



Adopted Operating Budget Fiscal Years 2011 and 2012

Director of Finance: Susan Stark (Interim)

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City of Hayward Elected Officials

The Mayor and six Council members represent Hayward residents, adopt public policy, and approve resource allocations consistent with community priorities. The City Council generally meets the first, third, and fourth Tuesday of each month at 7:00 p.m. in Council Chambers, 2nd Floor of 777 B Street, Hayward, CA 94541. The public is invited and encouraged to attend Council meetings.



Michael Sweeney
Mayor
Term Expires 2010



Kevin Dowling
Council Member
Term Expires 2010



Barbara Halliday
Council Member
Term Expires 2012



Olden Henson
Council Member
Term Expires 2012



Anna May
Council Member
Term Expires 2010



Bill Quirk
Council Member
Term Expires 2012



Francisco Zermeno
Council Member
Term Expires 2012



Hayward City Council's Priorities

Crime and Public Safety

- BART Station Safety
- School Safety Partnerships & Youth Master Plan
- Disaster Preparedness
- SMASH Program
- Strengthened Enforcement of Codes
- Implement Gang Injunction Program
- Strengthen Multi-Housing Program
- Police Department Accreditation
- Curfew & Truancy Ordinance Enhancements
- Evaluate Housing Authority Participation & Alternatives

Cleanliness

- Neighborhood Partnership Program
- Blight Elimination through RDA
- Public Art Program
- Ban of Car Sales in Public ROW
- Support KHCG Task Force
- Homeless Encampment & Related Issues
- Rental Inspection Program Overhaul

Organizational Health

- Boards, Commissions and Council Committee Review
- Use of Technology for Community Relations Programming
- Computer Aided Dispatch & Records Management System Implementation
- Finance Department Strategic Plan Adoption

Land Use and Sustainability

- Historic Preservation Ordinance
- South Hayward BART Form-Based Code Adoption
- City Center Project
- Residential Solar Funding & Commercial Solar Program
- Facilities Planning: Arts & Cultural Center, Animal Control, Station 7, PD, Library
- Mission Corridor Specific Plan
- Recycled Water Use Evaluation & Conservation
- Housing Element Update
- Seniors-Only Mobile Home Park Ordinance
- Industrial Zoning & General Plan Review
- Possible Annexation Areas Evaluation
- South Hayward BART TOD Project

Fiscal Stability

- Targeted Economic Development
- Fiscal Crisis Management
- Shop Hayward Program
- Chamber & Business Community Partnerships
- Review UUT Implementation & Ordinance Language
- Explore Possible Public Facilities Bond Measure
- Academic Excellence
- Local Government Advocacy & Protection of Local Revenues
- 2010 Census Participation



Neighborhood Services, Fiscal Stability and Organizational Change Initiatives

Neighborhood Services Initiative

Element 1: Reorganization of Departments to Create Focus on Neighborhoods

- Integration of Neighborhood Services Programs (structure to be determined)
- Integration of Maintenance Services operations (structure to be determined)
- Evaluate Animal Control Services organizational placement

Element 2: Creation and Strengthening of Adopted Public Nuisance Ordinance

- Review for inclusion of all nuisance issues that are spread among other ordinances, such as graffiti, weed abatement, inoperative vehicles, etc.
- Adopt Demolition element within public nuisance ordinance

Element 3: Legal Support of Abatement Proceedings

- Request City Attorney evaluate need and provide continued necessary support for aggressive and immediate action to move to abatement after administrative citation process is exhausted.

Element 4: Additional Staffing for Community Preservation Efforts

- Evaluate alternative funding sources with the goal to provide additional code enforcement personnel to establish a Neighborhood Partnership Program. Funding proposed to come from citation process and RDA transfer with no General Fund impact as part of FY09 budget.

Element 5: Creation of Corridor Improvement Program

- Assign dedicated code enforcement personnel to major commercial corridors, working with Planning Staff to ensure compliance with original conditions of approval and enforce existing conditions.

Element 6: Creation of Neighborhood Partnership Program

- Development of a programmatic approach to establishing neighborhood/City relationship.
- Build system of integration of neighborhood needs with capital improvement requests and 10-year CIP and establish neighborhood project fund using surplus land sale as seed funding source as well as increased RDA funding where possible.

Future Element: Police Staffing

- Consistent with the future Police Department Strategic Plan, create neighborhood/district policing offices with CSO staffing and community meeting space in North, South and Central districts (to be determined) when resources become available.

Future Element: Neighborhood Leadership Academy

- Develop internal Neighborhood Leadership Academy for aspiring neighborhood leaders that want to learn about how the City operates, resource availability/constraints, etc.

Fiscal Stability Initiative

Element 1: Balanced General Fund Budget Policy

- Take actions necessary to eliminate use of reserves by July 1, 2009
- Focus on efficiency improvements and employee innovations
- Saving jobs top priority, but reduction of staff may be necessary
- Attrition first goal in reducing staffing numbers
- May recommend retirement enhancement to induce departures

Element 2: Long Range Financial Plans

- Council adoption of long range financial planning fiscal policy
- Development of General Fund 10-year Financial Plan
- Development of 10-year Financial Plans, Other major funds

Element 3: Internal Service Fund Establishment

- Fleet Replacement
- Facilities Replacement (components and capacity)
- Technology Replacement (components and capacity)
- Liability/Workers Compensation
- Retiree Medical Liability Fund
 - Determine estimated annual funding requirements for each fund
 - Use available one time monies as seed funding for establishing funds and build reserves over the 10-year plan

Element 4: Capital Improvement Program (CIP)

- Development of 10-year CIP
- Include operating cost obligations associated with projects
- Identify alternative funding sources for needed improvements
- Maximize Redevelopment investments

Element 5: Performance Based Budgeting (PBB)

- Establishment of outcome driven budgeting
- Inclusion of performance indicators (qualitative measurements)
- Inclusion of task measurements (quantitative measurements)
- Likely use of task force to develop

Element 6: Revenue Enhancement Efforts

- Establish full cost recovery as goal in appropriate areas
- Ensure fully-loaded charges to all funds back to General Fund
- Look at all possible/legal alternative funding sources
- Propose revenue measure to public to support service level maintenance
- Review fees annually for all services and apply CPI
- Evaluate inter-jurisdictional partnerships/fees for service (fleet maintenance partnership, technology services partnerships, etc.)

Organizational Change Initiative

Element 1: Mission, Ambitions, and Values Task Force

- Creation of the MAV Employee Task Force to establish the organization's Mission, Ambitions and Values

Element 2: Innovations Task Force

- Creation of an employee task force to look at best practices and evaluate for implementation (underway)

Element 3: Management Achieving Performance System (MAPS) Implementation

- Implementation of performance planning and evaluation system for all management and executive team staff (underway)

Element 4: Departmental Realignment for Service Delivery Improvement and increased accountability

- Develop budget recommendation to integrate all Maintenance Services operations (structure to be determined)
- Evaluate Development Services for possible integration of process elements
- Integrate Neighborhood Services programs (structure to be determined)

Element 5: Customer Service Task Force

- Creation of an employee task force to develop departmental customer service action plan framework

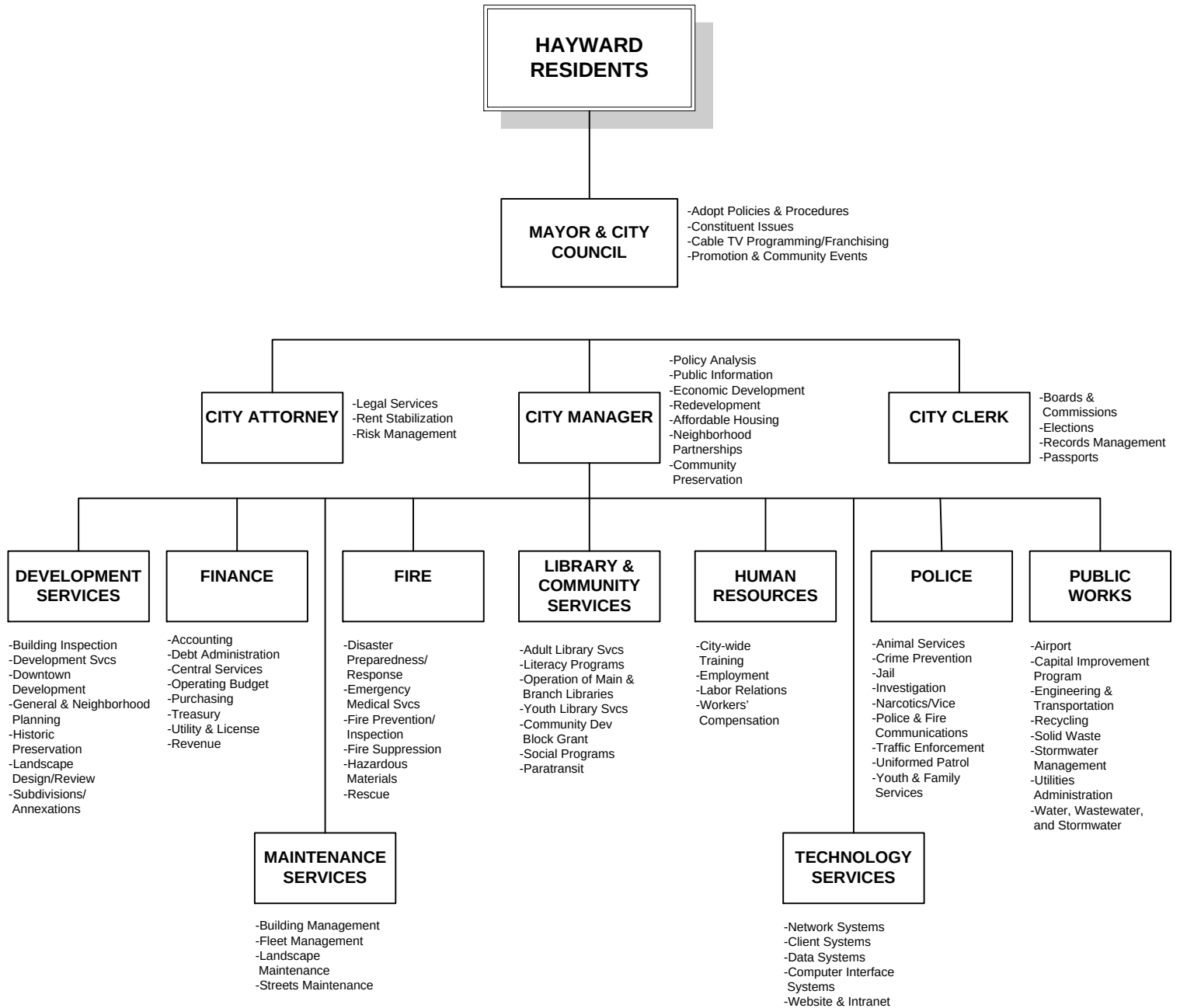
Element 6: Accountability

- Active enforcement of personnel policies regarding work environment, harassment, behavior, work habits, etc. Department Heads, managers, and supervisors to be held accountable for ensuring personnel policies are adhered to.
- The Human Resources Department will train at least two members of their staff to assist departments in conducting administrative investigations.
- Employee evaluations will be conducted regularly and in a quality manner and will be reviewed by appropriate departmental staff

Element 7: Outcome Orientation Development

- A process to develop benchmarks for all program areas will be established and included within future budget documents. Department Heads and their managers will be held accountable for establishing, measuring and working toward benchmark goals.
- Problem solving will become an organizational focus. "We can if" will replace "We can't because" within our organizational culture.

CITY OF HAYWARD ORGANIZATION



City of Hayward Administrative Staff

Appointed by City Council

City Manager	Fran David
City Attorney	Michael Lawson
City Clerk	Miriam Lens

Department Directors

Assistant City Manager	Vacant
Development Services	David Rizk
Finance	Susan Stark (Interim)
Fire	Chief Craig Bueno
Human Resources	Fran Robustelli
Library & Community Services	Sean Reinhart
Maintenance Services	Matt McGrath
Police	Chief Ron Ace
Public Works	Robert Bauman
Technology Services	Clancy Priest

Budget Award

Government Finance Officers Association

The Government Finance Officers Association of the United States and Canada (GFOA) presented the City of Hayward with a *Distinguished Budget Presentation Award* for its bi-annual budget for the fiscal year beginning July 1, 2009. This is the highest budget award presented by GFOA. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements and will be submitting it to GFOA to determine its eligibility for another award.

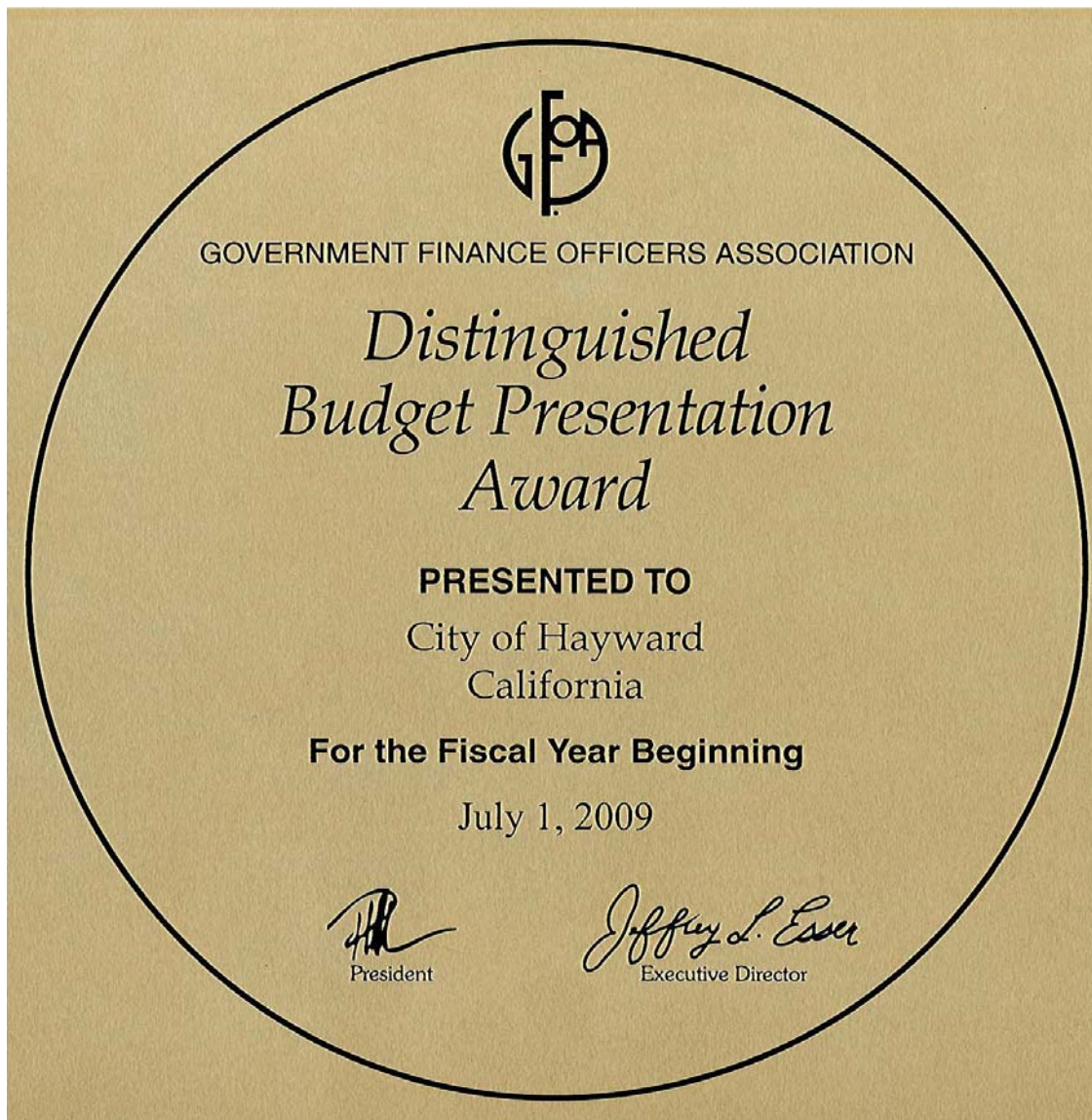


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DATE: June 15, 2010

TO: Mayor and City Council
Redevelopment Agency Board of Directors

FROM: City Manager and Agency Director

SUBJECT: Public Hearing for City of Hayward and Hayward Redevelopment Agency Recommended Operating Budgets for FY 2011; for the Proposed Budgets for FY 2012 for City Operations and the Redevelopment Agency; and the proposed Capital Improvement Program Budget for Fiscal Years 2011 through 2020.

RECOMMENDATION

That Council receives the City Manager's Recommended FY 2011 and Proposed FY 2012 budgets for City operations and the Redevelopment Agency, and the proposed Capital Improvement Program budget for Fiscal Years 2011 through 2020; and conducts a Public Hearing on each.

BACKGROUND

All of the above identified budgets were presented to Council and the Agency Board at a work session on May 25, 2010 by the City Manager, the Interim Finance Director, and the Public Works Director. This presentation consisted of three Power Point presentations and two separate reports to Council. All of these documents can be accessed at:

<http://www.hayward-ca.gov/citygov/meetings/cca/2010/cca052510.htm> .

In addition, Council received reports and held a work session on the FY 2011 and FY 2012 Social Services funding recommendations on April 6, 2010; and conducted a Public Hearing on April 20, 2010.

<http://www.hayward-ca.gov/citygov/meetings/cca/2010/cca040610.htm> and
<http://www.hayward-ca.gov/citygov/meetings/cca/2010/cca042010.htm>

Council also held a work session on the FY 2011 Community Promotions funding recommendations on June 1, 2010. These respective reports can be accessed at:

<http://www.hayward-ca.gov/citygov/meetings/cca/2010/cca060110.htm>

Finally, Council received a report from the Interim Finance Director, conducted a public hearing, and adopted the Master Fee Schedule on April 27, 2010. That report is available at:

<http://www.hayward-ca.gov/citygov/meetings/cca/2010/cca042710.htm>

Any significant changes to each of the above budget elements, which may have occurred as a result of Council input on the above dates or final staff preparation between the above dates and this report, will be addressed in the report from the Interim Finance Director and the Director of Public Works, which follow on this agenda.

DISCUSSION

As Council begins its formal hearings on the next bi-annual budget for FY 2011 and FY 2012, it is important to take note that staff is not proposing any change in the organization's priorities. The budgets for the City continue to focus on the primary priorities of "safe", "clean" and "green" supported by the initiatives of "organizational health", "fiscal stability", and "sustainability". By staying focused on these elements over the last two years, the organization has accomplished a great deal despite tight resources.

Council and staff have also worked hard at reconnecting to our residents, businesses, and property owners in order to continually test our priorities and adjust the direction of the "ship of state" according to the expectation of our customers.

- ◆ The Council adopted a Neighborhood Partnership Strategic Plan
- ◆ Through the Neighborhood Partnership Program (NPP), the City convened and conducted forty-six neighborhood meetings resulting in
 - ✦ Installation of sixty-two speed lumps
 - ✦ Upgraded wattage on sixty street lights
 - ✦ Installation of forty-eight new street lights
 - ✦ Installation of eleven ladder-style crosswalks
- ◆ Staff held eight Crime-free Multi-housing training programs with over 200 participants
- ◆ The first Youth Leadership Summit of seventy participants was held
- ◆ The first Neighborhood Leadership Academy with forty participants was conducted
- ◆ And over 9,000 entries were made into Access Hayward with 90% achieving resolution

In reaching out to our business community and strengthening connections there, the City has

- ◆ Streamlined and improved the flow of timely information in the development review/permitting process
- ◆ Ramped up the Economic Development Program and created and filled a new position for Economic Development Manager
- ◆ Initiated a business visitation program with eighteen visits to date
- ◆ Developed and implemented Downtown music and film events throughout the summer
- ◆ Implemented a "Buy Hayward 1st" program
- ◆ Begun to create a perception of Hayward as a film destination with the filming of three commercials in City Hall or in town

And, with Council's leadership and direction, staff has accomplished the following actions and product delivery on Council's priorities:

Key Accomplishments –

Safe

- ◆ Achieved full Police staffing for the first time in many years; nine new uniform positions added through grant funding
- ◆ Decentralized Community Policing: Two District Offices under District Commanders
- ◆ Conducted successful SMASH operations – Twelve neighborhoods
 - ◆ Twenty-eight homes
 - ◆ Eight apartment buildings
 - ◆ One business
- ◆ Funded, procured, and implemented a new Computer Aided Dispatch/Records Management System (CAD/RMS)
- ◆ Set Commission on Accreditation for Law Enforcement Agency (CALEA) certification as a departmental goal and made significant progress in the certification process across the Police Department and all supporting services – on target for completion of certification
- ◆ Improved Emergency Medical services by increasing cardiac survivability from 7% to 30% through the use of LUCAS devices obtained through creative grant solicitation
- ◆ Established model After School Homework Program in our libraries with Federal funds; implemented a program model that can now be expanded into select school sites

Clean

- ◆ Developed and implemented a successful Keep Hayward Clean and Green Task Force (KHCG), which is now expanding into individual Neighborhood KHCG Task Forces
- ◆ Designed and implemented a successful and robust public art/mural program as an innovative deterrent to graffiti, which also brings quality public art to the community
 - ◆ Ten wall murals
 - ◆ Twenty-eight utility boxes
 - ◆ Eight Library book drop boxes
 - ◆ Twelve public benches
- ◆ Implemented other anti-graffiti efforts such as the Graffiti Reward Program
- ◆ Completed significant corridor improvements in landscaping on Jackson, A Street, Winton, and Mission
- ◆ Began one of the City's largest projects in roads and street improvements by issuing the bids for the first phase of the 238 Corridor (Mission) Improvement Project
- ◆ Developed and implemented an Anti-Smoking Ordinance throughout the city
- ◆ Implemented

Green and Sustainable

- ◆ Developed and adopted an extensive Climate Action Plan judged one of the best in California
- ◆ Continued implementation of water conservation efforts, including Bay Friendly Landscaping, resulting in one of the lowest per capita water use rates in the Hetch Hetchy system
- ◆ The City was honored with the Silicon Valley Water Conservation Award in the Government Agency Category for our community's efforts in leading the way in water conservation

- ◆ Developed and adopted “Green Building” ordinances for public buildings and private developments
- ◆ Awarded a design-build contract for a 1-MW solar generation project at the Wastewater Treatment Plant
- ◆ As a member of a public-private partnership, secured a \$47 million dollar state grant for a large Transit Oriented Development in the City at the South Hayward BART Station
- ◆ Developed and adopted an Historic Preservation Ordinance to encourage rehabilitation of historical properties through the community

The above accomplishments are only the highlights. Staff and Council together have accomplished many other important objectives in the last few years such as assisting the community in passing a Utility Users tax that has proven to be the organization’s lifesaver; completed the Mission Corridor Specific Plan and the adoption of form-based codes; and after two years of almost constant negotiations, the City and its partners, the State of California and the Public Interest Law Project, resolved the 50-year old 238 Corridor Bypass lawsuits and community controversy through legislation, joint legal action, and innovation..

Key Challenges –

Now it becomes even more important (and challenging) to keep the momentum going. The economy continues to lack energy and to remain in the doldrums. Our reserves are at the lowest acceptable point (or lower than) Council’s policy levels; and, we face daunting structural deficits in FY 2013. With that in mind, the following challenges must be dealt with in the coming months:

State Take-A-Ways – The State continues to erode local revenue. Through ERAF¹ I/II, the State has taken over \$90 million of local General Fund revenue since 1993. Through ERAF III, they took another \$3.9 million since FY 2005. And, they have taken \$7.8 million in Redevelopment Agency funds since 1993, with \$4.4 million in this year alone. This is in addition to borrowings, failure to reimburse for costs of state-mandated programs, and raids into transportation funds.

