS	Complete workspace planning design process for Peralta Oaks Administration Building.	2019
FMS	Implement computer network security enhancements.	2019
Legal	Provide training on the Park District’s Emergency Operations Plan and complete one tabletop exercise with Executive Leadership Team related to Emergency Operations Center activation.	2019
Legal	Complete four two to three hour Safety Academy training sessions with field staff.	2019
Legal	Provide enhanced employee safety training in the use of trailer towing, respirators, and fork lift operation.	2019
OPS	Implement new uniform standards for the AFSCME Local 2428 represented employees within the Operations Division pursuant to the adopted MOU.	2019

Goal - Restore, Preserve and Protect Scenic, Natural & Cultural Resources

Manage, maintain, and restore East Bay parklands so that they retain their important scenic, natural and cultural values.



Key Performance Indicators:

Indicator:	Actual 2017	Target 2018	Actual 2018	Target 2019
Acres of natural resources protected from fire and improved through vegetation management District-wide	1,150	1,200	1,200	1,250
Total acres of land acquired or under management by the Park District	121,407	121,900	TBD	126,500
Number of trail miles maintained or restored	619	550	TBD	600
Number of trail maintenance volunteers	522	600	TBD	500
Completed oral histories of key contributors to the Park District legacy	17	25	TBD	15
Number of routine maintenance projects completed under State and Federal permits.	NA	NA	TBD	30

Key Performance Objectives:

Div.	Description:	Completion:
ASD	Examine Park District's Integrated Pest Management (IPM) practices and update related policies.	2019
ASD	Establish a partnership with Save the Redwoods League to facilitate research and restoration of the Park District's Redwood forests.	2019
ASD	Develop study design and acquire permits to begin implementation of habitat usage and connectivity study in partnership with Panthera.	2019
ASD	Expand the capacity to manage Park District rangelands by hiring a new Rangeland Specialist.	2019
ASD	Complete Lake Temescal dredging feasibility study and conceptual restoration plan to protect water quality, reduce the occurrence of harmful algal blooms, and restore habitat.	2019
ASD	Construct the Encinal Beach restoration project north of Robert W. Crown Memorial State Beach to improve habitat quality by conducting dune restoration.	2019
ASD	Implement habitat improvements at Point Pinole to restore and protect the Black Rail population and other marshland species.	2019
OPS	Complete comprehensive review and update of District-wide policies and procedures regarding protection and preservation of cultural and historical resources.	2019
PA	Complete comprehensive Archival Needs Assessment and present findings to the Board Executive Committee for short-term improvement and long-range policy development for the Archival Program.	2019
PS	Implement fuel reduction treatments to reduce fuel loads, enhance habitat, and improve forest health on approximately 100 acres in Federal Emergency Management Agency (FEMA) fire hazard mitigation grant-funded areas.	2019
PS	Implement Fire Department reorganization to meet the growing needs of the increasingly complex Fuels Management Program by establishing a fuels vegetation management crew and expanding capacity to manage outside fuels vegetation reduction contracts.	2019

Goal – Balance Environmental Considerations and Outdoor Recreational Opportunities

Balance environmental concerns and outdoor recreational opportunities within regional parklands.



Key Performance Indicators:

Indicator:	Actual 2017	Target 2018	Actual 2018	Target 2019
Percentage of Alameda and Contra Costa County residents surveyed indicating that they somewhat or strongly view the Park District as a valuable public resource	97	97	TBD	90
Number of plans and policies completed to guide Park District land use	4	4	TBD	TBD
Average rating of the District-wide Pavement Condition Index (PCI) of roads and trails	78	76	TBD	78
Average rating of the Facilities Condition Index (FCI) for Park District structures and utilities	51	72	64	72

Key Performance Objectives:

Div.	Description:	Completion:
ASD	Initiate resource assessments to facilitate future land use planning for Deer Valley Regional Preserve.	2019
ASD	Complete Sibley Land Use Plan Amendment and Environmental Impact Report to open 389 acres of new parkland to the public and implement creek restoration.	2019
ASD	Complete the Concord Hills Land Use Plan and Environmental Impact Report to open 2,540 acres of new parkland, provide six staging areas and 22.7 miles of trails and conserve 2,500 acres of habitat.	2019
ASD	Complete the Black Diamond Mines Land Use Plan Amendment to open 5,000 acres of new parkland to the public, add two staging areas, provide 30+ miles of new trails, and develop a historic district for interpretive purposes.	2019
ASD	Complete Land Use Plan Amendment for Coyote Hills Restoration and Public Access Project to open 300+ acres of parkland to the public.	2019
ASD	Complete Miller Knox Land Use Plan Amendment and Environmental Impact Report to improve public access.	2019
ASD	Complete Oyster Bay Regional Shoreline recreational improvements.	2019
ASD	Complete Coyote Hills Dumbarton Quarry Campground by the Bay development and transfer of property to the Park District.	2019
ASD	Complete Lafayette-Moraga Trail bridge replacement.	2019
ASD	Replace five bridges at Garin/ Dry Creek Pioneer Regional Park.	2019
ASD	Complete environmental review for the Garin to Vargas Ridge Trail and the Dunsuir to Chabot Regional Trail to finalize design and permitting.	2019
ASD	Acquire land and trail easement required to develop public access into the Doolan Canyon Preserve.	2019
FMS	Develop long-term Infrastructure/Major Maintenance Workplans using data from the Asset Management System.	2019

Attachment A – Draft 2019 Performance Plan

Div.	Description:	Completion:
Legal	Acquire land and trail easement in support of the Albany Beach / San Francisco Bay Trail Public Access and Restoration Project.	2019
OPS	Develop and initiate implementation plan for infrastructure improvements at Del Valle Regional Park as determined by a \$5 million State grant received in 2018 to support balancing environmental and recreational opportunities.	2019
OPS	Open Interim Gateway Park for public use, including access to the Bridge Yard Facility and observation pier.	2019
PA	Develop public information campaign on proper use of public parklands by canine companions.	2019

Goal – Foster a Safe Visitor Experience

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



Key Performance Indicators:

Indicator:	Actual 2017	Target 2018	Actual 2018	Target 2019
Percent of park visitors surveyed satisfied with Police Department efforts to promote safe and pleasant parks	75%	85%	TBD	85%
Annual “Share the Trail” events provided to improve understanding of trail rules and etiquette	5	7	TBD	8
Number of loaned life jackets	NA	NA	NA	35,000
Number of swim tests conducted	NA	NA	NA	40,000
Number of classroom visits to teach water safety	NA	NA	NA	30
Number of swim lesson participants	1,756	1,550	1,602	1,700

Key Performance Objectives:

Div	Description:	Completion:
E&L	Support legislation to fund mitigation of wildfires across Park District lands including the potential use of the California Conservation Corps.	2019
OPS	Partner with the Student Conservation Association (SCA) to extend a crew to improve trail maintenance and assist with fuels vegetation management.	2019
PS	Expand the “Vamos a Aprender” (Let’s Go Learn) Water Safety Program, which aims to increase water safety practices by providing water safety education and life jackets to Spanish-speaking children, to the Contra Loma Regional Park swim area.	2019
PS	Provide Volunteer Trail Safety Patrol education booths at ten sites to educate the public and encourage positive dialogue regarding trail etiquette.	2019
PS	Complete evaluation of equipment usage in Air Support Unit to support future resource allocation.	2019
PS	Improve property and evidence storage and safe handling procedures to strengthen Park District crime solving practices in support of visitor safety in the parks.	2019

Goal – Enhance Visitors’ Relationship to Nature

Interpret the parklands by focusing educational programs on the visitor’s relationship to nature, natural processes, ecology, the value of natural conditions and the history of parklands.



Key Performance Indicators:

Indicator:	Actual 2017	Target 2018	Actual 2018	Target 2019
Number of participants in Interpretive and Recreation programs advertised in the Regional In Nature (RIN) publication	NA	NA	TBD	82,000
Number of community outreach programs provided through the Community Outreach Unit	84	90	TBD	90
Annual reservations for picnic areas and camping sites	NA	NA	NA	18,000
Annual number of community volunteer hours recorded	168,700	157,000	TBD	160,000
Annual number of youth and their families served through outdoor recreation programs	7,000	7,200	TBD	7,200
Number of updated park interpretive panels	50	40	50	50
Number of interpretive programs provided to school classes	2,116	2,250	TBD	2,260
Number of children served through school-based programs.	NA	NA	TBD	60,000