Weakened Property Tax – Property tax comprises 33.2% of the City’s General Fund Operating revenue. Staff is projecting approximately \$36.3 million in property tax revenue in FY 2011. This is down \$4.4 million from FY2009. This decline is caused by a drop in property values, County Assessor’s revaluations, appeals from taxpayers, particularly commercial owners and lessees. Because of the lower base and the 2% cap on increases related to assessed valuation, staff expects that it will take several years to again reach FY 2009 property tax levels.

¹ **ERAF** = Education Realignment Augmentation Fund. In 1992, facing a serious deficit position (again), the State of California began shifting local property tax revenues from cities, counties, and some special districts into these funds to reduce the cost of education to the state general fund. To meet its obligations to fund education at specified levels under Proposition 98, the state enacted legislation that shifted partial financial responsibility for funding education to local government (cities, counties and special districts). The state did this by instructing county auditors to shift the allocation of local property tax revenues from local government to “educational revenue augmentation funds” (ERAFs), directing that specified amounts of city, county and other local agency property taxes be deposited into these funds to support schools. Since their inception, the ERAF shifts have deprived local governments in California of nearly \$90 billion.

Sluggish Sales Tax – Sales tax comprises 21% of the City’s General Fund Operating revenue. Staff is projecting approximately \$22.7 million in sales tax revenue in FY 2011. This is down \$6.3 million from FY 2007. This decline is caused by a loss of our new car dealerships and growing sales over the internet offset slightly by improved retail sales through our “big box” stores.

The New Norm – The economy will take some time to rebound and show growth. Sales tax will likely never return to previous highs in FY 2001 unless and until both Federal and State governments restructure the sales tax system to either allow/force online sales to be taxed, the tax system is reoriented to tax services rather than goods, or both. While these are possibilities, neither is likely in the next five years. Property taxes will continue to lag for at least five years. While Utility Users Tax has been a life saver and will likely continue to grow slightly in the future, the City must adjust to the reduced revenue stream, perhaps permanently.

The Structural Gap – While the City has survived the ragged economy over the last three years better than most Bay Area municipalities, we cannot continue to plug the gap with short-term measures using one-time sources like reserves, asset sales, revenue transfers, and others. By carefully balancing the recommended and proposed budgets for FY 2011 and 2012 respectively, we have bought time to address the structural deficit looming in FY 2013. Meeting this last challenge will be a rigorous test of our organization and our community, and one I have little doubt we can and will meet as we face it together.

As we turn to meet the challenge, we must find ways to align expenditures with revenue without losing momentum in service delivery. We need to define ways to keep our organization healthy through strong reserves; efficient use of current technology; prudent stewardship of our assets such as buildings, equipment, and fleet; responsible fiscal management; and fair and equitable market compensation for our employees so that we can attract and keep the “best and the brightest” as we strive to fully realize our potential and take our place as the strong Heart of the Bay.

FISCAL IMPACT

The recommended FY 2011 started with a projected \$9.8 million dollar deficit, which has been addressed by:

Starting Deficit	(9,800,000)
a. Savings or extractions from Operations	2,800,000
b. Participation from employees	4,500,000
c. Use of Reserves	<u>2,500,000</u>
TOTAL	0

The proposed FY 2012 budget started with a projected \$8.9 million dollar deficit, which has been addressed by:

Starting Deficit	(8,900,000)
a. Savings or extractions from Operations	1,300,000
b. Participation from employees	4,700,000
c. Use of Reserves	<u>2,900,000</u>
TOTAL	0

It is important to note that balancing either fiscal year would not be possible without the continued support and good will of the City's employees. Each group of employees has stepped up to assist in meeting these challenges by "giving back" 5% of their contracted salaries and/or benefits through extensive unpaid furlough hours or other means. A balanced budget in either year would not have been possible without this employee participation, and the City would be looking at significant reduction in resources and service levels in the most critical priority areas.

The same debt of gratitude must also be paid to the community we serve. Without the passage of Proposition A, our Utility Users Tax, we would be struggling to close an additional \$13.8M gap in FY 2011 and \$14.5M in FY 2012.

SCHEDULE

Council is scheduled to adopt the FY 2011 recommended budgets and FY 2012 proposed budgets on June 22, 2010.

Prepared by: Fran David, City Manager

Approved by:



Fran David, City Manager

Financial Overview

All Funds

This section provides an overview of City of Hayward operating funds. The following is a brief summary of each type of fund.

Governmental Fund Types

These fund types are used to account for tax-supported governmental activities.

General Fund

The general operating fund of the City, used to account for all financial resources except those required to be accounted for in another fund.

Special Revenue Funds

Special Revenue funds are used to account for the proceeds of specific revenue sources (other than for major capital projects) that are legally restricted. Examples of restricted revenues include grant funding, enabling legislation, or earmarking funds for a specific purpose. The following is a list of funds in this section.

- Community Development Block Grant Fund
- Downtown Business Improvement Fund
- Housing and Homeownership Funds
- Small Business Economic Development Loan Fund
- Citizen's Option for Public Safety Fund
- Local Law Enforcement Block Grant Fund
- Measure B – Paratransit Fund
- Narcotics Asset Seizure Fund
- Recycling Fund
- Neighborhood Stabilization Program
- Energy Efficiency and Conservation Block Grant
- Stimulus Grants
- Park Dedication
- Landscape & Lighting Districts
- Maintenance Districts

Debt Service Funds

Debt Service funds are used to account for the accumulation of resources and the payment of general long-term debt. The following is a list of funds in this section.

- General Debt Service (COP)
- Hayward Redevelopment Agency
- Special Assessments

Proprietary Fund Types

These fund types are used to account for a government's business-type activities (activities supported, at least in part, by fees or charges).

Enterprise Funds

Enterprise Funds present City operations that are financed and operated like private business enterprises. This type of fund permits user charges to finance or recover the costs, including depreciation, of providing the services to the general public on a continuing basis. The following is a list of funds in this section.

- Airport Maintenance and Operation Fund
- Centennial Hall Fund (Fund closed FY2010)
- Stormwater Maintenance and Operation Fund
- Wastewater Maintenance and Operation Fund
- Water Maintenance and Operation Fund

Internal Service Funds

Internal Service Funds are used to finance and account for goods and/or services provided by one City department to another, on a cost reimbursement basis. The following is a list of funds in this section.

- Employee Benefits Fund
- Facilities Management Fund
- Fleet Management Fund
- Risk Management Fund
- Technology Services Fund
- Worker's Compensation Fund

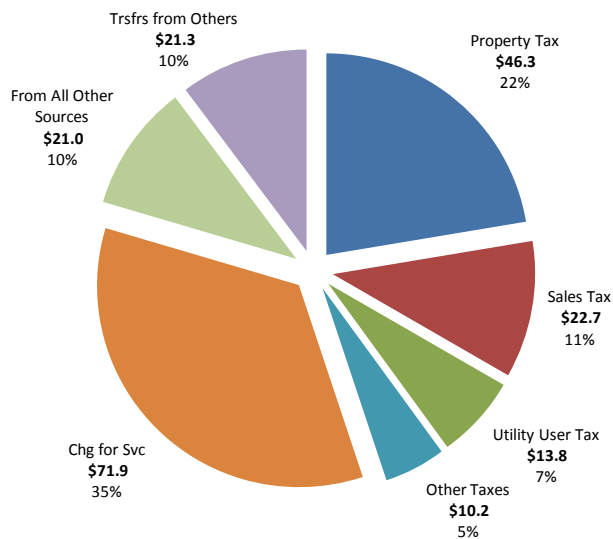
All Operating Funds

Summary of Resources and Outlays

FY 2011

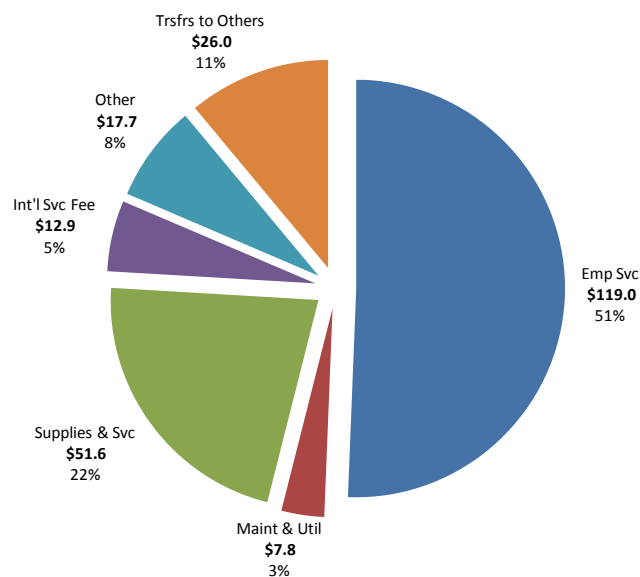
FY 2011 All Operating Funds Resources - By Type \$224.6 Million

(Amounts Stated in Millions)



FY 2011 All Operating Funds Outlays - By Category \$235.0 Million

(Amounts Stated in Millions)



All Operating Funds - Summary

FY 2011

\$'s in 1000's

FY 2011

	General	Special Revenue	Debt Service	Enterprise	Internal Service	RDA	TOTAL
Resources							
Property Tax	36,261	-	-	-	-	10,037	46,298
Sales Tax	22,684	-	-	-	-	-	22,684
Utility User Tax (New Oct 2009)	13,810	-	-	-	-	-	13,810
Franchise Fees	9,135	-	-	-	-	-	9,135
Other Taxes	9,443	792	-	-	-	-	10,235
Charges for Service	7,186	-	-	52,423	12,252	-	71,861
Other Revenue	3,826	-	-	-	-	-	3,826
Intergovernmental	4,478	-	-	-	-	-	4,478
From All Other Sources	2,951	5,949	993	1,613	8,954	530	20,990
	109,774	6,741	993	54,036	21,206	10,567	203,317
Transfers from other funds*	7,746	395	2,774	2,346	3,463	4,539	21,263
Total Resources	117,520	7,136	3,767	56,382	24,669	15,106	224,580
Outlays							
Employee Services	100,405	1,238	-	14,587	5,061	987	122,278
Charges (to)/from other programs	(4,924)	212	8	1,183	87	200	(3,234)
Net Staffing Expense	95,481	1,450	8	15,770	5,148	1,187	119,044
Maintenance & Utilities	2,231	385	-	2,759	2,361	27	7,763
Supplies & Services	6,626	1,517	3,818	25,561	11,592	2,533	51,647
Internal Service Fee	9,720	78	-	2,611	430	45	12,884
Capital	14	-	-	-	-	-	14
All Other Uses	-	3,236	-	4,953	2,402	7,094	17,685
	18,591	5,216	3,818	35,884	16,785	9,699	89,993
Total Expense	114,072	6,666	3,826	51,654	21,933	10,886	209,037
Transfers to other funds*	5,610	1,749	530	8,527	1,005	8,561	25,982
Total Outlays	119,682	8,415	4,356	60,181	22,938	19,447	235,019
(Use) / Add to fund balance	(2,162)	(1,279)	(589)	(3,799)	1,731	(4,341)	(10,439)

Note: General Fund column represents fund 100 only.

* Total Transfers To Other Funds are greater than Total Transfers From Other Funds, due to Capital Improvement

Program transfers which are reflected in the CIP presentation to Council and not reflected in this Operating Budget.

All Operating Funds

Summary of Resources and Outlays

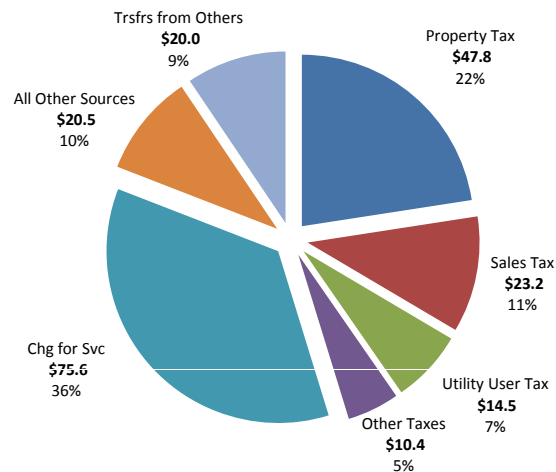
FY 2012

FY 2012 All Operating Funds

Resources - By Type

\$229.6 Million

(Amounts Stated in Millions)

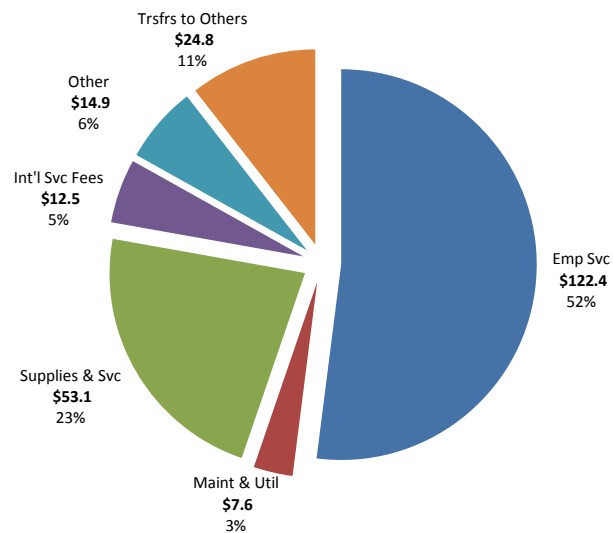


FY 2012 All Operating Funds

Outlays - By Category

\$235.2 Million

(Amounts Stated in Millions)



All Operating Funds - Summary

FY 2012

\$'s in 1000's

FY 2012

	General	Special Revenue	Debt Service	Enterprise	Internal Service	RDA	TOTAL
Resources							
Property Tax	37,586	-	-	-	-	10,179	47,765
Sales Tax	23,229	-	-	-	-	-	23,229
Utility User Tax (New Oct 2009)	14,493	-	-	-	-	-	14,493
Franchise Fees	9,457	-	-	-	-	-	9,457
Other Taxes	9,647	792	-	-	-	-	10,439
Charges for Service	7,311	-	-	56,401	11,865	-	75,577
Other Revenue	3,693	-	-	-	-	-	3,693
Intergovernmental	4,513	-	-	-	-	-	4,513
From All Other Sources	3,236	4,574	995	1,913	9,294	453	20,465
	113,165	5,366	995	58,314	21,159	10,632	209,631
Transfers from other funds*	6,350	454	2,784	2,349	3,461	4,617	20,015
Total Resources	119,515	5,820	3,779	60,663	24,620	15,249	229,646
Outlays							
Employee Services	103,249	1,276	-	15,035	5,209	1,016	125,785
Charges (to)/from other programs	(5,167)	212	8	1,217	101	208	(3,421)
Net Staffing Expense	98,082	1,488	8	16,252	5,310	1,224	122,364
Maintenance & Utilities	2,231	385	-	2,781	2,201	28	7,626
Supplies & Services	6,770	1,516	3,839	27,481	12,099	1,347	53,052
Internal Service Fee	9,431	78	-	2,526	416	45	12,496
Capital	14	-	-	-	-	-	14
All Other Uses	-	1,866	-	4,959	1,737	6,297	14,859
	18,446	3,845	3,839	37,747	16,453	7,717	88,047
Total Expense	116,528	5,333	3,847	53,999	21,763	8,941	210,411
Transfers to other funds*	5,518	839	25	10,106	1,242	7,054	24,784
Total Outlays	122,046	6,172	3,872	64,105	23,005	15,995	235,195
(Use) / Add to fund balance	(2,531)	(352)	(93)	(3,442)	1,615	(746)	(5,549)

Note: General Fund column represents fund 100 only.

* Total Transfers To Other Funds are greater than Total Transfers From Other Funds, due to Capital Improvement Program transfers which are reflected in the CIP presentation to Council and not reflected in this Operating Budget.

General Fund Summary

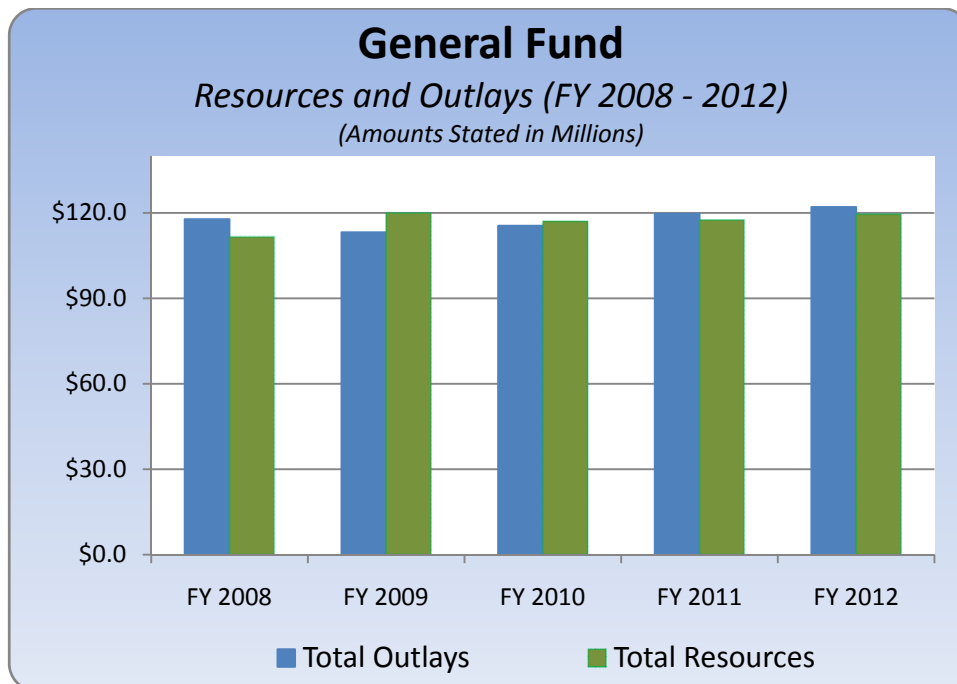
This section provides an overview of the General fund.

The General Fund is used to account for all revenues and expenditures necessary to carry out the basic governmental activities of the City that are not accounted for in other funds.

Hayward is a full service City that provides a wide range of municipal services including law enforcement, fire prevention and protection,

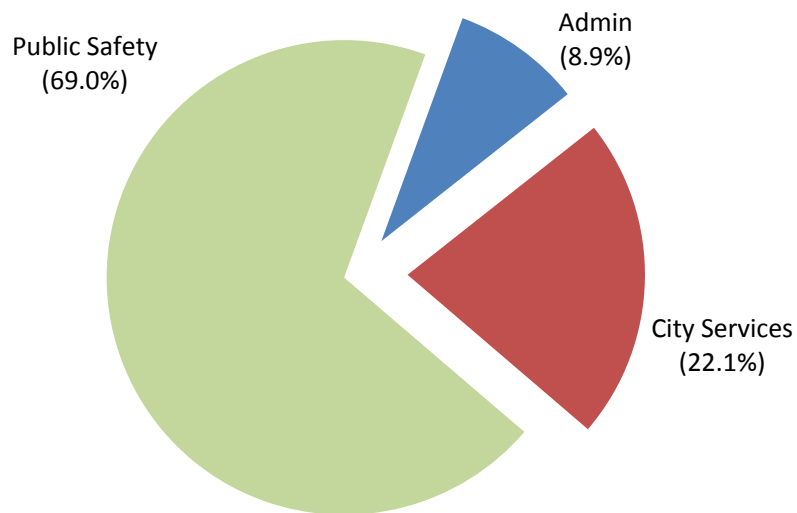
housing and economic development, land use and development services and regulations, community planning, a library system, street construction and maintenance, landscape maintenance services, transportation planning, and general administrative services provided by the City Manager, City Clerk, City Attorney, Human Resources, and Finance Departments.

The following pages provide a General Fund resource and outlay overview, along with revenue, transfer, and fund balance details.

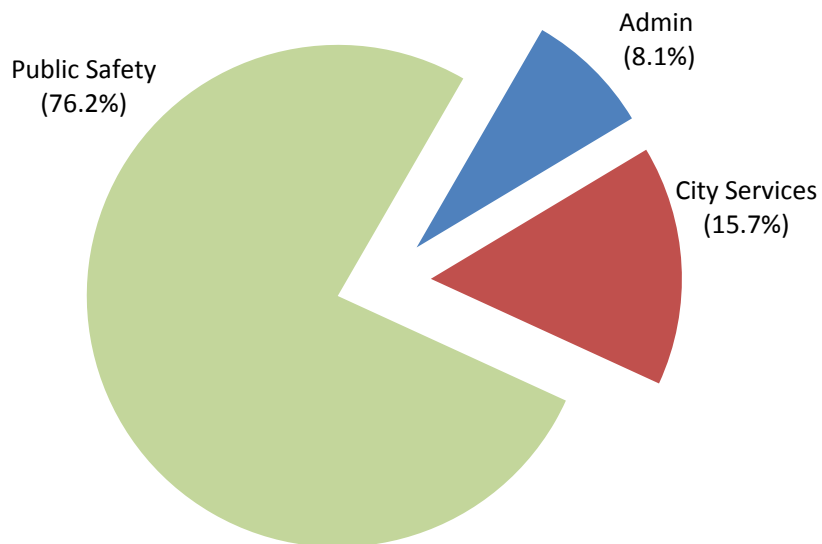


General Fund Summary

**FY 2011 General Fund Staffing
By Service Area**
652.65 FTE



**FY 2011 General Fund Budget
By Service Area**
\$114 Million

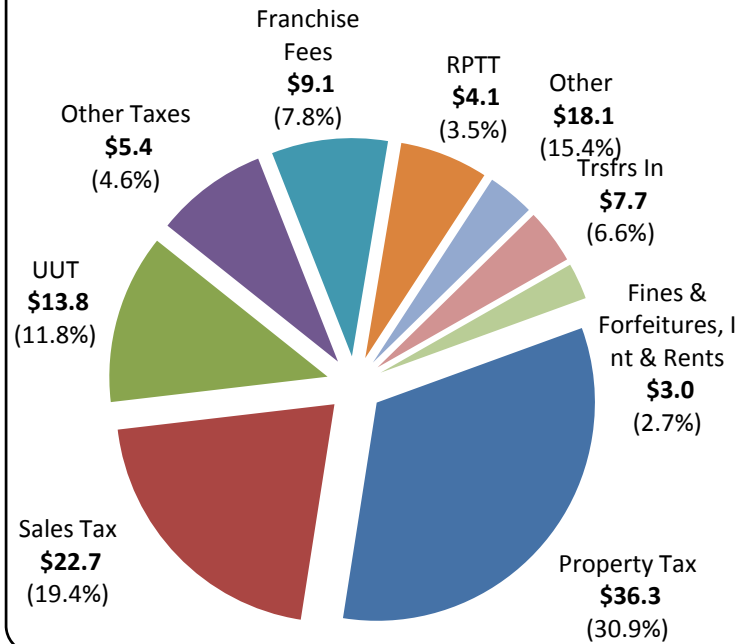


General Fund Summary

FY 2011 General Fund Resources

\$117.5 Million

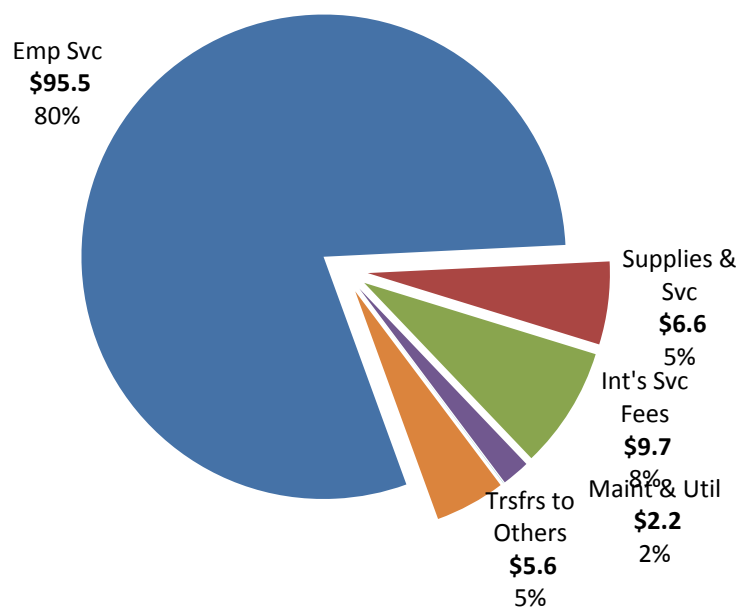
(Amounts Stated in Millions)



FY 2011 General Fund Outlays

\$119.7 Million

(Amounts Stated in Millions)



General Fund Summary

Resource and Outlay Overview (FY 2008 - 2012)

\$'s in 1000's

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Resources					
Property Tax	38,464	40,700	37,167	36,261	37,586
Sales Tax	28,513	25,630	21,400	22,684	23,229
Utility Users Tax (New Oct 2009)	-	-	10,000	13,810	14,493
Franchise Fees	8,699	8,786	8,987	9,135	9,457
Other Taxes	11,043	9,540	9,100	9,443	9,647
Charges for Service	7,033	7,541	6,887	7,186	7,311
Other Revenue	4,243	6,111	3,462	3,826	3,693
Intergovernmental	4,440	4,854	4,904	4,478	4,513
Fines & Forfeitures, Int & Rents	1,699	2,522	2,014	2,951	3,236
	104,134	105,684	103,921	109,774	113,165
Transfers in from other funds	7,507	14,320	13,099	7,746	6,350
Total Resources	111,641	120,004	117,020	117,520	119,515
Outlays					
Employee Services	97,469	93,604	94,678	100,405	103,249
Charge/Credit from others	(4,396)	(5,116)	(4,397)	(4,924)	(5,167)
<i>Net Staffing Expense</i>	93,073	88,488	90,281	95,481	98,082
Maintenance & Utilities	2,214	2,089	2,357	2,231	2,231
Supplies & Services	5,179	5,938	7,422	6,626	6,770
Internal Service Fees	3,064	8,433	9,113	9,720	9,431
Capital	358	298	495	14	14
<i>Net Operating Expense</i>	10,815	16,758	19,387	18,591	18,446
Total Expenditures	103,888	105,246	109,668	114,072	116,528
<i>Presentation Adjustment *</i>	8,289	1,678	-	-	-
Transfers out to other funds	5,605	6,287	11,072	5,610	5,518
Total Outlays	117,782	113,211	120,740	119,682	122,046
Total Resources Over(Under) Total Outlays	(6,141)	6,793	(3,720)	(2,162)	(2,531)

Beginning Fund Balance	23,022	26,532	32,587	28,066	25,185
<i>Change to Reserves ¹</i>	10,386	(386)	(801)	(719)	(748)
<i>Change to Designations ²</i>	(6,141)	6,793	(3,720)	(2,162)	(2,531)
<i>Change to Deposits ³</i>	(735)	(352)	-	-	-
Ending Fund Balance	26,532	32,587	28,066	25,185	21,906

NOTE: Above Resources and Outlays represent fund 100 only.

* For presentation continuity, Facilities, Technology Service, and Retiree Medical are presented as Internal Service Funds (ISF) across all years. Facilities and Technology services became an ISF in 2009, while Retiree Medical became an ISF in FY 2010.

1. Change to Reserves includes changes to encumbrances, inventory, prepaid expenses, and advances to other funds (i.e. Redevelopment Agency).

2. Change to Designations includes changes to Econ Uncertainty, Liquidity, Hotel Conf Ctr, Ret Reserve, Police Staffing, or Contingencies.

3. Change to Deposits includes receipt and use of deposits made by customers and use of those deposits for City services provided.

General Fund - Revenue Summary

Revenue Details (FY 2008 - 2012)

\$'s in 1000's

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Major Revenues					
Property Tax	27,627	29,439	26,469	26,098	26,567
Property Tax - VLF	10,837	11,261	10,698	10,163	11,019
<i>Subtotal</i>	38,464	40,700	37,167	36,261	37,586
Sales Tax	20,914	18,701	16,700	17,702	18,127
Sales Tax (Triple Flip)	7,599	6,929	4,700	4,982	5,102
<i>Subtotal</i>	28,513	25,630	21,400	22,684	23,229
Utility Users Tax (New Oct 2009)	-	-	10,000	13,810	14,493
Franchise Fees					
Waste Mgmt	4,200	3,691	3,700	3,766	3,786
Water	1,430	1,688	1,868	1,875	2,100
Sewer	1,102	1,241	1,267	1,320	1,365
PG & E	1,024	1,052	1,052	1,063	1,084
Cable TV	943	1,114	1,100	1,111	1,122
<i>Subtotal</i>	8,699	8,786	8,987	9,135	9,457
Other Taxes					
Real Property Transfer Tax	5,077	3,853	3,500	4,073	4,277
Business Tax	2,481	2,503	2,400	2,400	2,400
Emergency Fac Tax	1,931	1,859	1,900	1,720	1,720
Transient Occ Tax	1,554	1,325	1,300	1,250	1,250
<i>Subtotal</i>	11,043	9,540	9,100	9,443	9,647
Other Revenue					
Fairview Fire Prot Dist.	2,032	2,162	2,222	2,333	2,450
Worker's Comp Salary Reimb	1,507	1,213	1,200	1,200	1,200
Land Transfer (one-time)	-	2,301	-	-	-
Account closure (one-time)	-	326	-	200	-
Other	704	109	40	93	43
<i>Subtotal</i>	4,243	6,111	3,462	3,826	3,693

General Fund - Revenue Summary

Revenue Details (FY 2008 - 2012)

\$'s in 1000's

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Intergovernmental					
Police Grants/Reimb	1,263	1,876	2,907	2,687	2,786
Public Safety Sales Tax	721	711	569	574	588
Vehicle License Fee (VLF)	671	523	284	293	301
Fire County EMS Reimb	445	458	456	472	472
State Mandate Reimb	174	149	150	-	-
Fire Mutual Aid Reimb	306	546	354	200	200
Library Grants	164	311	184	221	165
Miscellaneous	696	280	-	31	1
Subtotal	4,440	4,854	4,904	4,478	4,513
The following revenues are presented on the summary schedule as "Charges for Services"					
Construction Related - Includes Fees, Service Charges, Licenses, Permits, and Taxes as related to Construction.					
Construction Permits	1,916	1,516	1,190	1,240	1,277
Supplemental Improv Tax	586	551	574	591	609
New Construction Insp	-	477	550	550	567
Plan Checking Fees	1,059	849	745	745	768
	3,561	3,393	3,059	3,126	3,221
Fees & Charges for Service					
Fire Fees & Svc Charges	469	694	484	460	470
Police Fees & Svc Charges	949	1,062	994	1,104	1,107
Residential Rental Inspections	407	395	375	395	407
Other Fees & Svc Charges	532	446	362	269	278
	2,357	2,597	2,215	2,228	2,262
Licenses & Permits					
Fire Licenses & Permits	735	1,060	1,327	1,329	1,322
Police Licenses & Permits	224	271	240	287	287
Other Licenses & Permits	156	220	46	216	219
	1,115	1,551	1,613	1,832	1,828
Subtotal	7,033	7,541	6,887	7,186	7,311

General Fund - Revenue Summary

Revenue Details (FY 2008 - 2012)

\$'s in 1000's

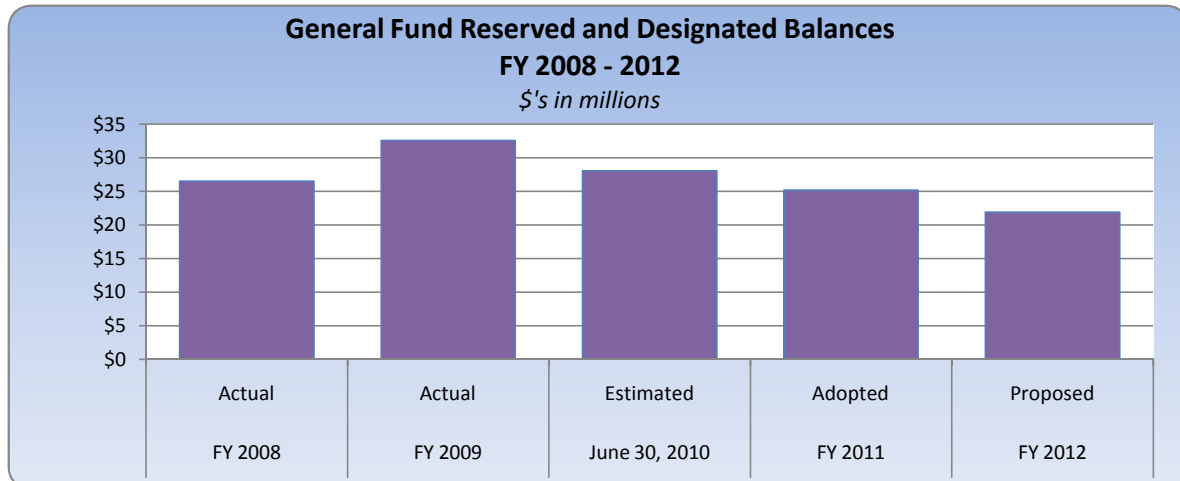
	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
The following revenues are presented on the summary schedule as "Fines & Forfeitures, Int & Rents."					
Fines & Forfeitures					
Vehicle Fines	421	361	300	325	327
Parking Citations - In House	251	443	410	410	431
Parking Citations - Dept Motor Veh	-	94	60	100	105
Franchise Tax Board Pkg Tax Offset	-	107	74	4	4
Police Photo Red Light	-	234	529	1,085	1,200
Criminal Fines	178	280	180	160	162
Library Fines	103	108	90	107	123
Administrative Citations	-	17	100	90	90
	953	1,644	1,743	2,281	2,442
Interest & Rents					
Interest Earned	568	402	200	240	360
Laydown Area Lease Revenue	-	-	-	350	350
Miscellaneous Interest Income	-	262	-	-	-
Hayward Historical Bldg	-	155	-	-	-
Vehicle Use Reimb	178	59	71	80	84
	746	878	271	670	794
<i>Subtotal</i>	1,699	2,522	2,014	2,951	3,236
TOTAL REVENUE	104,134	105,684	103,921	109,774	113,165

General Fund - Reserve Summary

Reserved and Designated Fund Balance (FY 2008 - 2012)

\$'s in 1000's

	FY 2008 Actual	FY 2009 Actual	June 30, 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Reserved for:					
Encumbrances	776	974	776	700	600
Advances to other funds	10,386	9,841	9,223	8,593	7,950
Inventory	22	12	28	15	10
Prepaid expenses	30	1	-	-	-
Total Reserved Fund Balance	\$11,214	\$10,828	\$10,027	\$9,308	\$8,560
Designated for:					
Economic Uncertainty	7,000	7,000	9,350	6,874	4,005
Liquidity	3,500	3,500	4,675	4,675	4,675
Hotel Conference Center	1,000	1,000	1,000	1,000	1,000
Retirement Reserve	1,122	522	522	522	522
Police Staffing	1,000	1,000	1,000	1,000	1,000
Contingencies	1,696	8,737	1,492	1,806	2,144
Total Designated Fund Balance	\$15,318	\$21,759	\$18,039	\$15,877	\$13,346
<i>Change in Contingencies</i>	<i>(\$5,368)</i>	<i>\$6,441</i>	<i>(\$3,720)</i>	-	-
<i>Change in Economic Uncertainty</i>	-	-	<i>\$4,000</i>	<i>(\$2,162)</i>	<i>(\$2,531)</i>
<i>Change in Liquidity</i>	-	-	<i>\$1,017</i>	-	-
<i>Use of Retirement Reserve</i>	-	<i>(\$600)</i>	-	-	-
Total Reserved and Designated	\$26,532	\$32,587	\$28,066	\$25,185	\$21,906



General Fund - Fund Transfer Summary

Fund Transfers (FY 2008 - 2012)

\$'s in 1000's

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Transfers into the General Fund					
Transfer for Cost Allocation	3,387	3,337	2,731	2,782	2,866
Transfer from Special Gas Tax	1,391	1,056	3,166	2,225	2,225
Transfer from Housing Mort Bond Fund	-	-	-	1,000	-
Transfer from Debt Service Close Out	358	-	-	-	-
Transfer from Citizen's Option Grant	282	106	110	158	183
Transfer from Byrnes Justice Assist Grant	41	81	86	86	86
Transfer from Seismic Retrofit	227	-	-	-	-
Transfer from Recycling Fund (Int)	-	1,757	-	-	-
Transfer from RDA, Gen Fund Repmt*	800	800	800	800	800
Transfer from RDA, Misc	-	165	165	165	165
Transfer from TABs Fund	462	-	-	-	-
Transfer from St Lighting Fund	-	124	-	-	-
Transfer from Local Imprv Dist Fund	-	-	-	355	-
Transfer from Comm Fac Dist Fund	-	-	-	175	25
Transfer from Water Maint & Operation	-	1,889	-	-	-
Transfer from RDA, Low & Mod Housing	-	-	-	-	-
Transfer from Airport Fund	550	-	-	-	-
Transfer from Liability Fund	-	-	-	-	-
Transfer from Gates Learning Grant	3	-	-	-	-
Transfer from Debt Service	6	5	-	-	-
Transfer from Housing Fund	-	5,000	6,041	-	-
<i>Transfers into the General Fund</i>	7,507	14,320	13,099	7,746	6,350

* RDA General Fund Loan repayment reflected here as a transfer into the General Fund. This repayment is reflected differently in the CAFR audit report and is presented as a balance sheet reduction of General Fund Advance to RDA Fund.

General Fund - Fund Transfer Summary

Fund Transfers (FY 2008 - 2012)

\$'s in 1000's

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Transfers out of the General Fund					
Transfer to Debt Service	2,552	2,846	2,776	2,774	2,784
Transfer for Risk Management Premium	1,554	1,637	1,972	2,347	2,464
Transfer to Centennial Hall	391	628	253	-	-
Transfer to Street Lighting Fund	320	-	-	-	-
Transfer to Trans Sys Improvement Fund	350	220	-	-	50
Transfer to 97 Refund	438	-	-	-	-
Transfer To Donation Account	-	6	-	-	-
Transfer to Worker's Compensation Fund	-	300	-	-	-
Transfer to Capital Projects	-	650	-	-	-
Transfer to Ent Rrc Plng	-	-	2,500	-	-
Transfer to Risk Mgmt	-	-	1,000	-	-
Transfer to Technology Svcs Operating	-	-	126	-	91
Transfer to Facilities Operating	-	-	95	163	-
Transfer to Fire Capital	-	-	100	326	129
Transfer to Police Capital	-	-	100	-	-
Transfer to Maintenance Services Capital	-	-	50	-	-
Transfer to Retiree Medical Fund	-	-	2,100	-	-
<i>Transfers out of the General Fund</i>	5,605	6,287	11,072	5,610	5,518

**City of Hayward
Ten-Year Financial Plan**

General Fund

\$'s in 1000's

		Previous				Adopted	Future									
		P - Yr 3	P - Yr 2	P - Yr 1	Mid-Year	F - Yr 1	F - Yr 2	F - Yr 3	F - Yr 4	F - Yr 5	F - Yr 6	F - Yr 7	F - Yr 8	F - Yr 9	F - Yr 10	
		Actual	Actual	Actual	EOY Est	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	
		FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
Resources																
% FY 2011																
33%	Property Tax	34,640	38,464	40,700	37,167	36,261	37,586	38,635	39,715	40,827	41,971	43,148	44,360	45,607	46,890	
21%	Sales Tax	28,858	28,513	25,630	21,400	22,684	23,229	23,810	24,524	25,260	26,018	26,798	27,602	28,430	29,283	
13%	Utility Users Tax	-	-	-	10,000	13,810	14,493	15,218	15,979	16,777	17,616	18,497	19,422	20,393	21,413	
8%	Franchise Fees	6,972	8,699	8,786	8,987	9,135	9,457	10,201	10,655	11,166	11,673	12,093	12,465	12,833	13,223	
9%	Other Taxes	13,162	11,043	9,540	9,100	9,443	9,647	9,968	10,302	10,650	11,011	11,388	11,779	12,187	12,611	
7%	Charges for Service	9,018	7,033	7,541	6,887	7,186	7,311	7,524	7,743	7,969	8,201	8,441	8,687	8,941	9,203	
3%	Other Revenue	3,555	4,243	6,111	3,462	3,826	3,693	3,852	4,017	4,190	4,372	4,561	4,759	4,966	5,183	
4%	Intergovernmental	6,052	4,440	4,854	4,904	4,478	4,513	3,399	3,441	3,484	3,529	3,574	3,622	3,670	3,720	
3%	Fines & Forfeitures, Int & Rents	2,053	1,699	2,522	2,014	2,951	3,236	3,040	3,075	3,110	3,148	3,187	3,227	3,270	3,314	
100%	Total Revenue	104,310	104,134	105,684	103,921	109,774	113,165	115,646	119,451	123,433	127,538	131,686	135,923	140,297	144,840	
	Transfers in	5,042	7,507	14,320	13,099	7,746	6,350	5,651	5,816	5,988	6,168	6,357	6,554	6,761	7,007	
Total Resources		109,352	111,641	120,004	117,020	117,520	119,515	121,297	125,266	129,421	133,705	138,043	142,477	147,058	151,847	
Outlays																
% FY 2011																
	Salary & Benefits	83,581	91,750	88,716	89,428	95,355	98,022	107,374	112,503	115,323	118,220	121,155	124,171	127,272	130,461	
	Overtime	5,352	5,719	4,888	5,250	5,050	5,227	5,323	5,429	5,538	5,649	5,762	5,877	5,994	6,114	
	Charge/Credit from others	(3,679)	(4,396)	(5,116)	(4,397)	(4,924)	(5,167)	(5,165)	(5,268)	(5,374)	(5,481)	(5,591)	(5,703)	(5,817)	(5,933)	
84%	Net Staffing Expense	85,254	93,073	88,488	90,281	95,481	98,082	107,532	112,664	115,487	118,388	121,326	124,345	127,450	130,643	
	Maintenance & Utilities	4,853	2,214	2,089	2,357	2,231	2,231	2,276	2,321	2,368	2,415	2,463	2,512	2,563	2,614	
	Supplies & Services	11,165	5,179	5,938	7,422	6,626	6,770	6,905	7,044	7,184	7,328	7,475	7,624	7,777	7,932	
	Internal Service Fees	-	3,064	8,433	9,113	9,720	9,431	9,903	10,398	10,918	11,463	12,037	12,638	13,270	13,934	
	Capital	348	358	298	495	14	14	-	-	-	-	-	-	-	-	
16%	Net Operating Expense	16,366	10,815	16,758	19,387	18,591	18,446	19,084	19,762	20,469	21,206	21,974	22,775	23,610	24,480	
100%	Total Expenditure	101,620	103,888	105,246	109,668	114,072	116,528	126,615	132,427	135,956	139,594	143,300	147,120	151,060	155,123	
	Presentation Adjustment*	-	8,289	1,678	-	-	-	-	-	-	-	-	-	-	-	
	Transfers out	6,050	5,605	6,287	11,072	5,610	5,518	5,742	5,809	5,897	5,981	6,058	6,154	6,246	6,340	
Total Outlays		107,670	117,782	113,211	120,740	119,682	122,046	132,357	138,235	141,853	145,576	149,358	153,274	157,306	161,463	
Total Resources Over (Under) Total Outlays		1,682	(6,141)	6,793	(3,720)	(2,162)	(2,531)	(11,060)	(12,969)	(12,432)	(11,870)	(11,315)	(10,797)	(10,248)	(9,616)	

**City of Hayward
Ten-Year Financial Plan**

General Fund

\$'s in 1000's

General Fund <i>\$'s in 1000's</i>	Previous				Adopted	Future									
	P - Yr 3	P - Yr 2	P - Yr 1	Mid-Year	F - Yr 1	F - Yr 2	F - Yr 3	F - Yr 4	F - Yr 5	F - Yr 6	F - Yr 7	F - Yr 8	F - Yr 9	F - Yr 10	
	Actual	Actual	Actual	EOY Est	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	
	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
Beginning Fund Balance	25,070	23,022	26,532	32,587	28,066	25,185	21,906	10,190	(3,448)	(16,562)	(29,127)	(41,150)	(52,669)	(63,650)	
Change to Reserves ¹		10,386	(386)	(801)	(719)	(748)	(656)	(669)	(682)	(695)	(708)	(721)	(734)	(747)	
Change to Designation: ²	1,682	(6,141)	6,793	(3,720)	(2,162)	(2,531)	(11,060)	(12,969)	(12,432)	(11,870)	(11,315)	(10,797)	(10,248)	(9,616)	
Change to Deposits ³	(3,730)	(735)	(352)	0	0	0	0	0	0	0	0	0	0	0	
Ending Fund Balance	23,022	26,532	32,587	28,066	25,185	21,906	10,190	(3,448)	(16,562)	(29,127)	(41,150)	(52,669)	(63,650)	(74,013)	

Note: For presentation continuity, Facilities, Technology Service, and Retiree Medical are presented as Internal Service Funds (ISF) across all years

Facilities and Technology services became an ISF in 2009, while Retiree Medical became an ISF in 201

1. Change to Reserves includes changes to encumbrances, inventory, prepaid expenses, and advances to other funds (i.e. Redevelopment Agency).

2. Change to Designations includes changes to Econ Uncertainty, Liquidity, Hotel Conf Ctr, Ret Reserve, Police Staffing, or Contingencies

3. Change to Deposits includes receipt and use of deposits made by customers and use of those deposits for City services provided.