Key Performance Objectives:

Div	Description:	Completion:
OPS	Incorporate performing arts into existing special events at parks to enhance visitors’ knowledge and understanding of history, culture, and environmental interpretation.	2019
OPS	Open Podva staging area entrance at Las Trampas Regional Wilderness.	2019
OPS	Collaborate with University of California Berkeley Lawrence Hall of Science and County of Alameda Office of Education to host and present a two-day curriculum development workshop supporting Next Generation Science Standards.	2019
OPS	Implement new Volunteer Management Software to improve visitor management and programming requests.	2019
PA	Integrate all of the social media outlets that the Park District participates with (e.g., Facebook, Twitter, etc.) into one tracking system to better understand the success of these community engagement strategies.	2019
PA	Create and publish an online story board exhibit to commemorate the significance of the Park District’s 85-year history.	2019
PA	Create a package of comprehensive electronic communications materials about the top five parks that can be easily shared with relevant media outlets.	
PA	Hold ten diverse special events to highlight the Park District’s 85 th Anniversary.	2019

Attachment A – Draft 2019 Performance Plan

Div	Description:	Completion:
PA	Increase the availability of Park District maps and brochures using mobile technology by identifying up to 25 technology applications and/or websites which will share Park District information with their audiences.	2019
PA	Develop three new corporate partnerships to support the Park District's efforts to promote stewardship, public safety and recreation.	2019
PA	Develop a Community Education and Engagement Strategy for consideration by the Board's Executive Committee.	2019
PA	Identify at least ten new medical facilities or hospitals to partner in the Healthy Parks Healthy People Program.	2019

Goal – Ensure the Fiscal Health of the Park District

Pursue all appropriate activities to ensure the fiscal health of the Park District.



Key Performance Indicators:

Indicator:	Actual 2017	Target 2018	Actual 2018	Target 2019
Funding for land acquisition from non-Park District sources	\$3.8m	\$3.0m	TBD	TBD
Number of grant applications awarded	34	25	~35	25
Grantor payments received	\$12.8m	\$13.5m	~\$14m	\$13.5m
Amount of investment to the Major Infrastructure Renovation and Replacement Fund	\$5.0m	\$5.0m	\$8.0m	\$5.0m
General Obligation bond rating from Standard and Poor's and Moody's rating agencies	AAA and Aaa	AAA and Aaa	AAA and Aaa	AAA and Aaa
<i>Certificate of Achievement for Excellence in Financial Reporting and Budgeting</i> awarded to the Park District by the Government Finance Officers Association (GFOA)	Yes	Yes	Yes	Yes
General Fund reserve balance policy targets met at year-end	Yes	Yes	Yes	Yes
Amount of Regional Parks Foundation funding received for parks, programs, and initiatives	\$3.3 mil	\$2.0 mil	TBD	\$2.09 mil

Key Performance Objectives:

Div	Description:	Completion:
E&L	Promote Park District eligibility for Proposition 68 funding through engaging in grant rule-making workshops and legislative advocacy.	2019
E&L	Explore feasibility of additional parcel tax revenue zones throughout the Park District.	2019
E&L	Work across Park District Divisions to develop specific budget requests to be submitted to the East Bay legislative delegation.	2019
E&L	Achieve ongoing funding commitment for paved trail maintenance from Alameda and Contra Costa counties.	2019
E&L	Develop Five-Year Capital Improvement Program for long-term planning of capital projects and programs in collaboration with the Finance and Management Services Division.	2019
E&L	Develop a Park District fee structure policy in collaboration with the Finance and Management Services Division and the Operations Division for Board consideration.	2019
FMS	Create a methodology for calculating, disclosing and monitoring of unfunded liabilities.	2019
FMS	Identify potential actions to reduce unfunded liabilities for consideration by the Board Finance Committee.	2019
FMS	Apply for at least four grants from San Francisco Bay Restoration Authority Measure AA and State of California Proposition 68.	2019

Attachment A – Draft 2019 Performance Plan

Div	Description:	Completion:
FMS	Complete 100% of assessments related to Federal Emergency Management Agency (FEMA) Storm and Fuels Management Grant funding.	2019
FMS	Develop and integrate financial procedures for the District-wide Emergency Preparedness Plan.	2019
FMS	Review solid waste agreements District-wide to improve efficiency and reduce costs.	2019
Legal	Update and provide training on the Park District's Records Retention Policy in conjunction with the Clerk of the Board as a good governance practice that contributes to the Park District's fiscal health.	2019
OPS	Implement new computerized maintenance and management system (CMMS) to track work orders and infrastructure improvements to improve the efficiency of project planning and completion.	2019