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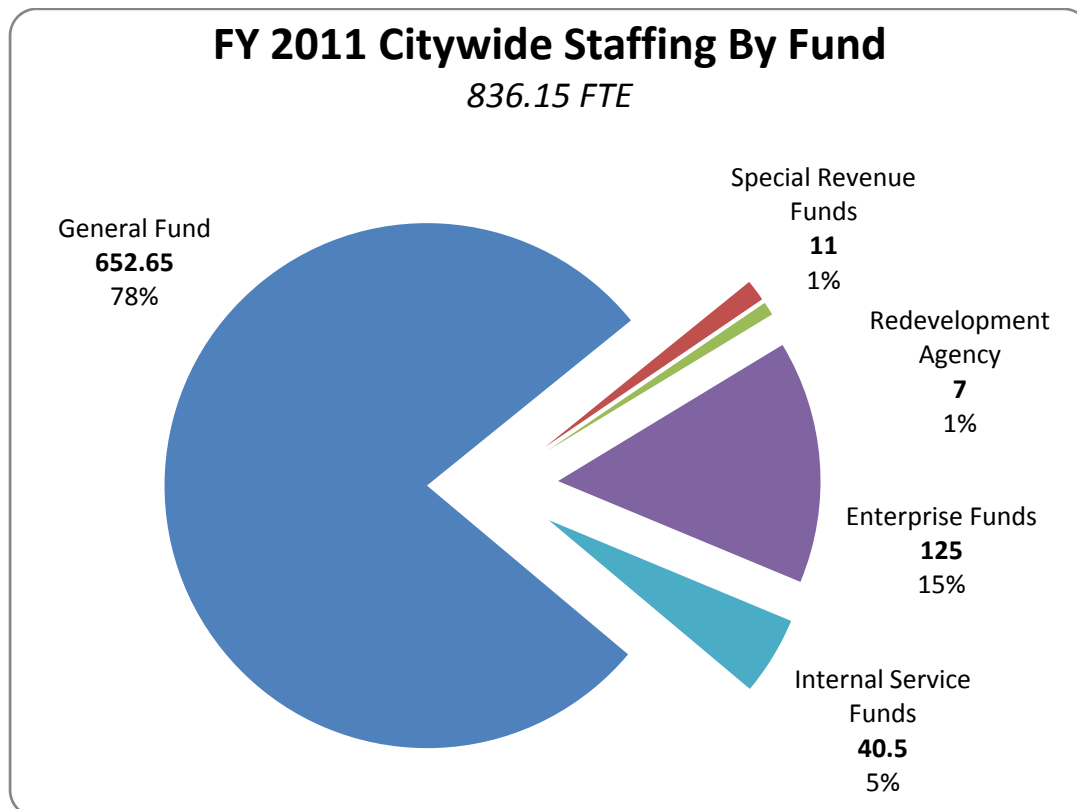
City of Hayward Staffing Summary

Citywide Staffing

FY 2011 Citywide staffing totals 836.15 FTE.

The Staffing Summary Section provides an overview of City of Hayward staffing. The first few pages provide fund summary graphs, followed by detailed department all-fund summaries. This is the only section in the budget document that presents department all-fund summaries. In department sections, staffing schedules are presented by individual fund, department, division, or program level.

The FY 2011 adopted budget includes a total of 836.15 full time equivalent (FTE) positions. The majority of City staffing (78% or 652.65 FTE) is funded in the General Fund. For FY 2011, a citywide increase of 6.5 FTE positions is included (when comparing the change from FY 2010 Adjusted to FY 2011 Adopted). The change includes an increase of 6.75 FTE positions in the General Fund and a reduction of 0.25 FTE in Enterprise Funds.



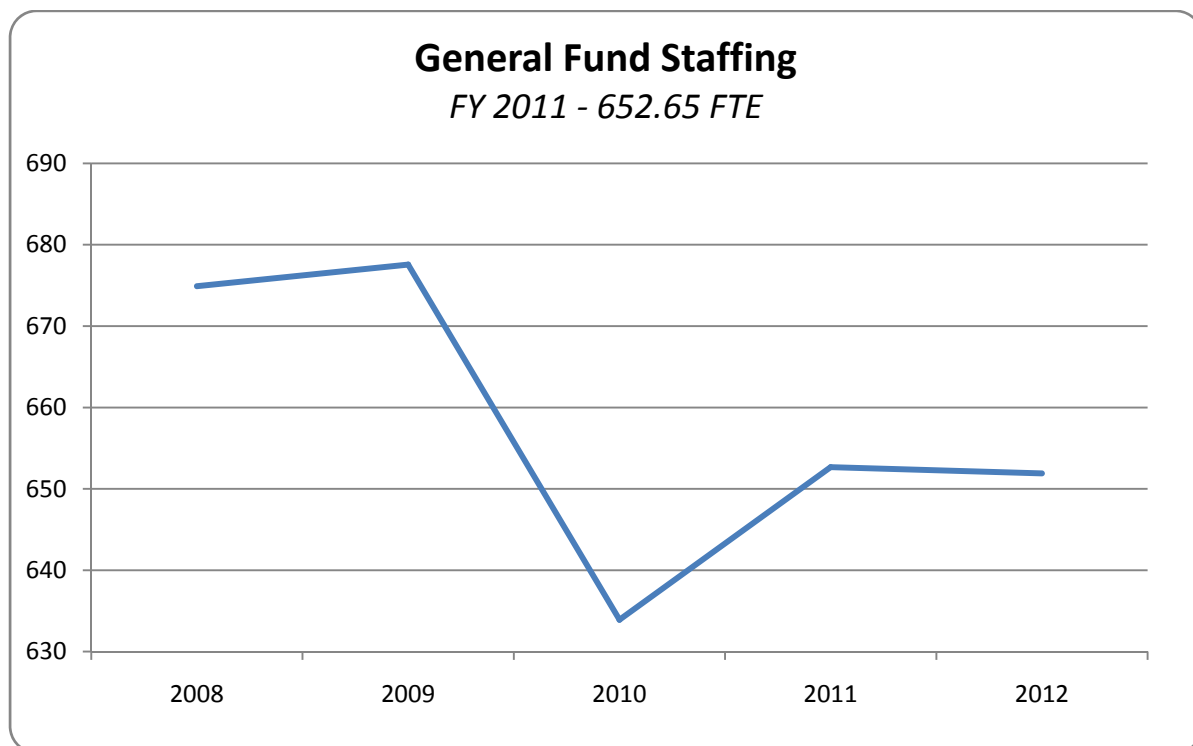
City of Hayward Staffing Summary

General Fund

FY 2011 General Fund staffing totals 652.65 FTE.

Between July 2008 and April 2009, General Fund staffing was reduced by 43.65 FTE due to a severe economic recession. Staffing reductions were made through early retirements, vacant positions, transfers to other funds, and layoffs. During FY 2010, 9.0 grant funded police officers were added to the General Fund. In addition, 1.0 FTE position was added to the Police Department.

For FY 2011, an increase of 6.75 FTE positions is included (when comparing the change from FY 2010 Adjusted to FY 2011 Adopted). The increase of 6.75 FTE positions includes: 1) increase of .50 FTE in the City Clerk's office, 2) increase of .75 FTE in the Human Resources Department, 3) increase of 7.0 FTE in the Police Department, and 4) reduction of 1.50 FTE in the Fire Department due to department reorganization.

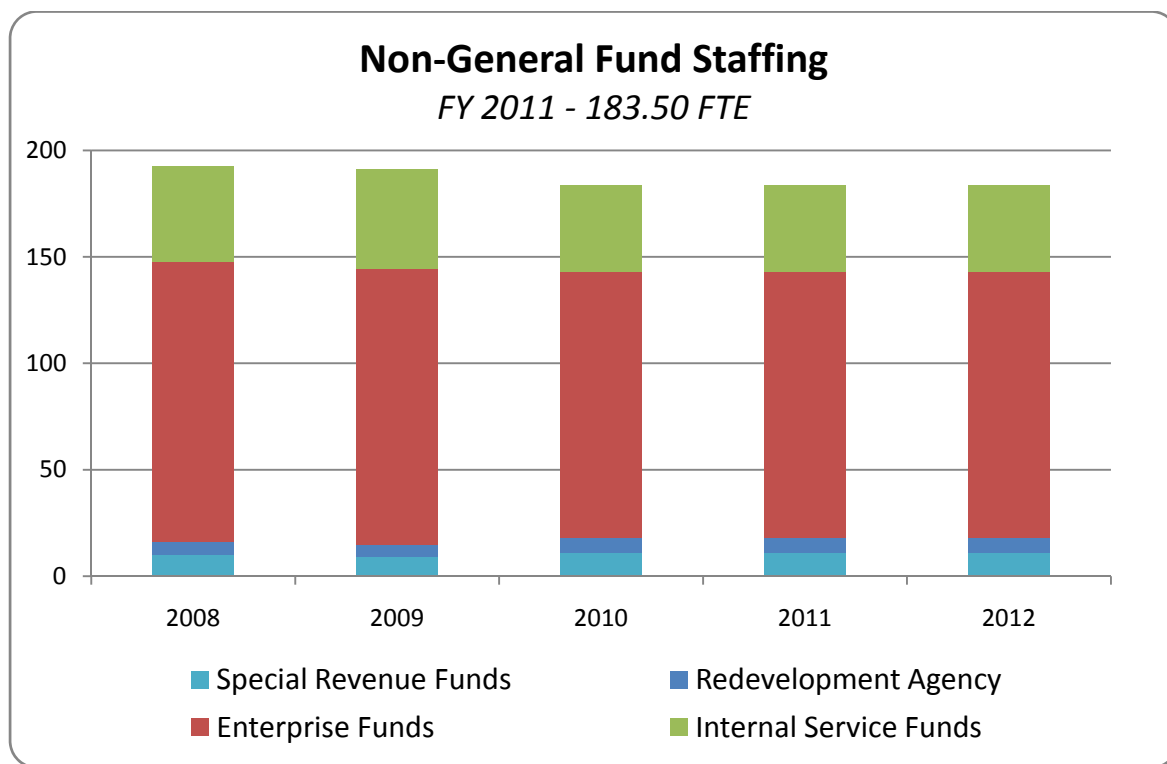


City of Hayward Staffing Summary

Non-General Fund Staffing Totals

FY 2011 Non-General Fund staffing totals 183.50 FTE.

Staffing outside of the General Fund falls into four different funding groups. These funding groups are presented in more detail on the following pages. The funding groups include Internal Service, Enterprise, Redevelopment, and Special Revenue.



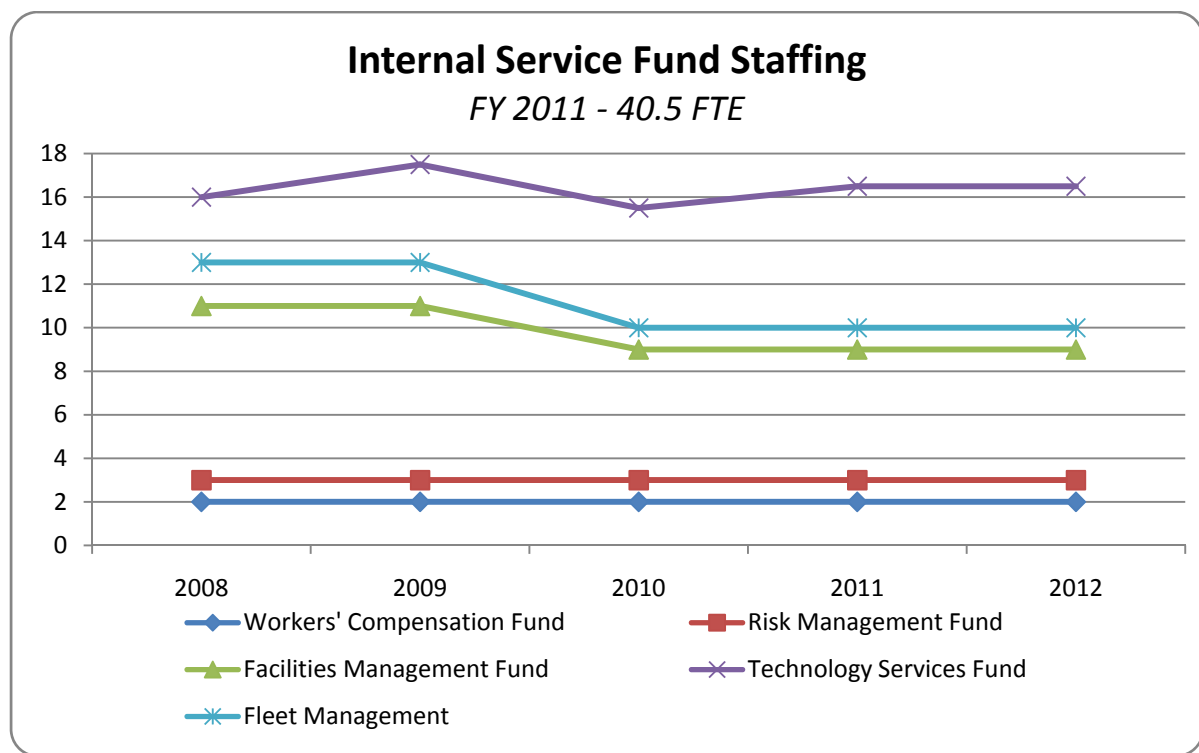
City of Hayward Staffing Summary

Internal Service Funds

FY 2011 Internal Service Fund staffing totals 40.50 FTE.

Internal Service Funds are used to finance and account for goods/services provided by one City department to another, on a cost reimbursement basis. Internal Service Funds are considered to be an extension of the General Fund. Staffing for Internal Services was reduced by 7.0 FTE in FY 2010 due to the severe economic recession. During FY 2010, 1.0 FTE position was added to the Technology Services fund, due to funding from Public/Education/Government (PEG) fees.

For FY 2011, there were no staffing changes (when comparing the change from FY 2010 Adjusted to FY 2011 Adopted).



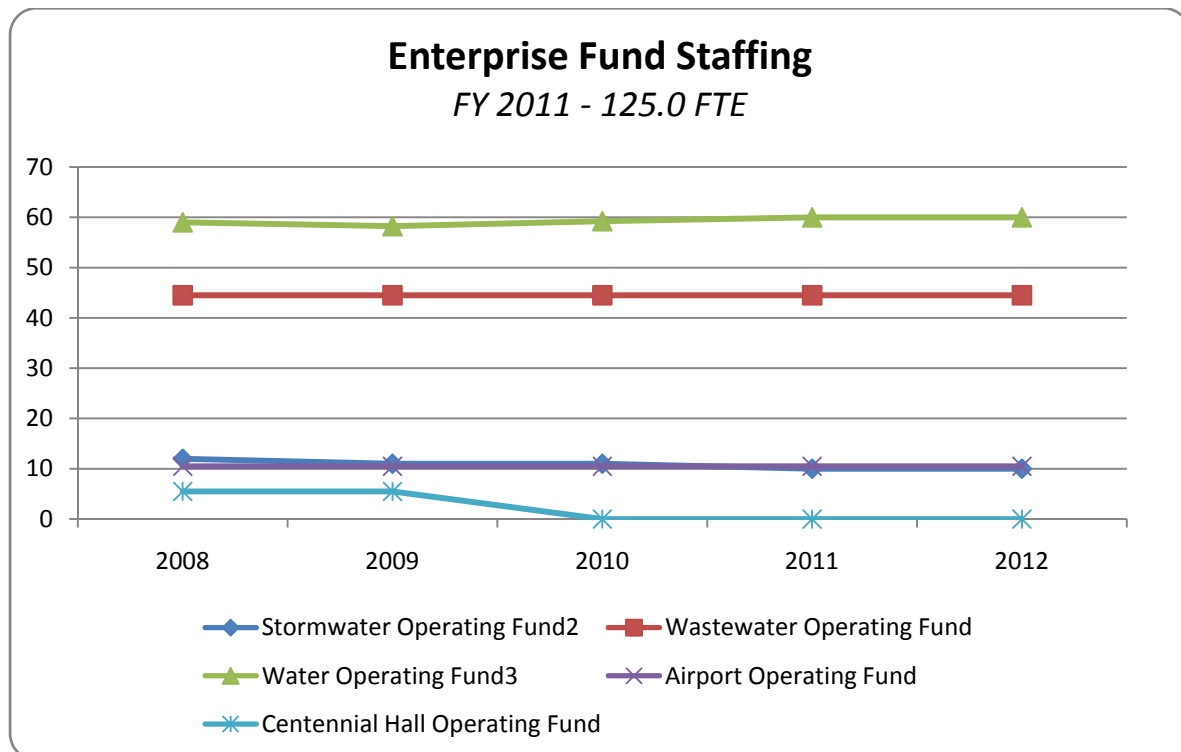
City of Hayward Staffing Summary

Enterprise Funds

FY 2011 Enterprise Fund staffing totals 125.0 FTE.

Enterprise Funds are financed and operated like private businesses. These fund types charge fees to recover expenses. During FY 2010, no staffing changes were made.

For FY 2011, a reduction of 0.25 FTE positions is included (when comparing the change from FY 2010 Adjusted to FY 2011 Adopted). The reduction of 0.25 FTE positions includes: 1) increase of .75 FTE in the Water Fund (Finance – Utility Billing), 2) reduction of 1.0 FTE in the Stormwater Fund (Maintenance Services – Street Maintenance).



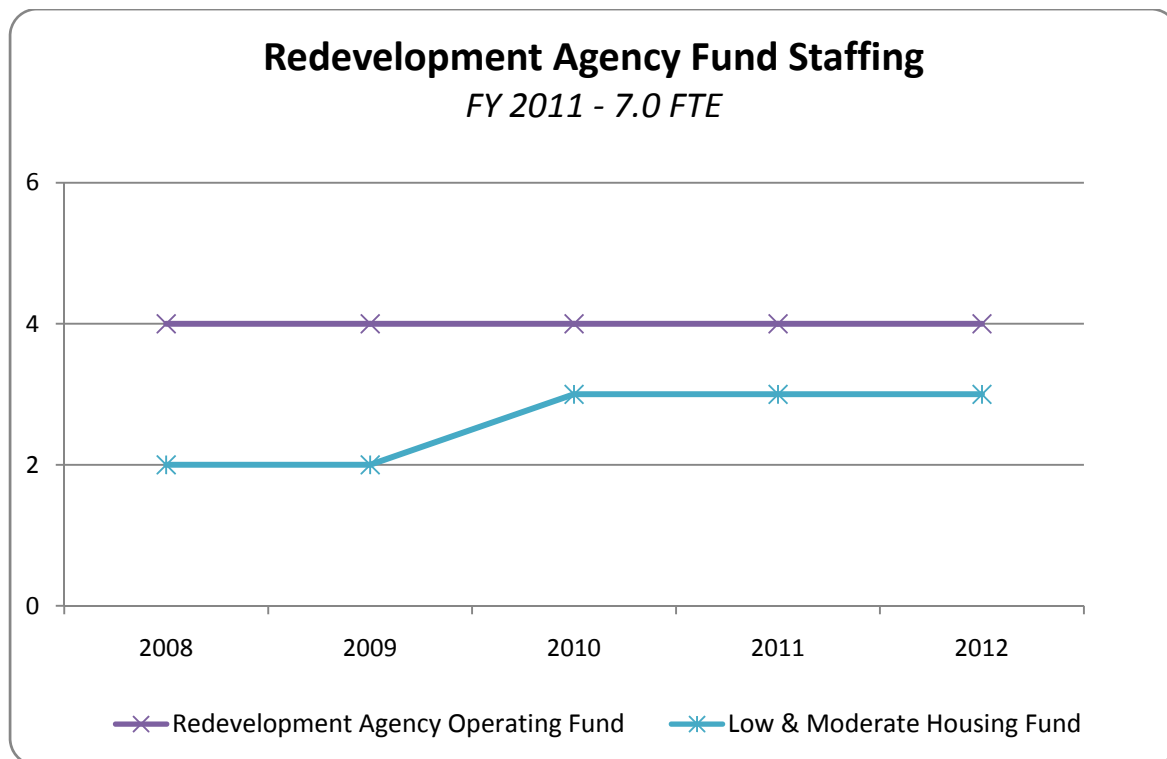
City of Hayward Staffing Summary

Redevelopment Agency Funds

FY 2011 Redevelopment Agency Fund staffing totals 7.0 FTE.

Redevelopment Agency funds account for revenue and expenditures associated with the development and implementation of redevelopment projects by the Hayward Redevelopment Agency. During FY 2010, no staffing changes were made.

For FY 2011, there were no staffing changes (when comparing the change from FY 2010 Adjusted to FY 2011 Adopted).



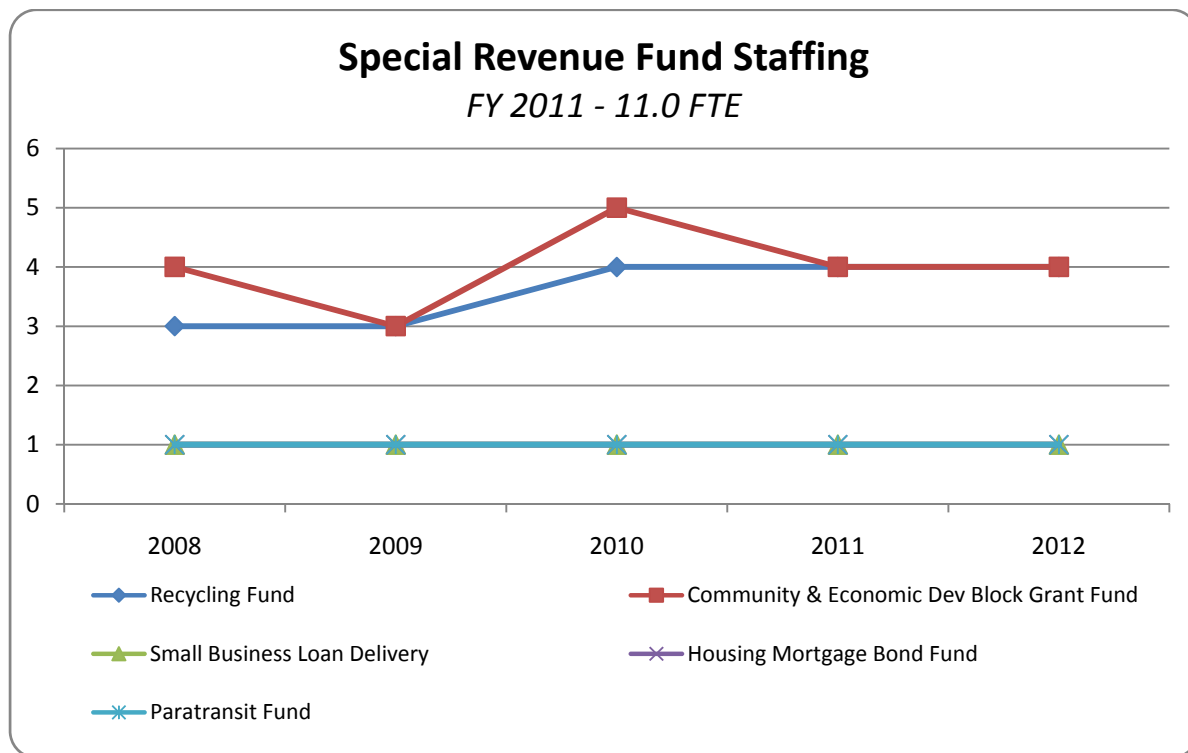
City of Hayward Staffing Summary

Special Revenue Funds

FY 2011 Special Revenue Fund staffing totals 11.00 FTE.

Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted. During FY 2010, staffing was reduced by 1.0 FTE in the Community Development Block Grant Fund.

For FY 2011, there were no staffing changes (when comparing the change from FY 2010 Adjusted to FY 2011 Adopted).



Citywide Staffing Summary - BY FUND (FY 2008 - 2012)						
	Adopted 2008	Adopted 2009	Adopted 2010	Adjusted 2010	Adopted 2011	Proposed 2012
SUMMARY - BY FUND						
General Fund						
100 General Fund ¹	674.9	677.55	633.9	645.9	652.65	651.9
Special Revenue Funds						
215 Recycling Fund	3	3	4	4	4	4
225 Community & Economic Dev Block Grant Fund	4	3	5	4	4	4
227 Small Business Loan Delivery	1	1	1	1	1	1
245 Housing Mortgage Bond Fund	1	1	1	1	1	1
246 Paratransit Fund	1	1	1	1	1	1
	10	9	12	11	11	11
Redevelopment Agency						
451 Redevelopment Agency Operating Fund	4	4	4	4	4	4
452 Low & Moderate Housing Fund	2	2	3	3	3	3
	6	6	7	7	7	7
Enterprise Funds						
602 Stormwater Operating Fund ²	12	11	11	11	10	10
612 Wastewater Operating Fund	44.5	44.5	44.5	44.5	44.5	44.5
621 Water Operating Fund ³	59	58.25	59.25	59.25	60	60
631 Airport Operating Fund	10.5	10.5	10.5	10.5	10.5	10.5
660 Centennial Hall Operating Fund	5.5	5.5	0	0	0	0
	131.5	129.75	125.25	125.25	125	125
Internal Service Funds						
710 Workers' Compensation Fund	2	2	2	2	2	2
711 Risk Management Fund	3	3	3	3	3	3
720 Facilities Management Fund	11	11	9	9	9	9
725 Technology Services Fund	16	17.5	15.5	16.5	16.5	16.5
730 Fleet Management	13	13	10	10	10	10
	45	46.5	39.5	40.5	40.5	40.5
	867.4	868.8	817.65	829.65	836.15	835.4

Staffing Changes from Adjusted FY 2010 to Adopted FY 2011:

1. Increase 6.75 FTE positions.
2. Decrease 1.0 FTE position.
3. Increase 0.75 position.

Citywide Staffing Summary - By Department - ALL FUNDS (FY 2008 - 2012)						
	Adopted 2008	Adopted 2009	Adopted 2010	Adjusted 2010	Adopted 2011	Proposed 2012
SUMMARY BY DEPARTMENT - ALL FUNDS						
City Attorney Department	9	9	9	9	9	9
City Clerk Department ¹	4	4	3.5	3.5	4	4
City Manager Department	21	24	22	22	22	22
Development Svcs Department	46.5	46.5	38.5	38.5	38.5	38.5
Finance Department ²	27.5	27.5	25.5	25.5	26.25	26.25
Fire Department ³	137	137	135	136	134.5	134.5
Human Resources Department ⁴	9	9	8	8	8.75	9
Library & Community Services Department	49.45	48.85	44.45	43.45	43.45	43.45
Maintenance Services Department ⁵	74.5	74.5	59	60	59	59
Mayor & Council Department	8.5	8	8	8	8	8
Police Department ⁶	308.7	309.7	300.7	310.7	317.7	316.7
Public Works Department	156.25	153.25	148.5	148.5	148.5	148.5
Technology Services	16	17.5	15.5	16.5	16.5	16.5
	867.4	868.8	817.65	829.65	836.15	835.4

Staffing Changes from Adjusted FY 2010 to Adopted FY 2011:

1. Increase .50 FTE position.
2. Increase 0.75 FTE position.
3. Decrease 1.5 FTE positions.
4. Increase 0.75 FTE position.
5. Decrease 1.0 FTE position.
6. Increase 7.0 FTE positions.

GENERAL FUND Staffing Summary - By Department (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adjusted 2010	Adopted 2011	Proposed 2012
STAFFING SUMMARY BY DEPARTMENT - GENERAL FUND ONLY					
City Attorney Department	6	6	6	6	6
City Clerk Department ¹	4	4	3.5	4	4
City Manager Department	13	16	13	13	13
Development Svcs Department	46.5	46.5	38.5	38.5	38.5
Finance Department	21	21.75	19.75	19.75	19.75
Fire Department ²	137	137	136	134.5	134.5
Human Resources Department ³	7	7	6	6.75	7
Library & Community Services Department	44.45	44.85	38.45	38.45	38.45
Maintenance Services Department	34	34	30	30	30
Mayor & Council Department	8.5	8	8	8	8
Police Department ⁴	308.7	309.7	310.7	317.7	316.7
Public Works Department	44.75	42.75	36	36	36
	674.9	677.55	645.9	652.65	651.9

Staffing Changes from Adjusted FY 2010 to Adopted FY 2011:

1. Increase .50 FTE position.
2. Decrease 1.50 positions.
3. Increase 0.75 FTE position.
4. Increase 7.0 FTE positions.

Staffing Summary - Listed By Number of Full-Time/ Part-Time Positions

Listed Alphabetically By Position Title and Step Range

Rates Effective July 1, 2010

Title	Job No.	FTE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
Accounting Technician	140	1	28.39	29.82	31.28	32.83	34.49
Administrative Analyst I	744	2	36.35	37.85	38.84	40.78	42.42
Administrative Analyst II	724	4	38.44	40.32	42.29	44.43	46.65
Administrative Analyst III	723	4	42.66	44.77	47.06	49.38	51.83
Administrative Clerk I	101	0.25	19.99	21.04	22.11	23.28	24.50
Administrative Clerk II	102	3	22.71	23.63	24.59	25.69	26.95
Administrative Intern ¹	907	1.5	-	-	-	20.00	15.00
Administrative Secretary	108	11	30.62	31.89	33.14	34.38	35.76
Administrative Secretary (Conf)	420	1	32.17	33.49	34.80	36.09	37.53
Airport Maintenance Leader	302	1	30.35	31.47	32.72	34.06	35.43
Airport Maintenance Worker	303	4	27.57	28.58	29.70	30.94	32.21
Airport Manager	713	1	56.51	59.27	62.29	65.35	68.67
Airport Operations Manager	732	1	45.27	47.56	49.89	52.41	54.97
Animal Care Attendant	181	9	20.65	21.52	22.38	23.36	24.51
Animal Control Officer	185	1	24.81	26.09	27.28	28.56	29.90
Animal Services Manager	714	1	41.48	43.49	45.71	47.99	50.37
Animal Services Supervisor	144	1	28.85	30.14	31.54	32.99	34.56
Animal Shelter Supervisor	145	2	23.83	24.88	25.84	26.95	28.31
Apparatus Operator (56 Hr)	220	33	28.52	29.93	31.41	32.92	34.60
Assist Civil Engineer	602	1	36.24	38.11	40.06	42.00	44.09
Assistant City Attorney	1134	5	59.90	62.84	66.00	69.35	72.82
Assistant City Engineer	721	1	56.60	59.36	62.37	65.49	68.75
Assistant City Manager	1122	1	73.94	77.62	81.56	85.60	89.61
Assistant Transportation Engineer	615	1	36.24	38.11	40.06	42.00	44.09
Assoc Civil Engineer	606	10	42.07	44.18	46.33	48.68	51.06
Assoc Planner	650	3	39.09	41.00	43.05	45.26	47.42
Assoc Transportation Engineer	608	2	42.07	44.18	46.33	48.68	51.06
Audio Video Specialist	641	1	26.28	27.56	28.97	30.41	31.87
Backflow/Cross Connection Tester	370	1	24.77	25.95	27.16	28.48	29.85
Battalion Chief (56 Hr)	1004	6	39.05	41.01	42.99	45.10	47.34
Budget Administrator	700	1	45.36	47.61	50.00	52.49	55.11
Building Inspector	656	4	33.24	34.80	36.58	38.43	40.95
Chief Of Police	1102	1	76.82	80.52	84.49	88.59	92.63
City Attorney	1216	1	-	-	-	-	86.54
City Building Official	740	1	56.51	59.27	62.29	65.35	68.67
City Clerk	1225	1	45.11	47.39	49.75	52.22	54.84
City Council	1301	6	-	-	-	-	12.01
City Manager	1297	1	-	-	-	-	100.25

Staffing Summary - Listed By Number of Full-Time/ Part-Time Positions

Listed Alphabetically By Position Title and Step Range

Rates Effective July 1, 2010

Title	Job No.	FTE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
Communications Manager	775	1	40.40	42.48	44.61	46.78	49.17
Communications Operator	165	18.5	30.65	32.21	33.80	35.51	37.30
Communications Supervisor	141	4	35.33	37.11	38.96	40.89	42.96
Community Preservation Inspector	617	5	30.98	32.53	34.18	35.91	37.73
Community Preservation Supervisor ²	758	1	Review	-	-	-	-
Community Programs Specialist	670	2	35.91	37.78	39.70	41.65	43.69
Community Service Officer	169	19	26.23	27.37	28.69	30.00	31.43
Construction Inspector	661	4	32.26	33.91	35.50	37.30	39.19
Counseling Supervisor	737	2	43.01	45.22	47.48	49.84	52.32
Crime Prevention Specialist	188	2	26.16	27.27	28.55	29.89	31.29
Crime Prevention Supervisor	190	1	30.19	31.49	32.98	34.50	36.14
Crime Scene Technician	175	4	27.37	28.59	29.91	31.26	32.76
Cross Connection Control Specialist	376	1	29.47	30.49	31.69	33.00	34.31
Customer Account Clerk	125	6.25	23.80	24.84	26.02	27.22	28.58
Data & Systems Coordinator	728	1	45.47	47.77	50.13	52.67	55.31
Data Systems Operator	160	1	24.65	25.78	27.05	28.33	29.67
Deputy Director Of Public Works	1112	2	63.25	66.41	69.73	73.22	76.88
Deputy Fire Chief (40 Hr)	1006	2	66.16	69.37	72.78	76.37	80.19
Development Review Engineer	781	1	49.22	51.64	54.23	56.98	59.79
Development Review Specialist	604	1	34.17	35.84	37.78	39.63	41.65
Director Of Development Services	1116	1	66.57	69.92	73.44	77.13	81.00
Director Of Finance	1118	1	69.56	73.03	76.71	80.58	84.62
Director Of Human Resources	1119	1	66.57	69.92	73.44	77.13	81.00
Director Of Library & Community Services	1120	1	66.57	69.92	73.44	77.13	81.00
Director Of Maintenance Services	1113	1	66.57	69.92	73.44	77.13	81.00
Director Of Public Works	1111	1	72.74	76.37	80.18	84.20	88.42
Director Of Technology Services	1105	1	64.03	67.24	70.60	74.12	77.82
Economic Development Coordinator	711	1	50.90	53.38	56.01	58.90	61.77
Economic Development Manager	709	1	56.51	59.27	62.29	65.35	68.67
Electrician II	329	6	39.14	40.70	42.30	44.09	45.92
Emergency Medical Services Coordinator	710	1	43.01	45.22	47.48	49.84	52.32
Employee Benefits Administrator	1142	1	39.09	41.03	43.14	45.25	47.50
Engineering Technician	668	4	28.76	30.14	31.67	33.26	34.85
Equipment Manager	738	1	48.10	50.58	53.06	55.73	58.57
Equipment Mechanic II	312	7	29.49	30.87	32.43	34.13	35.82
Equipment Operator	361	3	28.39	29.43	30.60	31.84	33.13
Equipment Parts Storekeeper	307	1	24.78	26.09	27.35	28.72	30.17
Executive Assistant	418	1	34.79	36.39	38.03	39.66	41.41

Staffing Summary - Listed By Number of Full-Time/ Part-Time Positions

Listed Alphabetically By Position Title and Step Range

Rates Effective July 1, 2010

Title	Job No.	FTE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
Facilities & Building Manager	760	1	48.10	50.58	53.06	55.73	58.57
Facilities Carpenter II	327	2	31.82	33.08	34.47	35.89	37.39
Facilities Painter I	324	1	29.07	30.24	31.47	32.79	34.08
Facilities Painter II	330	1	31.95	33.25	34.55	35.98	37.48
Facilities Service Worker II	320	1	23.51	24.45	25.45	26.34	27.39
Family Counselor I	632	8	33.46	35.12	36.88	38.58	40.59
Financial Operations Manager ²	731	1	Review	-	-	-	-
Fire Captain (56 Hr)	245	33	-	-	35.57	37.26	39.13
Fire Chief	1101	1	74.32	77.95	81.85	85.85	89.86
Fire Marshal (40 Hr)	1003	1	60.14	63.17	66.23	69.50	72.90
Fire Prevention Inspector (40 Hr)	230	2	42.24	44.26	46.48	48.70	51.14
Fire Protection Engineer	640	1	45.01	47.19	49.57	52.14	54.81
Fire Training Officer (40 Hr)	1007	1	54.67	57.43	60.22	63.18	66.28
Firefighter (56 Hr)	215	41	26.91	28.22	29.65	31.08	32.62
Geographic Info Systems Coordinator	635	1	37.79	39.67	41.56	43.65	46.55
Graphics/Planning Illustrator	627	0.5	27.04	28.35	29.85	31.34	32.86
Groundskeeper I	338	12	25.81	26.84	27.97	28.93	30.08
Groundskeeper II	342	3	28.42	29.55	30.76	31.84	33.07
Groundskeeper III	343	1	32.41	33.72	35.08	36.56	37.99
Hazardous Materials Investigator	676	2	37.93	39.83	41.82	43.91	46.09
Hazardous Materials Program Coordinator	705	1	48.01	50.47	52.88	55.54	58.31
Housing Development Specialist	674	1	38.97	40.93	42.93	45.12	47.32
Housing Inspector	660	3	30.42	31.92	33.49	35.19	36.94
Housing Manager	726	1	50.90	53.38	56.01	58.90	61.77
Human Resources Administrative Secretary	1175	1	32.17	33.49	34.81	36.09	37.53
Human Resources Analyst II	1177	3	35.72	37.47	39.34	41.33	43.36
Human Resources Manager	1156	1	42.98	45.13	47.39	49.76	52.25
Human Resources Technician	1174	1.75	27.20	28.65	30.13	31.72	33.40
Information Systems Manager	772	1	50.66	53.16	55.80	58.59	61.48
Information Systems Support Technician	633	1	27.58	28.95	30.43	31.94	33.49
Inspector	520	13	47.29	49.65	52.08	54.55	57.22
Jail Manager	706	1	40.40	42.48	44.61	46.78	49.17
Jail Supervisor	142	4	31.53	32.85	34.44	36.05	37.78
Lab Supervisor	702	1	44.58	46.85	49.17	51.64	54.20
Laboratory Technician	637	3	31.24	32.41	33.66	35.05	36.36
Landscape Architect	753	1	50.90	53.38	56.01	58.90	61.77
Landscape Maintenance Manager	752	1	48.10	50.58	53.06	55.73	58.57
Lead Library Assistant	191	3	25.17	26.45	27.71	29.07	30.59

Staffing Summary - Listed By Number of Full-Time/ Part-Time Positions

Listed Alphabetically By Position Title and Step Range

Rates Effective July 1, 2010

Title	Job No.	FTE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
Lead Sweeper Equipment Operator ²	359	1	Review	-	-	-	-
Legal Secretary II	416	3	28.89	30.57	32.87	33.56	35.29
Librarian I	625	8	26.72	28.07	29.46	30.87	32.45
Library Assistant	187	8	21.06	22.04	23.03	24.09	25.22
Library Operations Manager	768	1	35.65	37.48	39.50	41.58	43.76
Library Page	198	4.2	-	-	-	-	15.03
Literacy Program Coordinator	623	1	26.72	28.07	29.46	30.87	32.45
Mail & Purchasing Clerk	112	1	21.55	22.63	23.69	24.92	26.15
Mail Clerk	134	0.5	-	-	12.47	13.12	13.76
Maintenance Leader	360	2	29.00	30.13	31.38	32.48	33.73
Maintenance Worker	357	10	26.33	27.39	28.53	29.50	30.68
Mayor	1300	1	-	-	-	-	19.23
Neighborhood Development Manager	799	1	56.51	59.27	62.29	65.35	68.67
Neighborhood Partnership Manager	703	1	50.90	53.38	56.01	58.90	61.77
Network Systems Specialist	755	2	40.90	42.97	45.09	47.34	49.72
Network/Microcomputer Specialist	630	4	33.67	35.36	37.12	38.96	40.94
Operations Support Director	1104	1	59.74	62.72	65.90	69.20	72.68
Paratransit Coordinator	664	1	34.23	35.95	37.68	39.60	41.54
Permit Technician	180	5	28.55	29.69	30.88	32.21	33.85
Plan Checker	609	2	35.01	36.86	38.72	40.57	42.59
Plan Checking Engineer	610	1	45.01	47.19	49.57	52.14	54.81
Planning Manager	797	1	56.51	59.27	62.29	65.35	68.67
Police Captain	802	2	63.27	66.43	69.75	73.34	76.89
Police Lieutenant	555	11	-	-	-	66.67	69.91
Police Officer	515	149	41.95	43.96	46.10	48.33	50.62
Police Records Clerk II	120	19	24.92	25.91	26.95	28.14	29.52
Police Sergeant	545	25	-	-	55.06	57.72	60.67
Programmer Analyst	628	2	37.10	38.91	40.93	42.95	45.07
Property & Evidence Supervisor	776	1	38.67	40.67	42.68	44.76	47.05
Property Technician	170	3	26.23	27.37	28.69	30.00	31.43
Property/Evidence Manager	725	1	40.40	42.48	44.61	46.78	49.17
Purchasing & Services Manager	739	1	45.36	47.61	50.00	52.49	55.11
Purchasing Assistant	111	1	28.03	29.18	30.33	31.46	32.68
Records Manager	707	1	40.40	42.48	44.61	46.78	49.17
Records Supervisor	143	3	28.36	29.64	31.15	32.54	34.08
Recycling Specialist	636	1	30.42	31.92	33.49	35.19	36.94
Redevelopment Director	795	1	56.51	59.27	62.29	65.35	68.67
Redevelopment Project Manager	794	2	50.90	53.38	56.01	58.90	61.77

Staffing Summary - Listed By Number of Full-Time/ Part-Time Positions

Listed Alphabetically By Position Title and Step Range

Rates Effective July 1, 2010

Title	Job No.	FTE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
Revenue Officer ²	734	1	Review	-	-	-	-
Secretary	106	14	24.63	25.76	27.05	28.31	29.66
Senior Account Clerk	156	2	26.11	27.38	28.56	29.95	31.34
Senior Accountant	749	1	41.24	43.31	45.42	47.73	50.07
Senior Accounting Technician	100	5	31.24	32.78	34.38	36.11	37.94
Senior Building Inspector/Electrical	658	1	38.50	40.55	42.60	44.62	46.84
Senior Building Inspector/Plumbing/Mech	659	1	38.50	40.55	42.60	44.62	46.84
Senior Building Inspector/Structural	663	1	38.50	40.55	42.60	44.62	46.84
Senior Civil Engineer	788	1	49.22	51.64	54.23	56.98	59.79
Senior Construction Inspector	642	2	38.50	40.55	42.60	44.62	46.84
Senior Customer Account Clerk	130	3	26.11	27.38	28.56	29.95	31.34
Senior Library Assistant	189	3	23.24	24.27	25.39	26.51	27.79
Senior Library Page	199	3	-	-	-	-	16.47
Senior Maintenance Leader	367	1	33.03	34.35	35.73	37.25	38.71
Senior Permit Technician	179	1	31.66	32.96	34.24	35.74	37.56
Senior Plan Checker	611	1	38.50	40.55	42.60	44.62	46.84
Senior Planner	796	2	45.54	47.80	50.24	52.72	55.34
Senior Property Rehabilitation Specialist	673	1	39.50	41.55	43.66	45.81	48.05
Senior Secretary	107	11	27.99	29.09	30.27	31.38	32.59
Senior Utility Customer Service Leader	378	1	33.63	34.98	36.37	37.91	39.42
Senior Utility Leader	377	2	35.35	36.77	38.23	39.88	41.46
Senior Utility Service Representative	373	1	32.19	33.79	35.40	37.21	39.03
Senior Water Pollution Src Control Inspector	680	1	35.72	37.58	39.46	41.33	43.43
Social Services Planning Manager	785	1	50.90	53.38	56.01	58.90	61.77
Solid Waste Manager	727	1	42.66	44.77	47.06	49.38	51.83
Staff Fire Captain (40 Hr)	244	2	-	-	54.76	57.40	60.26
Storekeeper - Expediter	371	2	25.86	26.93	27.94	29.01	30.13
Streets Maintenance Supervisor	764	1	43.76	45.97	48.24	50.66	53.12
Supervising Building Inspector	741	1	48.01	50.47	52.88	55.54	58.31
Supervising Construction Inspector	780	1	48.01	50.47	52.88	55.54	58.31
Supervising Housing Inspector	748	1	48.01	50.47	52.88	55.54	58.31
Supervising Librarian I	736	4	35.65	37.48	39.50	41.58	43.76
Survey Engineer	778	1	45.54	47.80	50.24	52.72	55.34
Surveyor	612	1	34.21	35.90	37.69	39.56	41.55
Sweeper Equipment Operator	362	3	27.09	28.00	29.12	30.36	31.56
Technical Assistant	906	0.5	-	-	-	-	15.00
Technical Intern	908	0.5	-	-	-	-	15.00
Traffic Safety Assistant	901	1.2	-	-	-	-	12.43

Staffing Summary - Listed By Number of Full-Time/ Part-Time Positions

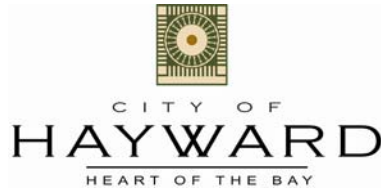
Listed Alphabetically By Position Title and Step Range

Rates Effective July 1, 2010

Title	Job No.	FTE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
Transportation Manager	757	1	50.90	53.38	56.01	58.90	61.77
Tree Trimmer	340	3	29.16	30.32	31.55	32.67	33.95
Utilities Engineer	765	2	49.22	51.64	54.23	56.98	59.79
Utilities Maintenance Mechanic	325	9	32.39	33.64	34.96	36.37	37.84
Utilities Maintenance Supervisor	766	1	44.58	46.85	49.17	51.64	54.20
Utilities Operations & Maintenance Manager	716	1	49.46	51.93	54.51	57.24	60.10
Utilities Service Worker	368	2	28.24	29.36	30.57	31.64	32.87
Utilities Superintendent	735	1	60.15	63.18	66.34	69.69	73.22
Utility Leader	374	5	31.06	32.30	33.64	34.82	36.16
Utility Worker	372	18	28.24	29.36	30.57	31.64	32.87
Water Meter Mechanic	375	3	28.64	29.74	30.97	32.24	33.53
Water Meter Reader	369	2.5	25.60	26.61	27.70	28.71	29.85
Water Pollution Control Admin	769	1	44.58	46.85	49.17	51.64	54.20
Water Pollution Control Facilities Manager	759	1	54.75	57.45	60.37	63.34	66.56
Water Pollution Source Control Inspector	679	5	32.46	34.15	35.71	37.55	39.41
Web Specialist	634	1	36.56	38.40	40.31	42.32	44.43
WPCF Lead Operator	351	6	34.66	36.04	37.46	38.94	40.51
WPCF Maintenance Supervisor	719	1	44.58	46.85	49.17	51.64	54.20
WPCF Operations & Maintenance Manager	717	1	49.46	51.93	54.51	57.24	60.10
WPCF Operations Supervisor	718	1	44.58	46.85	49.17	51.64	54.20
WPCF Operator	350	6	31.51	32.77	34.08	35.41	36.84
Youth & Family Services Manager	790	1	50.90	53.38	56.01	58.90	61.77
Total		836.15					

Note:

1. Original hourly rate set at fifth step. A second rate was set at a later date.
2. Human Resources Department currently reviewing.



City Attorney Department

Director: City Attorney Michael Lawson

Department Mission Statement

The mission of the City Attorney's Office is to provide the City Council and all other City offices the legal advice and representation they request or require in order to provide service to the public; to advise and take appropriate steps to reduce the risks of various City activities; and to assist in the administration and enforcement of laws, regulations and City programs.