Goal – Plan for Climate Change Resiliency



Monitor the effects of climate change on Park District resources and utilize adaptive management techniques to adjust stewardship methods and priorities to preserve the natural, cultural and scenic values of the parks and trails, and champion parks for a changing climate and taking positive actions to reach resiliency and carbon neutrality.

Key Performance Indicators:

Indicator:	Actual 2017	Target 2018	Actual 2018	Target 2019
Acres of ponds, streams and wetland restored or enhanced to improve habitat, water quality, protect the shoreline or adapt to sea level rise	100	100	TBD	35
Number of gas vehicles replaced with more fuel-efficient vehicles	10	5	TBD	8
Solid waste diversion rate	5%	5%	TBD	5%
Annual percentage reduction in green waste hauled offsite	NA	5%	TBD	5%
Number of water conservation projects completed annually	NA	NA	TBD	4
Number of completed energy efficiency projects	269	100	~200	100

Key Performance Objectives:

Div	Description:	Completion:
ASD	Complete design, engineering and permitting for Coyote Hills Restoration and Public Access Project Park Development Plan as a Climate Smart Park.	2019
ASD	Begin Construction of Bay Point Restoration and Public Access Project to provide climate resilient habitat and public access improvements at Bay Point Regional Shoreline.	2019
ASD	Complete construction of Albany Beach Restoration and Public Access Project to provide beach and dune expansion, a new staging area at McLaughlin Eastshore State Park and close a 1-mile gap in the San Francisco Bay Trail, a regional commuter route, which contributes to reducing vehicle trips.	2019
E&L	Advance Park District’s interests in the allocation of Greenhouse Gas Reduction Fund revenue through the state budget process, rule-making and legislative advocacy.	2019
E&L	Expedite permitting processes for bay shoreline restoration projects to adapt to sea level rise and flood protection by participating in the San Francisco Bay Restoration Authority’s Bay Regulatory Integration Team.	2019
E&L	Continue upgrades in the Board of Directors meeting room to improve public access to the Board meetings via website audio streaming without increasing the Park District’s carbon footprint.	2019
FMS	Add Environmental, Social, and Governance (ESG) responsibility criteria to the Park District’s investment policy.	2019
FMS	Develop and implement Environmentally Preferred Purchasing Policy to reduce the Park District’s carbon footprint.	2019
FMS	Complete transition to 100% paperless payroll pay stubs via Employee Online saving over \$8,000 in postage and printer toner costs, 16,000 sheets of paper, and over 16,000 envelopes each year.	2019

Attachment A – Draft 2019 Performance Plan

Div	Description:	Completion:
OPS	Complete planting projects for 150 new redwood trees at Sibley Regional Preserve.	2019
OPS	Install rain catchment systems at Tilden Nature Area and Botanic Garden.	2019
OPS	Implement three water conservation projects.	2019
OPS	Implement ongoing oxygenation system at Lake Anza to combat harmful cyanobacteria blooms.	2019
OPS	Complete and implement Solid Waste Management Plan that results in waste reduction measures District-wide.	2019
OPS	Implement 2018 Solid Waste Task Force recommendation to purchase publicly accessible three stream, animal-proof waste-recycling containers as a District-wide Pilot Program in the most urbanized park sites to reduce the amount of solid waste diverted to landfills.	2019
OPS	Implement Green Fleet Management Plan.	2019
OPS	Enhance urban agriculture at Garin Regional Park by implementing site improvements at the apple orchard including installing protective fencing and planting additional heirloom apple trees.	2019
OPS	Develop a Feasibility Plan for a pilot demonstration project to showcase sustainable best practices for park maintenance and operations.	2019
PA	Partner with the Regional Parks Foundation to implement initiatives that align with the Policy Framework for Managing Park Resources in a Changing Climate using \$150,000 in private funding.	2019
PA	Provide education to park visitors and the broader public about the Park District’s climate resiliency efforts through the creation and broadcasting of four videos.	2019