	Core Services	Performance Measures
Legal Services Program	- Serves as “corporate” legal counsel to the City Council, all City advisory bodies, and officers - Provides legal counsel to employees of the City when involved in contractual and regulatory business affairs - Represents the City in litigation	- Provides timely and efficient responses to client inquiries - Offers good customer support - Reflects strong ethical and organizational framework for department operations - Takes a leadership position, as appropriate, and follows through promptly to end result - Demonstrates thorough knowledge of applicable laws and regulations
Rent Review Program	- Administers the City’s two rent control ordinances; one covering houses/apartments, the other covering mobile home spaces, including determinations regarding rental unit fee requirements - Coordinates the mediation and arbitration dispute process - Advises affected individuals about changes in the ordinances - Handles litigation and responds to inquiries concerning the ordinances associated with the rent stabilization ordinances, and defends arbitration decisions	- Maintains accurate and up-to-date status of rent-controlled units and spaces - Directs non-applicable rent ordinance inquiries to other referral agencies for assistance - Aggressively defends mobile home and residential arbitration decisions in court - Responds to 90% of inquiries and complaints within 48 hours

**City Attorney
Department**

Liability Insurance	• Monitors and manages the City's liability insurance program • Procures the City's self-insured general liability, property, auto, and fiduciary insurance	1. Seeks competitive insurance coverages for all City operations through active involvement with joint powers authority 2. Track information associated with City's general liability, property insurance, and claim costs
Risk Management	• Works with staff to reduce or eliminate risks and hazards associated with City activities and projects	1. Takes responsibility for identifying and managing risk reduction strategies

FY2010 Departmental Performance

1. Continued efforts to handle litigation in-house and reduce reliance on outside counsel.
2. Actively assisted in code compliance programs.
3. Administered and monitored the City's rent stabilization ordinances.
4. Monitored and apprised our clients of changes in state law regarding public meetings and conflicts of interest.
5. Advised the City Clerk of election issues.
6. Provided periodic training to City departments on legal issues as needed.
7. Engaged in a targeted neighborhood nuisance abatement program, Synchronized Multi-agency Safe Housing, (SMASH), along with other key City departments
8. Realigned department priorities to support City Council priorities, and deployed assets accordingly.
9. Completed City Council work session update on mobile home park regulations.

Significant Changes in FY2010

1. Key staffing appointments made to address turnover.

City Attorney Department FY2011 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
1. Accelerate actions associated with targeted neighborhood nuisances and abatement program.	X	X	X			
2. Support departments in economic development projects as necessary or appropriate.				X	X	
3. Support the City's Synchronized Multi-agency Safe Housing (SMASH) program to deal with problem houses in the City.	X	X	X			
4. Drafted legislation related to a "Seniors Only" Mobile Home Park Ordinance.			X	X		
5. Provide legal review and support for implementation of new noise ordinance.		X		X	X	

FY2011 Core Service Objectives

1. Continue to manage in-house litigation efforts and special counsel services.
2. Continue to administer and monitor the City's rent stabilization ordinances and ensure consistency with State law.

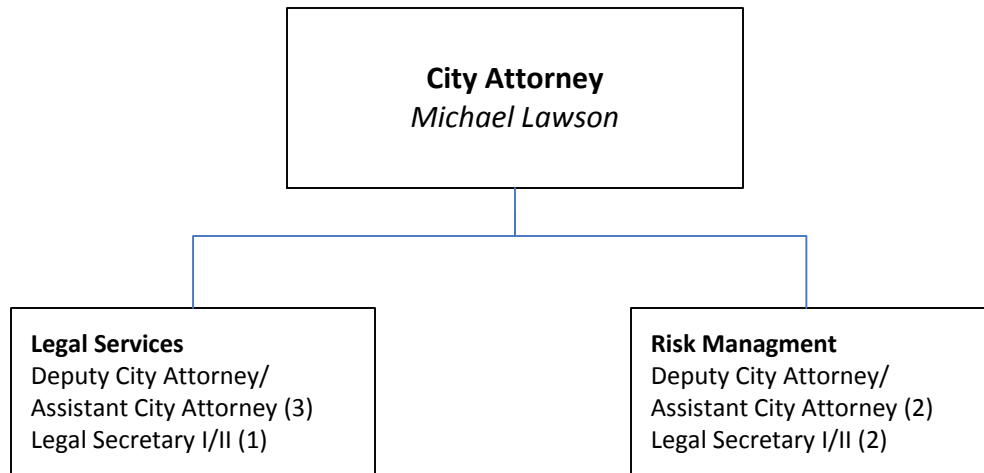
3. Assure that departmental assets are deployed to be consistent with and supportive of City Council priorities.
4. Continue to monitor and apprise Council and City staff of any changes in State law regarding public meetings and conflicts of interest.
5. Manage, evaluate, and settle claims, as necessary and appropriate.
6. Provide legal counsel to Planning Commission and other advisory bodies, as necessary and appropriate.

City Attorney Department FY2012 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
1. Accelerate actions associated with targeted neighborhood nuisances and abatement program.	X	X	X			
2. Support departments in economic development projects as necessary or appropriate.				X	X	
3. Support the City's Synchronized Multi-agency Safe Housing (SMASH) program to deal with problem houses in the City.	X	X	X			
4. Provide legal review and support for implementation of new ordinances and the amending of the municipal code.		X		X	X	

FY2012 Core Service Objectives

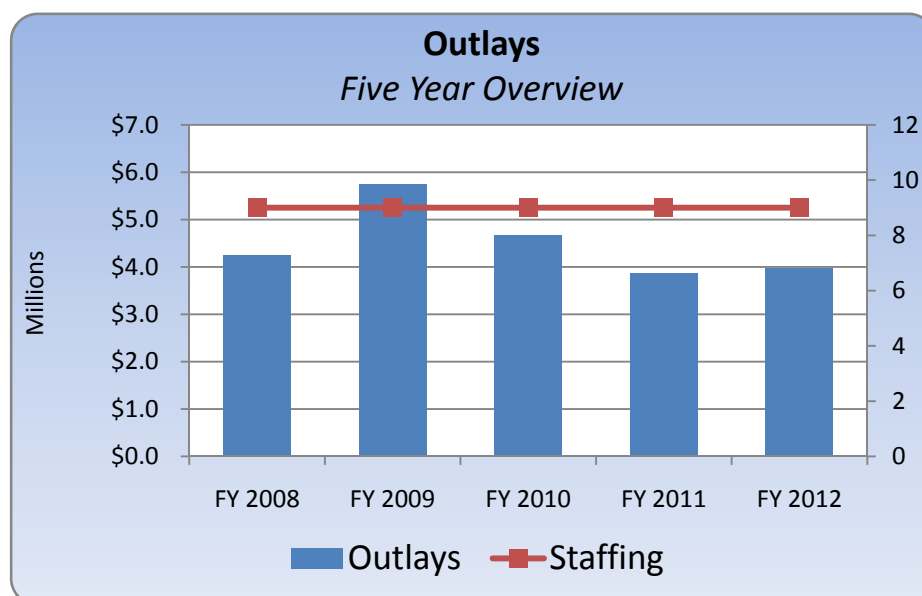
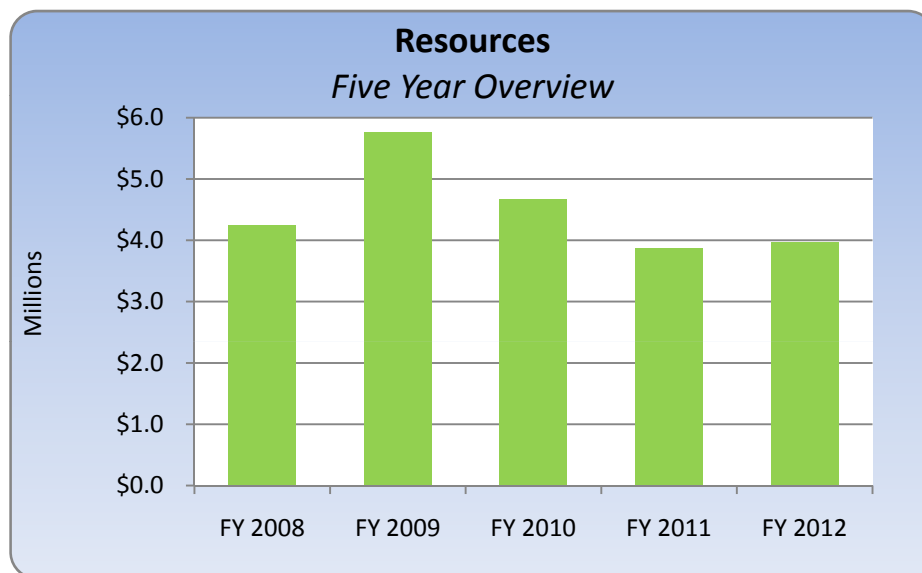
1. Continue to manage in-house litigation efforts and special counsel services.
2. Continue to administer, monitor the City's rent stabilization ordinances, and ensure consistency with State law.
3. Assist the City Clerk in providing direction and advice to candidates on election issues.
4. Continue to monitor and apprise Council and City staff of any changes in State law regarding public meetings and conflicts of interest.
5. Manage, evaluate, and settle claims, as necessary and appropriate.
6. Provide legal counsel to Planning Commission and other advisory bodies, as necessary and appropriate.
7. Deploy departmental assets to support City Council priorities.

Office of the City Attorney



City Attorney Department Resources and Outlays

All Funds Summary
Resources, Outlays, and Staffing Over Last Five Years



City Attorney Department Overview

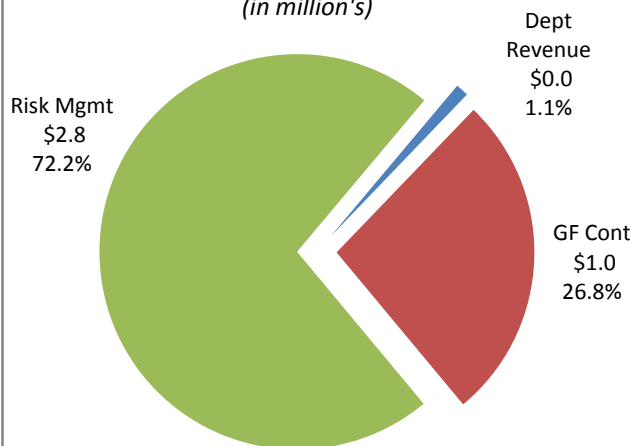
FY 2011

Outlays \$3.9 million, Staffing 9.0 FTE

FY 2011

Resources By Type

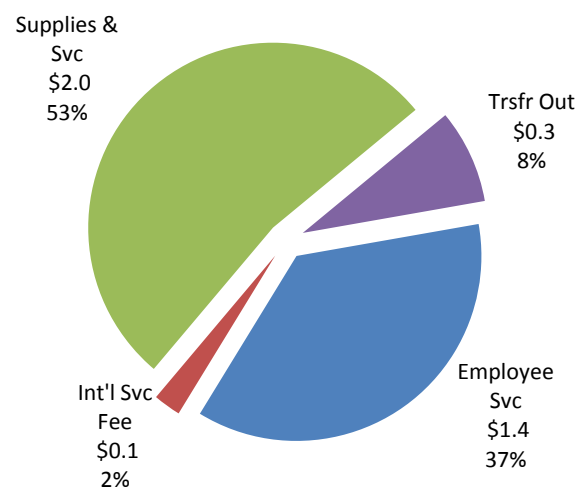
(in million's)



FY 2011

Expenditures By Type

(in million's)



FY 2011

Staffing By Program

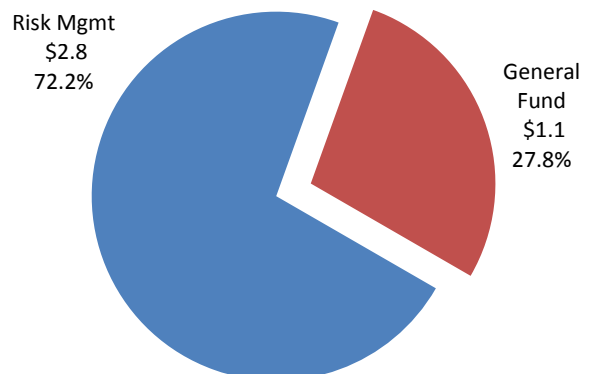
(By FTE)



FY 2011

Budget By Program

(in million's)

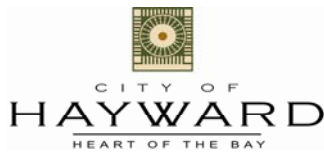


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Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
City Attorney Department					
ALL FUNDS SUMMARY					
City Attorney	1	1	1	1	1
Assistant City Attorney	5	5	5	5	5
Legal Secretary II	3	3	3	3	3
	9	9	9	9	9

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. None.



Department Summary

All Funds Summary - By Category

City Attorney Department

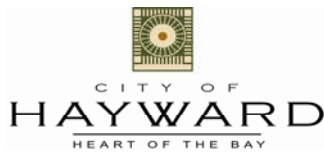
All Funds

All Funds Summary - By Category

Funding:

General Fund and Risk Management Fund.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue and Transfers in from Other Funds					
General Fund Revenue	10,504	16,477	16,000	41,000	41,000
Risk Management Fund	2,214,572	2,563,788	3,890,859	3,300,001	3,461,464
Risk Management Fund Balance	845,849	1,866,773	(382,339)	(506,074)	(599,494)
	3,070,925	4,447,038	3,524,520	2,834,927	2,902,970
Fund Subsidy					
General Fund Subsidy	1,166,739	1,304,785	1,140,470	1,037,136	1,056,601
Total Resources	4,237,664	5,751,823	4,664,990	3,872,063	3,959,571
OUTLAYS					
Expenditures					
Salary & Benefits	1,375,007	1,450,516	1,434,889	1,414,161	1,447,539
Charges (to)/from other programs	-	(2,115)	-	-	-
<i>Net Staffing Expense</i>	1,375,007	1,448,401	1,434,889	1,414,161	1,447,539
Maintenance & Utilities	899	112	1,700	1,800	1,800
Supplies & Services	2,506,356	3,818,275	2,736,937	2,044,851	2,089,851
Internal Service Fees	-	83,911	91,338	93,245	92,835
Capital	-	-	-	-	-
<i>Net Operating Expense</i>	2,507,255	3,902,298	2,829,975	2,139,896	2,184,486
Transfers out to other funds	355,402	401,124	400,126	318,006	327,546
Total Outlays	4,237,664	5,751,823	4,664,990	3,872,063	3,959,571
Net Change	-	-	-	-	-



Department Summary

All Funds Summary - By Program

City Attorney Department

All Funds

All Funds Summary - By Program

Funding:

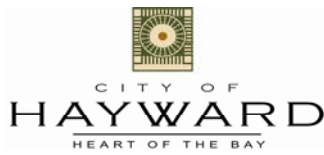
General Fund and Risk Management Fund.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue and Transfers in from Other Funds					
General Fund Revenue	10,504	16,477	16,000	41,000	41,000
Risk Management Fund	2,214,572	2,563,788	3,890,859	3,300,001	3,461,464
Risk Management Fund Balance	845,849	1,866,773	(382,339)	(506,074)	(599,494)
	3,070,925	4,447,038	3,524,520	2,834,927	2,902,970
Fund Subsidy					
General Fund Subsidy	1,166,739	1,304,785	1,140,470	1,037,136	1,056,601
Total Resources	4,237,664	5,751,823	4,664,990	3,872,063	3,959,571
OUTLAYS					
Expenditures and Transfer Out to Other Funds By Program					
General Fund	1,177,243	1,321,262	1,156,470	1,078,136	1,097,601
Risk Management Fund	3,060,421	4,430,561	3,508,520	2,793,927	2,861,970
Total Outlays	4,237,664	5,751,823	4,664,990	3,872,063	3,959,571
Net Change	-	-	-	-	-

Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
City Attorney Department					
General Fund (100)					
City Attorney	1	1	1	1	1
Assistant City Attorney	3	3	3	3	3
Legal Secretary II	2	2	2	2	2
	6	6	6	6	6

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. None.



Department Summary

Department: 100-1300

City Attorney Department

General Fund

Office of the City Attorney

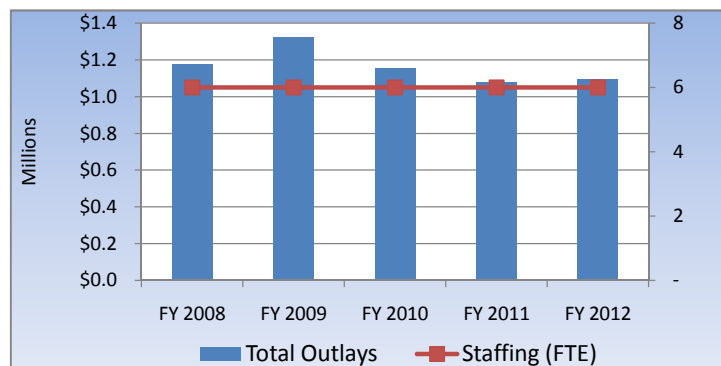
Description:

General legal services.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
Rental Review Fees	10,504	16,477	16,000	41,000	41,000
Total Resources	\$10,504	\$16,477	\$16,000	\$41,000	\$41,000
OUTLAYS					
Expenditures					
Salary & Benefits	913,767	972,589	969,895	928,993	948,732
Charges (to)/from other programs	-	-	-	-	-
<i>Net Staffing Expense</i>	913,767	972,589	969,895	928,993	948,732
Maintenance & Utilities	616	10	1,500	1,500	1,500
Supplies & Services	262,860	294,423	122,268	83,551	83,551
Internal Service Fees	-	54,240	62,807	64,092	63,818
Capital Outlay	-	-	-	-	-
<i>Net Operating Expense</i>	263,476	348,673	186,575	149,143	148,869
Total Outlays	\$1,177,243	\$1,321,262	\$1,156,470	\$1,078,136	\$1,097,601
General Fund Subsidy	\$1,166,739	\$1,304,785	\$1,140,470	\$1,037,136	\$1,056,601
<u>FY 2011 Major Budget Items:</u> 1. \$64,092 Internal Service Fees. <u>FY 2011 Significant Budget Changes:</u> 1. FY 2011 Supplies & Services reflect reduction in outside attorney expense.					

Outlays and Staffing over the past five years.

FY 2011 Staffing Change: None
FY 2011 Outlays Change: (\$78,334)



Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.					
City Attorney Department Risk Management Fund (711)					
Assistant City Attorney	2	2	2	2	2
Legal Secretary II	1	1	1	1	1
	3	3	3	3	3

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. None.

Fund Summary

Fund: 711

City Attorney Department

Internal Service Fund

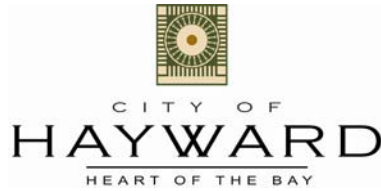
Risk Management

Description:

Risk management services.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Beginning Working Capital Balance July 1	\$2,888,986	\$2,043,137	\$176,364	\$558,703	\$1,064,777
RESOURCES					
Revenue					
Interest	105,794	41,072	40,000	-	-
Other Revenue	17,137	190,945	25,000	-	-
	122,931	232,017	65,000	-	-
Transfer In					
Liability Insurance Premium	2,091,641	2,331,771	2,825,859	3,300,001	3,461,464
From General Fund	-	-	1,000,000	-	-
	2,091,641	2,331,771	3,825,859	3,300,001	3,461,464
Total Resources	2,214,572	2,563,788	3,890,859	3,300,001	3,461,464
OUTLAYS					
Expenditures					
Salary & Benefits	461,240	477,927	464,994	485,168	498,807
Charges (to)/from other programs	-	(2,115)	-	-	-
<i>Net Staffing Expense</i>	461,240	475,812	464,994	485,168	498,807
Maintenance & Utilities	283	102	200	300	300
Supplies & Services	1,257,898	2,838,886	1,758,146	1,061,300	1,061,300
Internal Service Fees	-	29,671	28,531	29,153	29,017
Insurance	985,598	684,966	856,523	900,000	945,000
Capital Outlay	-	-	-	-	-
<i>Net Operating Expense</i>	2,243,779	3,553,625	2,643,400	1,990,753	2,035,617
Transfers out to other funds					
Trsfr to Gen Fund - Cost Allocation	355,402	401,124	400,126	318,006	327,546
<i>Total Transfers Out</i>	355,402	401,124	400,126	318,006	327,546
Total Outlays	\$3,060,421	\$4,430,561	\$3,508,520	\$2,793,927	\$2,861,970
Net Change	(\$845,849)	(\$1,866,773)	\$382,339	\$506,074	\$599,494
Ending Working Capital Balance JUNE 30	\$2,043,137	\$176,364	\$558,703	\$1,064,777	\$1,664,271
FY 2011 Major Budget Items:			FY 2011 Significant Budget Changes:		
1. \$900,000 Insurance.			1. Incurred one-time expenses in FY 2010 which will not be repeated in FY 2011.		

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City Clerk Department

Director: City Clerk Miriam Lens

Department Mission Statement

The mission of the City Clerk's Office is to ensure the security and accessibility of all official City records; serve as the information and records manager of all legislative proceedings; conduct all aspects of municipal elections; and serve as a support office to the City Council, City staff, City boards and commissions, and the residents of Hayward.

	Core Services	Performance Measures
Records Management	- Responsible for providing Information and Records Management - Administer the paperless Imaging System for permanent records - Maintain City-wide Records Retention Program - Provide on-line legislative history of Council and Planning Commission meetings - Publish and file legal notices - Certify and notarize City documents - Maintain Hayward Municipal Code	- Maintain the legislative history of Council and Planning Commission 100% of the time - Accurately review Laserfiche documents 100% of the time - Meet noticing requirements 95% of the time - Maintain 100% customer satisfaction reflected by repeat customers - Comply with the City Charter 100% of the time by having ordinances fully executed upon adoption
Council/Boards & Commissions	- Support City Council proceedings – Agendas and Minutes - Maintain Planning Commission proceedings and documents - Support the administrative needs of the City's Boards, Commissions, Committees, and Task Force - Administer Oaths of Office to all new employees as well as appointed and elected officials	- Maintain excellent work performance 100% of the time by attending to Council, City Staff and constituents - Exceed applicant to vacancy ratio by more than 200%
Elections	- Conduct, administer, and certify Municipal Elections - Perform voter outreach services - Assure timely and complete filing of Statements of Economic Interest and Campaign Disclosure Statements with Fair Political Practices Commission	- Meet Elections Code 100% of the time - Review 95% of all 700 Forms for compliance with the Fair Political Practices Commission
Public Service	- Maintain Passport Program – accept U.S. passport applications - Conduct research services upon request - Provide public notary service - Maintain the City Calendar - Provide access to public records	- Meet Department of State guidelines for processing passport applications 100% of the time - Meet 10-day requirement response deadline set by the Public Records Request Act - Receive feedback from customers and City staff that reflect 100% service satisfaction

FY2010 Departmental Performance

1. Improved the fiscal stability of the department by continuing to provide passport services.
2. Improved staff knowledge of the Passport Program by attending passport training.
3. Implemented Agenda Manager Program and conducted interdepartmental training for employees on its use.
4. Continued delivery of notices to the community by providing agendas and City documents via e-mail.
5. Maintained the Hayward Municipal Code by updating it within the required adoption procedures.
6. Consolidated the General Municipal Election of the City of Hayward with the State of California Primary Election on June 8, 2010, for the purpose of electing a Mayor and two members of the City Council for terms of four years.
7. Hired a new Deputy City Clerk.
8. Engaged staff by conducting meetings that generate two-way dialogue between management and staff.
9. Improved official records accessibility by City staff and the public by connecting the Laserfiche Imaging System to the City's website via Laserfiche Weblink.
10. Improved the City Clerk's website by providing more information available to City staff and the public.

Significant Changes in FY2010

The following was not accomplished due to the reduction in staffing:

- Consider possible combinations of some Boards, Commissions, and Committees.

FY2011 Potential Budget Cuts and Service Delivery Reductions

Five Percent Employee Services Savings – Implemented in FY2010

The City will be reducing employee services costs for non-safety employees by approximately five percent by implementing 104 hours (13 days) of unpaid furlough for all non-safety employees. Safety employees have agreed to other reductions in pay that equates to five percent in savings.

City Clerk Department FY2011 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
1. Coordinate with City Departments to promote a paperless work environment by identifying work processes that can eliminate/reduce the production of paper copies.					X	
2. Expand the use of Agenda Manager to include an intra-departmental workflow.					X	
3. Expand the use of Agenda Manager to include Boards, Commissions, and Committee agendas.					X	
4. Consider possible combination of some Boards, Commissions, and Committees.			X			
5. Review the Retention Schedule Program.						X
6. Embellish the recruitment of prospective members for the various City's boards and commissions by conducting a Volunteer Open House.			x			

FY2011 Core Service Objectives

1. Improve quality service by having the Hayward Municipal Code reviewed and recodified.
2. Improve community participation by maintaining a blog of Hayward events.

City Clerk Department FY2012 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
1. Conduct a feasibility study on issuing marriage license to improve public service.					X	
2. Continue recruitment efforts of prospective members for the various City's boards and commissions by conducting a Volunteer Open House.			X			

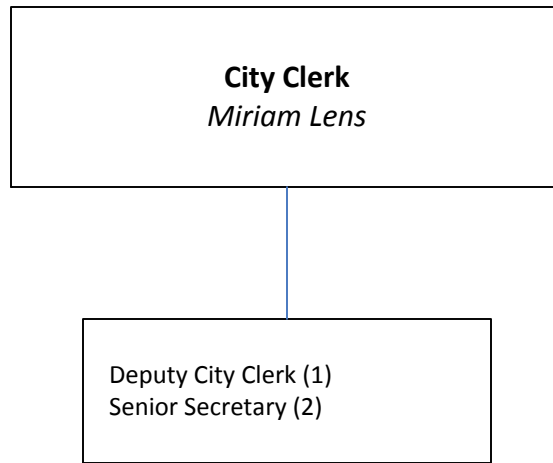
FY2012 Core Service Objectives

1. Conduct a Municipal Election to elect four Council Members.
2. Encourage public participation during the election by providing assistance using the County Registrar's Voter Database.
3. Continue to maintain a blog of community events.
4. Review the City Charter.
5. Coordinate with Fair Political Practices Commission to offer workshops for candidates during the election.

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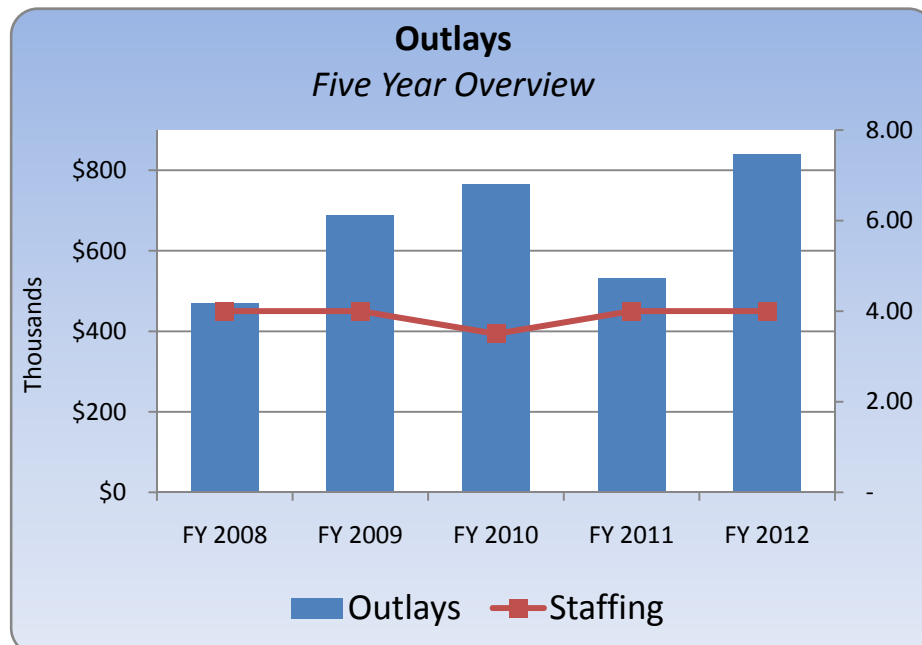
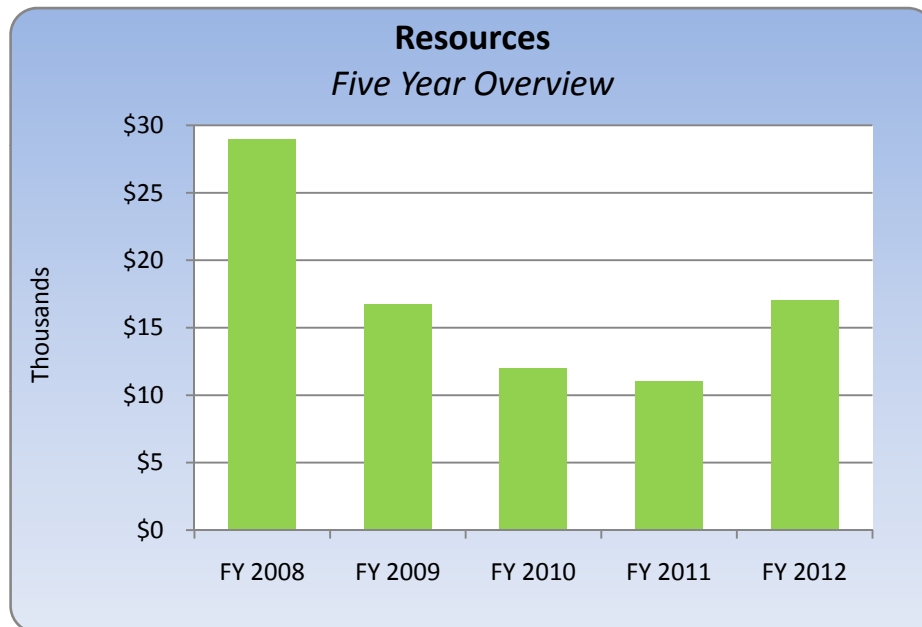
FY 2011 STAFFING
4.0 FTE

City Clerk



City Clerk Department Resources and Outlays

Resources, Outlays, and Staffing Over Last Five Years



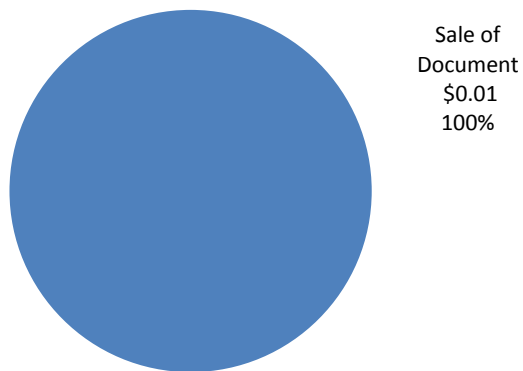
City Clerk Department Overview

FY 2011

Outlays \$0.5 million, Staffing 4.0 FTE

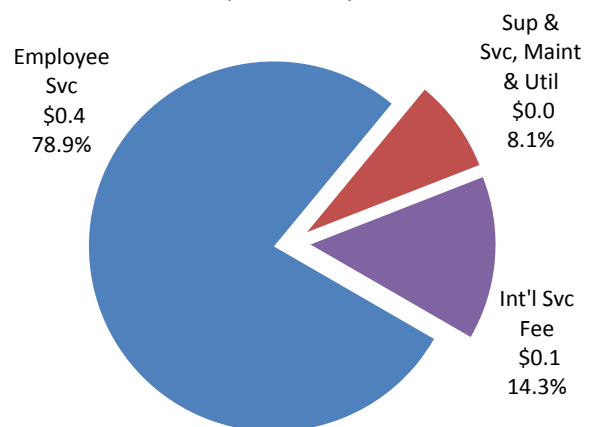
FY 2011

Resources By Type (in million's)



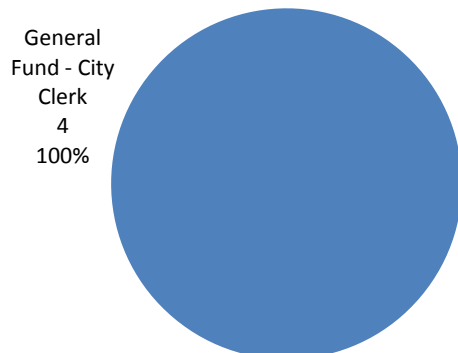
FY 2011

Expenditures By Type (in million's)



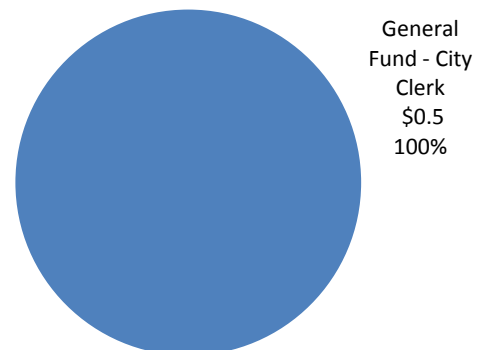
FY 2011

Staffing By Program (By FTE)



FY 2011

Budget By Program (in million's)



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Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.					
City Clerk Department					
ALL FUNDS SUMMARY					
City Clerk	1	1	1	1	1
Deputy City Clerk	1	1	1	1	1
Administrative Secretary	1	1	0	0	0
Senior Secretary ¹	1	1	1.5	2	2
	4	4	3.5	4	4

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. Increase from .50 to 1.0 FTE Senior Secretary.

Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
City Clerk Department					
General Fund (100)					
City Clerk	1	1	1	1	1
Deputy City Clerk	1	1	1	1	1
Administrative Secretary	1	1	0	0	0
Senior Secretary ¹	1	1	1.5	2	2
	4	4	3.5	4	4

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. Increase from .50 to 1.0 FTE Senior Secretary.

Department Summary

100-1400

City Clerk Department

General Fund

Office of the City Clerk

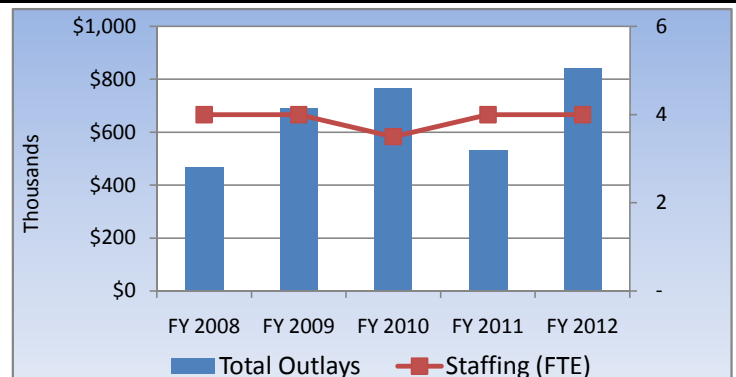
Description:

Office of the City Clerk.

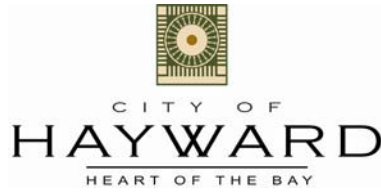
	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
Sale of Documents	28,983	16,751	12,000	11,000	17,000
Total Resources	28,983	16,751	12,000	11,000	17,000
OUTLAYS					
Expenditures					
Salary & Benefits	419,315	383,902	354,731	413,621	422,452
Charges (to)/from other programs	-	-	-	-	-
<i>Net Staffing Expense</i>	419,315	383,902	354,731	413,621	422,452
Maintenance & Utilities	340	412	840	800	800
Supplies & Services	44,122	32,329	35,530	42,280	42,280
Internal Service Fees	-	61,968	74,004	76,005	75,525
Election Expense	-	210,942	300,000	-	300,000
Capital Outlay	4,687	-	-	-	-
<i>Net Operating Expense</i>	49,149	305,651	410,374	119,085	418,605
Total Outlays	468,464	689,553	765,105	532,706	841,057
General Fund Subsidy	439,481	672,802	753,105	521,706	824,057
FY 2011 Major Budget Items: 1. None. FY 2011 Significant Budget Changes: 1. Municipal election not budgeted in FY 2011.					

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: +.50 FTE
FY 2011 Outlays Change: (\$232,399)



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City Manager Department

Director: City Manager Fran David

Department Mission Statement

The mission of the City Manager Department is to assist the City Council in developing policies that are responsive to the needs of the community, to ensure effective implementation of adopted policies, and to provide direction and leadership to employees of the organization.

City Manager's Office

	Core Services	Performance Measures
Department Administration	• Provide Mayor and Council with staff support and act as their liaison to the organization. • Develop, complete, and present policy analysis to Mayor and Council. • Be the City's central Public Information point for the media and others; manage WEB presentation and content; assure functionality of the public access channel, KHRT (Channel 15), and approve channel content. • Provide leadership to all other departments and City activities; assure accountability of all the departments and staff responsible for the core activities and annual work program of the City. • Oversee the development of the annual budget and present proposed budget to Council. • Provide reliable and complete budget/fiscal information to Mayor, Council, and community throughout the year. • Oversee and coordinate large, complex, or controversial capital and organizational projects. • Track and respond to constituent issues reported to the Mayor and Council and/or the City Manager's office. • Lead, advise and provide guidance for the implementation of the departmental objectives for FY2010 that address the Council Priorities of: - Crime & Public Safety - Cleanliness - Neighborhood Services - Land Use/Sustainability - Fiscal Stability - Organizational Health	1. Council reports are completed on time and agendas are ready for delivery by due date. 2. KHRT (Channel 15) is being transmitted as scheduled. 3. Budget is developed and presented to Council on time and fully balanced. 4. Management Achievement Plans (MAPs) are completed for all Directors and for their Senior Managers and performance assessment sessions are held and documented at least annually. 5. Council believes the organization is responding to and properly supporting Council priorities. 6. Council is fully and appropriately informed on the financial performance of the organization on a regular and timely basis.

	Core Services	Performance Measures
Economic Development	• Provide business attraction, retention, and expansion services. • Enhance Hayward's reputation as "business friendly" and serve as an advocate within City organization to spur business development. • Provide technical assistance and finance mechanisms for business development. • Offer small business loans to qualified businesses in Hayward to create job opportunities for low and moderate-income Hayward residents. • Spearhead lively usage and programming of events at City Hall Plaza in order to further stimulate Downtown development activity and economic growth. • Develop vibrant Buy Local/Shop Local Program. • Monitor and measure economic indicators to assess strategy results. • Discuss and collaborate with Development Services Department to facilitate development interests through site selection, expedited plan review and other business support services. • Manage the "Hayward Open for Business" website. • Develop/partner with Cal State East Bay/Chabot College to develop college discount days.	1. Pro-actively recruit businesses to the City of Hayward by attending and networking at over ten International Council of Shopping Centers, Urban Land Institute, and other retailer industry events. 2. Develop and maintain successful relationships with developers, brokers, commercial property owners, and future businesses/tenants measured by receiving above average customer service 90% of the time related to timeliness and courtesy. 3. Facilitate quarterly small business workshops that provide businesses access to capital and resources and facilitate at least four annual events through the Northern Silicon Valley Partnership. 4. Provide at least 3 small business loans to eligible businesses to stimulate at least 9 new jobs for low and moderate income Hayward residents. 5. Expansion of Summer Concert Series to include at least 10 annual concerts, 4 annual Movies on the Plaza, and other ancillary activities.

	Core Services	Performance Measures
Neighborhood Services	• Implement the Neighborhood Partnership Strategic Plan to increase resident engagement in civic and neighborhood improvement activities. • Enhance communication between Hayward constituents and the City. • Conduct Code Enforcement - in combination with service coordination, education, assistance and persuasion - to correct Hayward Municipal Code violations and to create a safe, healthy, clean, and attractive community. • Support neighborhood and community improvement projects and activities conducted by neighborhood groups. • Implement and support special projects aimed at improving the health and safety of Hayward neighborhoods, including: Synchronized Multi-agency Safe House, Public Art Program, Keep Hayward Clean and Green Task Force, Blight Buster Program, and the Fire Suppression Program. • Provide staff support to the Keep Hayward Clean and Green Task Force. • Submit applications for awards that recognize innovative and outstanding City programs and projects; and for grants that supplement and compliment General Fund supported City services. • Manage inter-agency agreements between the City and other public and private agencies. • Develop and recommend public policy changes that strengthen services to the community.	1. A minimum of 15 neighborhood meetings, the annual Youth Leadership Summit, and the annual Neighborhood Leadership Academy will be conducted in FY2011. 2. Hayward constituents will utilize web-based social media and translation services (in addition to traditional communication modes) to communicate with City decision makers 3. Customers reporting community appearance issues and code violations to the City will rate their satisfaction with City services as above average. 4. Concise, complete, and accurate code enforcement case files will be used to support abatements, public hearings, warrant processes, and required statistical reports that measure caseloads, timeliness, efficiencies, cost recovery, and accountability. 5. Up to \$20,000 in Neighborhood Improvement Grants, and up to \$15,000 in Neighborhood Initiated Civic Engagement (NICE) Hayward Neighborhood Awards, will be allocated to neighborhood groups in support of neighborhood and community improvement projects and activities.

	Core Services	Performance Measures
Redevelopment Agency and Housing Set-aside	Plan and implement redevelopment projects in order to promote physical and economic revitalization and achieve the goals of the Hayward Redevelopment Plan, including the following: • Construct public improvements, such as parking facilities, infrastructure, parks and beautification projects. • Support transit-oriented development in Downtown and South Hayward BART Station areas. • Preserve existing residential and commercial areas, and promote re-use of obsolete buildings via assistance to property owners for rehabilitation. • Assemble underutilized, dilapidated, or poorly configured properties for development of new housing and commercial uses, assist with property clearance, relocation, and environmental remediation, negotiate, and administer redevelopment agreements. • Coordinate downtown promotional efforts, including events, advertising, banners, farmers market, and Downtown Business Improvement Area. • Support planning projects in the Redevelopment Area.	1. Fund the design of the South Hayward BART Station replacement parking garage associated with South Hayward BART TOD, and undertake design of other public improvements as funding allows. 2. Undertake Foothill Blvd. Façade Improvement Design and Installation as part of Downtown Retail Attraction effort. Complete façade designs for Block 1 and 2, offer façade improvement loans to all property owners. 3. Continue to support the redevelopment of the City Center site; undertake deconstruction of Centennial Hall. Support efforts to clear the 11-story privately owned office building and City Center garage.

	Core Services	Performance Measures
Affordable Housing Program	• Preserve and expand the supply and variety of housing, including affordable housing, in the City of Hayward and in the Redevelopment Project Area. • Facilitate, and provide land and financing for the creation of new affordable housing. • Develop and implement programs and resources to combat home foreclosures. • Provide assistance to first-time homebuyers, administer First Time Homebuyer Program. • Rehabilitate single and multi-family rental housing residences. • Monitor City-sponsored affordable housing projects, administer regulatory agreements. • Administer the City's Inclusionary Housing Ordinance. • Participate in the HOME Consortium to obtain HOME Investment Partnerships Program funds.	1. Prepare a feasibility assessment of the proposal to activate the City's Housing Authority and administer a Section 8 housing program. 2. Implement the Route 238 Opportunity to Purchase Home Program. Ensure CalTrans tenant survey, complete appraisals and inspect all eligible corridor homes, complete home purchase or payment of stipend for at least one-half of the affected tenants. 3. Continue to implement the NSP1 and NSP2 foreclosed home acquisition, rehabilitation, and sale program. Sell first round NSP1 properties (up to four homes). Purchase and rehabilitate second round properties, (up to three properties). 4. Convey the B & Grand affordable housing site for development.

FY2010 Departmental Performance

1. Resolved the over 30-year old 238 Bypass Freeway and related housing dispute; achieved a court-approved settlement agreement and assured dismissal of La Raza Unida v. Volpe in Federal Court.
2. Assured continuity of City operations through the transition to a new City Manager.
3. Hired a new Human Resources Director.
4. Hired a new Director of Library and Community Services.
5. Assured competent backfill of management and leadership in the Finance Department in the temporary absence of Finance Director.
6. Appointed new Economic Development Manager.
7. Facilitated the quarterly Business Visitation Program to visit Hayward's major sales tax revenue producers and large employers (3 per quarter; 12 per year).
8. Developed quarterly meetings with Southland Mall Manager and targeted approach to attract regional mall tenants.
9. Utilized financial and informational resources to optimize the delivery of business services in order to attract and retain new businesses, assisted in expansion of local businesses, all of which aid in producing new job opportunities.
10. Continued development and update of the Economic Development Website "Hayward Open for Business."
11. In conjunction with the Buxton Company, developed a retail attraction strategy program in order to fill vacant sites in key commercial corridors.
12. Funded five new Small Business Revolving Loans resulting in 18 new jobs.
13. Provided assistance to over 150 businesses, 50 commercial brokers, and 31 small business loan clients looking to relocate or expand their respective businesses to the City of Hayward.
14. Facilitated two free, small business workshops through the Alameda County Small Business Development Center.
15. Launched a Buy/Shop Hayward campaign which included a Winter Promotional Shop Hayward Campaign and a Vendor Fair that encourages business-to-business transactions.
16. Processed the City Council's adoption of the Hayward Neighborhood Partnership Program Strategic Plan in January 2010.

17. Conducted 19 Phase I Neighborhood Partnership meetings in 14 Hayward neighborhoods, and continue to provide staff support in partnership with 6 neighborhoods in Phase II of the Neighborhood Partnership Program. Strategies were implemented to enhance the accessibility of neighborhood meetings to monolingual Spanish speaking participants, including English/Spanish outreach materials and translation of meeting proceedings.
18. In March 2010, conducted the first Annual Youth Leadership Summit in partnership with Hayward Unified School District, Hayward Area Recreation and Park District, and other nonprofit youth service organizations. This training program provided 70 teens and young adults (ages 15-21) the knowledge and experience required for them to effectively participate with other Hayward residents of all ages in neighborhood and community improvement activities and events.
19. In April 2010, conducted the first Annual Hayward Neighborhood Leadership Academy, providing 40 community residents and other stakeholders the knowledge and experience needed to successfully develop and sustain neighborhood organizations to carry-out neighborhood and community improvement activities and events in partnership with the City and other private and public organizations.
20. Administered 5 Neighborhood Improvement Program (NIP) grants to Hayward neighborhood groups in support of resident-initiated neighborhood improvement projects.
21. Launched the Neighborhood Initiated Civic Engagement (NICE) Hayward Neighborhood Awards Program in May 2010 to recognize neighborhood and community improvement activities initiated and completed by Hayward neighborhood organizations.
22. Administered the Implementation of the American Recovery and Reinvestment Act (ARRA) funded Summer Youth Employment Program in coordination with the Hayward Adult School providing 19 internship slots for low-income/at-risk youth the opportunity to work in one of 12 City departments from July through September 2010.
23. During FY2010, 520 volunteers assisted City Departments with the delivery of City services and special projects benefitting Hayward constituents, including the delivery of over 425 food and clothing items to 71 low-income Hayward families during the winter holiday season.
24. Supervised volunteers and arranged City support for two community clean-up events coordinated by the Volunteer Hayward Program during the Week of Caring in September 2009.
25. Enhanced the efficiency and capacity of Community Preservation Code Enforcement efforts through the acquisition of field grade mobile lap top computers for Code Enforcement Inspectors for use in the field and in the office, resulting in expedited code enforcement processes and enhanced productivity. Other community blight reduction strategies include: increased proactive abatement procedures, the implementation of real estate property title clouding procedures, expedited lien and administrative hearing procedures, expedited warrant processes and the implementation of prevention measures (i.e., the Downtown Mural Program, Downtown News-rack Improvement Project). The development and use of community partnerships (e.g.; KHCG Task Force, Blight Busters, and Neighborhood Clean-up Volunteers via the Neighborhood Partnership Program) have also contributed significantly to improving the livability of the Hayward community.

26. Implementation and ongoing use of Access Hayward and Government Outreach (i.e., the code enforcement dedicated portion of the City's CRM system) resulting in enhanced capacity to process, track, report, and manage Community Preservation code enforcement cases. Also enhances ability to evaluate program performance via automated customer satisfaction tool.
27. Secured Redevelopment, Capital Improvement, and Community Development Block Grant funds to support the Hayward Public Arts Program, initiated as a pro-active code enforcement and community improvement strategy to mitigate graffiti and improve the appearance of the Hayward community. Local artists were procured to create public murals on privately owned building walls, as well as on utility boxes, under passes, public benches, and Library book drop boxes.
28. The Hayward Blight Busters Program, which enhances Community Preservation (CP) Code Enforcement capacity and expedites the processing of CP cases with the assistance of trained community volunteers, was expanded and is now operating in both the Fairway Park and Eden Gardens neighborhoods. Fairway Park Blight Buster Volunteers reported over 400 Community Preservation cases since its inception in October 2008. Eden Gardens Blight Busters (trained in October 2009) began reporting cases in January 2010. To-date over 50 code enforcement cases have been opened with assistance of Eden Gardens Blight Busters.
29. Actively participated in over 10 (approximately once per month) Synchronized Multi-agency Action for Safe Housing (SMASH) Operations with other City Department representatives and coordinated by the Hayward Police Department to address problem properties with residents that have multiple criminal and property code violations.
30. Improved the efficiency and effectiveness of City code enforcement activities through the revision of the Community Preservation Ordinance as well as to private property lien and administrative hearing processes.
31. Developed partnerships with PG&E, AT&T, Caltrans, Alameda County, Bay East Association of REALTORS®, and the Union Pacific Rail Road to coordinate community code enforcement action; address neglected bank foreclosed residential properties; and to support public art activities - all designed to address the issue of community blight.
32. In conjunction with the City Attorney's Office and the Hayward Police Department, made revisions designed to strengthen the enforceability of the Hayward Noise Ordinance, and developed coordinated strategies with the Hayward Police Department to enforce the revised Ordinance adopted by the City Council.
33. In conjunction with the Planning and Building Divisions of the Development Services Department, initiated revisions to the Hayward Zoning Ordinance designed to strengthen enforcement abilities and clarify vague language.
34. In coordination with the Maintenance Services Department, provided staff support to the Keep Hayward Clean and Green (KHCG) Task Force including the development of a 12-month Task Force meeting agenda plan; assistance with monthly meetings and community clean-up events; and with the promotion of Task Force meetings and community clean-up events on the City's website and at Neighborhood Partnership Program neighborhood meetings. Also, in conjunction with the City Attorney's Office, supported the development of

Keep Hayward Clean and Green (KHCG) Task Force Bylaws; and with the City Clerk's Office revised processes pertaining to the recruitment and appointment of KHCG Task Force members.

35. Continued management of the City Center Campus Project. Finalized terms for a Disposition & Development Agreement. Efforts to assist developer financing with federal Recovery Zone Facilities bonds. Closed Centennial Hall. Project has stalled due to economic conditions.
36. Facilitated redevelopment of South Hayward BART area. State Prop 1-C funds were awarded to this project in June 2009. Hired contract project manager and economic consultant. Met with BART and developer regarding deal structure, documentation, and project phasing. City/Redevelopment Agency to approve an affordable housing predevelopment loan.
37. Continued Retail Attraction Program. Loans made to approximately four businesses. New Foothill Boulevard Façade Initiative underway: architect hired to design facades for two block faces of Foothill, and panel of designers selected for individual businesses.
38. Completed installation of B/Main Street electrical transformer upgrades
39. Initial fieldwork for Route 238 potential redevelopment survey area determined that the area did not meet criteria for redevelopment project area adoption.
40. Prepared and adopted Redevelopment Agency Five-Year Implementation Plan.
41. Completed Cinema Place Alley lighting and murals. Environmental remediation is ongoing.
42. Issued mortgage revenue bonds and provided \$1.5 million affordable housing loan for acquisition and rehabilitation of Tennyson Gardens development.
43. Re-negotiated Cannery Place/Citation Homes Inclusionary Housing Agreement, including new agreement with Integral Communities, and acquired B & Grand affordable housing site.
44. Implemented federal Neighborhood Stabilization Program (NSP), funded Foreclosed Home Acquisition/Rehabilitation/Re-sale Program, contracted with Habitat for Humanity to act as agent for this program, acquired four first-round homes for acquisition and re-sale.
45. Disseminated foreclosure prevention resource information to Hayward homeowners receiving mortgage notices of default, and presented at several foreclosure prevention seminars sponsored by non-profit and community organizations.
46. Provided 20 First-time Homebuyer Loans, sponsored and attended homebuyer education seminars.
47. Conducted Inclusionary Housing In-Lieu fee Study and Ordinance Review.
48. Conducted tenant intervention effort at The Majestic Apartments regarding maintenance and vandalism issues and rent increases – worked with property owner to change management company.

49. Hired an Affordable Housing Manager and began implementation of 238 Corridor/Housing Settlement Agreement.

Significant Changes in FY2010

The City Manager resigned effective April 2010. The Assistant City Manager assumed the role of Acting City Manager through April, and was appointed the City Manager effective May 2010. The position of Assistant City Manager remains vacant.

In the Economic Development Division, a new position for Economic Development Manager was added in June 2009, the Economic Development Specialist was reclassified in July 2009 into a new title of Economic Development Coordinator, and a new part-time Event Coordinator was hired in September 2009.

With the departure of the Library and Neighborhood Services Department Director in March 2009, the Department entered FY2010 with an interim re-organized structure. At that time, the major functions of the Neighborhood Services Division were temporarily reassigned to three other Departments: Community Preservation code enforcement functions were moved under the Maintenance Services Department; Community Development Block Grant (CDBG) /Social Services functions were moved under the auspices of the Redevelopment Agency; and the Neighborhood Partnership Program and other related neighborhood services were moved into the Office of the City Manager. The Library functions remained essentially unchanged under the direction of the Acting Library Director, Sean Reinhart. In January 2010, Sean Reinhart became the new Library and Community Services Department Director. At that time, the CDBG and Social Services functions were moved to this re-organized Department, and the Community Preservation Code Enforcement function was moved under the auspices of the City Manager's Office, along with the Neighborhood Partnership Program and other related neighborhood services.

The Community Preservation Program initially planned to hire two new Community Preservation Specialist positions to carry-out the Corridor Improvement Project aimed at improving the general appearance and condition of the City's major thoroughfares; however, due to budget constraints, these two positions were not filled. Consequently, in lieu of an ongoing effort, the Community Preservation Program launched a short-term Corridor Improvement strategy (from October 2009 through January 2010) in partnership with the Maintenance Services Department. During this 4.5 month period, a concerted code enforcement / abatement strategy focused on four major arteries (Jackson, Tennyson, Harder, and Whitman) within the City. A total of 107 properties with Code violations were identified and corrected as a result of this endeavor.

FY2010 redevelopment tax increment revenues were significantly reduced from earlier projections, and the State approved legislation authorizing \$4.4 million payment SERAF payment from the Agency. As a result, Agency has reduced funding to several projects, including: City Center project, auto dealer relocation assistance, and Mission Blvd/Sycamore-Pinedale Court property acquisition.

City Manager's Office FY2011 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
1. Develop Media/ Film Task Force to implement attraction program.					X	
2. Develop a film ordinance/fee schedule.					X	
3. Attend International Council of Shopping Centers events to promote Hayward to targeted retailers.					X	
4. Facilitate quarterly Business Visitation Program.					X	X
5. Prepare monthly Business Recognition Awards.					X	
6. Assist developers, brokers, and commercial property owners in filling commercial sites.				X	X	
7. Facilitate Small Business Workshops.					X	
8. Continue improving and updating the Economic Development website "Hayward Open for Business."					X	

City Manager's Office FY2011 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
9. Develop a comprehensive Economic Development Strategic Plan.					X	
10. Continue to support the Hayward business community by assisting with their project needs through facilitating meetings with the appropriate Development Services staff.					X	
11. Continue in the development and establishment of a "Buy Hayward/Shop Hayward First Program."					X	
12. Develop/Partner with local universities and colleges to create weekly "College Discount Day."					X	
13. Continue Retail Attraction Program.					X	
14. Implement Neighborhood Partnership Program Strategic Plan including the Annual Youth Leadership Summit and Annual Neighborhood Leadership Academy.	X	X	X			

City Manager's Office FY2011 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
15. Enhance administrative capacity of Neighborhood Services.			X			
16. Continue to augment and improve services and outreach to non-English speaking constituents.	X	X	X			
17. Assure Citywide implementation of Constituent Response Management System, and development of Online Neighborhood Partnership Networks.			X			X
18. Develop funding and an implementation plan for a Public Art program.		X	X		X	
19. Continue/expand the Blight Buster Volunteer Program.		X	X			
20. Revise and implement changes to the City's Zoning Ordinance.	X	X	X			
21. Continue development and implementation of ten-year financial planning process.			X		X	

City Manager's Office FY2011 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
22. Review and realign Council Committee/ Task Force structure and purpose; make recommendations to Mayor and Council.						X
23. Increase accountability through personnel evaluations, clear communication of ethical and work values.						X
24. Begin exploration with HARD and PG&E and develop funding for a "Frisbee Golf Course" along high-tension wire right-of-way.		X	X			
25. Develop and present to Council a Plastic Bag and Styrofoam Ban Ordinance.		X	X	X		
26. Continue City Center Redevelopment efforts: facilitate site clearance, and development of hotel site.	X			X	X	

City Manager's Office FY2011 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
27. Continue Implementation of South Hayward BART Station TOD Project: Fund design of BART Garage, enter into development contracts with BART/developer.			X	X		
28. Continue Retail Attraction Program: implement Foothill façade upgrades, and work with affected business owners.		X	X	X		
29. Continue to implement Hayward's NSPI Foreclosed Home Acquisition/ Rehabilitation Program, implement NSPII Program with Alameda County Consortium.		X	X			
30. Implement Route 238 - Opportunity to Purchase Home Program (OPHP): Conduct Tenant Surveys, Appraise and Inspect Properties, Make Stipend Payments, Assist qualified tenants to purchase homes.			X	X	X	

City Manager's Office FY2011 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
31. Evaluate Hayward Housing Authority Section 8 Housing Program: Research program options, discussions with Alameda County, formulate program parameters and present to City Council.	X		X		X	
32. Establish Downtown Entertainment Review and Approval Process (interdepartmental effort), and potential ordinance for new entertainment venues.	X	X				
33. Upgrade/Replace B Street Electrical Outlets (inter-departmental effort), as funding may permit.	X					
34. Determine feasibility of creating a downtown community arts center and gallery (interdepartmental and collaborative effort with Hayward Arts Council and Sun Gallery).			X			

FY2011 Core Service Objectives

1. Provide balanced budgets for Council consideration for FY2011 and FY2012.
2. Hire a new Assistant City Manager.
3. Reaffirm Council priorities and assure that the organization continues to effectively address those priorities.
4. Assure that the Office of the City Manager is and continues to be a strong, reliable partner and resource for Mayor and Council.
5. Provide at least three small business loans to eligible businesses in order to stimulate job growth.
6. Provide assistance to various businesses, commercial brokers, and small business loan clients looking to relocate or expand their respective businesses to the City of Hayward.
7. Facilitate six Small Business Workshops through the Small Business Development Center.
8. Organize, develop, and deliver eleven business recognition award presentations.
9. Provide economic overview updates based on attendance at regional events/summits.
10. Continue to participate in Northern Silicon Valley Partnership (NSVP) and work on the following annual events: four venture capital pitch events, twelve monthly meetings per year, two career forums, one technology tradeshow, one small business forum, and one entrepreneurship workshop.
11. Attend at least five International Council of Shopping Centers/Urban Land Institute events for retail attraction and recruitment.
12. Meet with Southland Mall Manager quarterly in order to provide future retailers, brokers, and commercial tenants information on available sites at Southland Mall.
13. Coordinate and attend major business grand openings to foster a "business friendly" environment.
14. Participate and work in conjunction with the Hayward Chamber of Commerce to promote events (i.e. Street Parties, Light Up the Season, business expos, and host one Chamber mixer) and to foster business outreach and community involvement.
15. Continue to participate and support the East Bay Economic Development Alliance by attending trade show events, Director Council Meetings, and peer sharing event in order to continue the East Bay Regional Economic Development Partnership.

City Manager's Office

16. Facilitate development of "College Discount Days" and continued partnership with California State University East Bay and Chabot College to encourage students to "Shop Hayward."
17. Continue to provide economic development presentations for various local organizations, such as Latino Business Roundtable, Chamber Board of Directors, Leadership Hayward, Cal State East Bay Hospitality Program, and various others.
18. Organize and schedule expanded Hayward Summer Concert Series, Movies on the Plaza, and various events located at Hayward City Hall Plaza in order to showcase increased community involvement for Hayward residents.
19. Continue to respond to major regional economic issues in a timely fashion such as NUMMI plant closure.
20. Work closely with Redevelopment Staff and Development Services Staff on adequate placement of Recovery Zone Bonds in order to provide another financing tool for Hayward commercial developments.
21. Continue to respond/apply for grant opportunities and funding mechanisms that assist in the development of current and future economic development programs.
22. Implementation of the Neighborhood Partnership Program Strategic Plan, including (1) the continuation of Phase I Neighborhood Meetings – with the addition of at least four new neighborhoods to the Program during the fiscal year; (2) The implementation of the Annual Youth Leadership Summit and Annual Neighborhood Leadership Academy; (3) the implementation of the Neighborhood Initiated Civic Engagement (NICE) Hayward Neighborhood Awards and Neighborhood Improvement Grant (NIP Grant) Programs; (4) the implementation of outreach strategies to include and engage non-English speaking Hayward constituents; and (5) the development of online and other networking opportunities for neighborhood organizations.
23. Provide ongoing assistance to Hayward constituents needing help accessing City and community services.
24. Facilitate the execution of inter-agency agreements between the City and Hayward Area Recreation and Park District, Hayward Unified School District, and other local public agencies as needed, and monitor the implementation of contracted services.
25. Submit applications for at least one City award, and at least one grant application, designed to enhance the City's capacity to deliver needed community services. Assure the proper administration of funded projects.
26. Assist with the development of a non-profit entity to take over the administration of the Public, Education, and Government (PEG) Cable Television operations; and help promote (PEG), Access Hayward, social media, and other strategies that enhance City/Community communications.
27. Resolve a minimum of 3,000 Community Preservation Code Enforcement cases in FY2011.

City Manager's Office

28. Expand the Blight Buster Program to at least one new Hayward neighborhoods in FY2011.
29. Support Synchronized Multi-agency Action for Safe Housing (SMASH) Operations in coordination with the Hayward Police Department – approximately one SMASH Operation per month; some operations address multiple problem properties, each with multiple code violations.
30. In conjunction with the Maintenance Services Department, administer and provide staff support at monthly Keep Hayward Clean and Green Task Force meetings, as well as monthly community clean-up events.
31. Create at least three additional public art projects public designed to mitigate community blight and improve the general appearance of the Hayward community beyond that of the current seven in progress that will be completed fall/winter 2010.
32. Continue to staff Council Downtown Committee, Hayward Redevelopment Advisory Committee, Downtown Business Improvement Area Committee, liaison for Hayward Farmers Market.
33. Continue to administer BIA contracts for sidewalk steam cleaning, banner installation and rotation, and Chamber/promoter-coordinated events, staff coordination of Light Up the Season.
34. Continue maintenance of Agency-owned properties.
35. Administer First Time Homebuyer Loan program, make up to 15 loans (not including Neighborhood Stabilization and Route 238 Opportunity to Purchase Home programs).
36. Administer Inclusionary Housing Ordinance and Agreements.
37. Continue foreclosure prevention efforts: informational mailers, coordination and presentation at foreclosure prevention seminars.
38. Continue participation in Alameda County HOME Consortium Technical Advisory Committee.
39. Continue to monitor affordable housing developments, subject to City regulatory agreements; respond to complaints as needed.

City Manager's Office FY2012 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
1. Modify film ordinance/fee schedule.					X	
2. Continue promotion of Hayward to desired retailers.					X	
3. Assist developers, brokers, and commercial property owners in filling commercial sites.				X	X	
4. Continue improving and updating the Economic Development website "Hayward Open for Business."					X	
5. Continue to support Hayward business community by assisting their project needs through facilitating meetings with appropriate Development Services staff.					X	
6. Expand the "Buy Hayward/Shop Hayward First Program."					X	
7. Strengthen and improve the weekly "College Discount Day" Program.					X	
8. Continue implementation of the Neighborhood Partnership Program Strategic Plan.	X	X	X			

City Manager's Office FY2012 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
9. Continue to augment and improve services and outreach to non-English speaking constituents.	X	X	X			
10. Continue development of Online Neighborhood Partnership Networks.			X			X
11. Continue to seek funding and implement the City's Public Art program.		X	X		X	
12. Continue the operation of the Blight Buster Volunteer Program.		X	X			
13. Continue development and implementation of ten-year financial planning process.			X		X	
14. Increase accountability through personnel evaluations and clear communication of ethical and work values.						X
15. Begin exploration with HARD and PG&E and develop funding for a "Frisbee Golf Course" along high-tension wire right-of-way.		X	X			

City Manager's Office FY2012 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
16. Develop and present to Council a Plastic Bag and Styrofoam Ban Ordinance.		X	X	X		
17. Continue City Center redevelopments, as warranted.	x			x	x	
18. Continue Implementation of South Hayward BART TOD – Prepare BART temporary lot; start affordable housing and replacement BART parking construction.			X	x		
19. Continue Retail Attraction Program; complete Foothill Blvd. as warranted.		x	X	X		
20. NSPI/NSPII Foreclosed Home Program: complete all rounds of home acquisition/rehab/re-sale and program close-out.		X	X			
21. Continue implementation of Rt. 238 Settlement Agreement.		X	X	X	X	

FY2012 Core Service Objectives

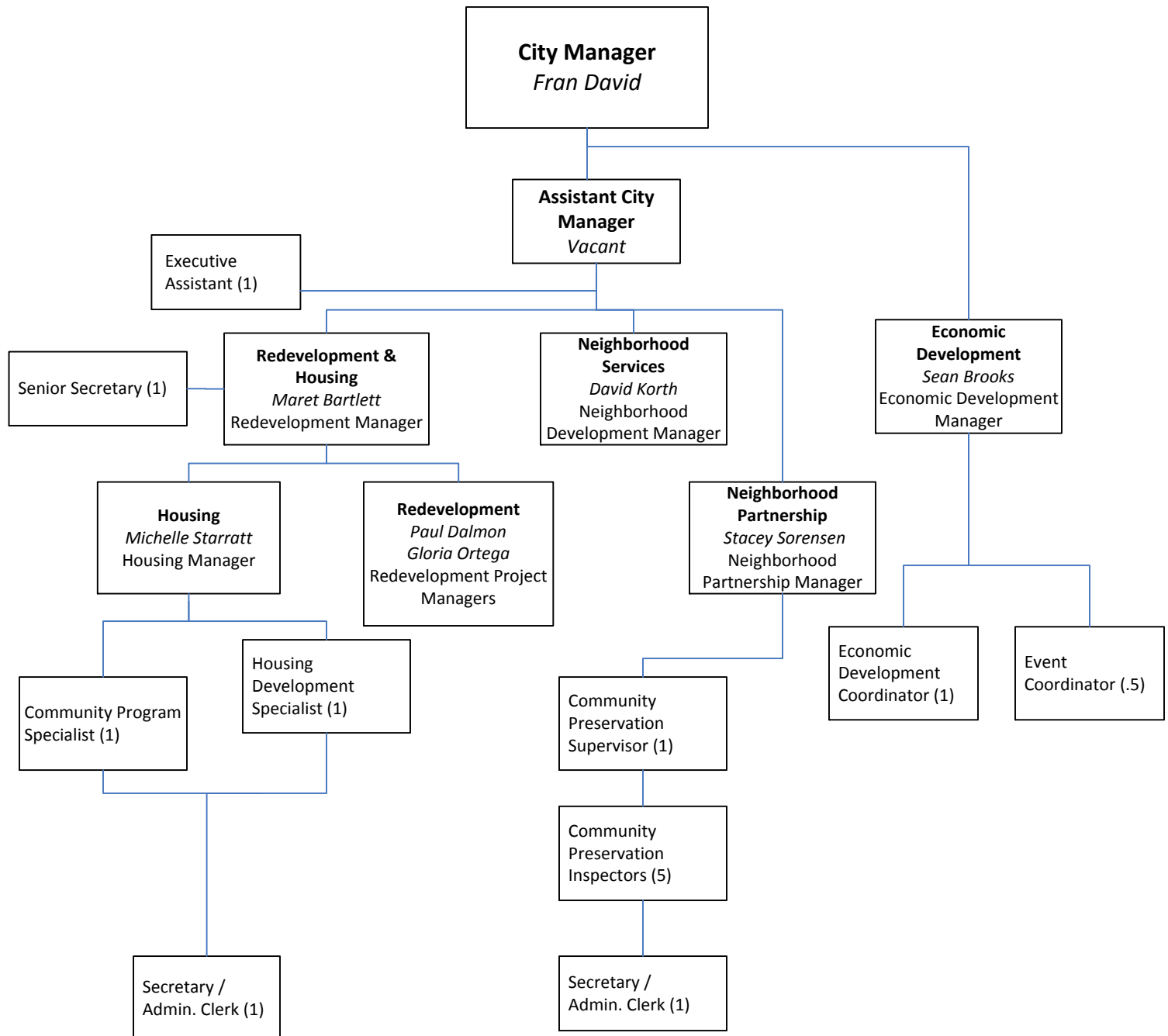
1. Provide assistance to various businesses, commercial brokers, and small business loan clients looking to relocate or expand their respective businesses to the City of Hayward.
2. Provide economic overview updates based on attendance at regional events/summits.
3. Continue to participate in Northern Silicon Valley Partnership ("NSVP") and work on the following annual events: four venture capital pitch events, twelve monthly meetings per year, two career forums, one technology tradeshow, one small business forum, and one entrepreneurship workshop.
4. Meet with Southland Mall Manager quarterly in order to provide future retailers, brokers, and commercial tenants information on available sites at Southland Mall.
5. Continue to foster a "business friendly" environment.
6. Participate and work in conjunction with the Hayward Chamber of Commerce to promote events (i.e. Street Parties, Light Up the Season, Business Expos, and host one Chamber Mixer) and to foster business outreach and community involvement.
7. Continue to participate and support the East Bay Economic Development Alliance by attending trade show events, Director Council Meetings, and peer sharing event in order to continue the East Bay Regional Economic Development Partnership.
8. Continue development of "College Discount Days" and partnership with California State University East Bay and Chabot College to encourage students to "Shop Hayward."
9. Facilitate Hayward Summer Concert Series, Movies on the Plaza, and various events located at Hayward City Hall Plaza in order to showcase increased community involvement for Hayward residents.
10. Continue to respond/apply for grant opportunities and funding mechanisms that assist in the development of current and future economic development programs.
11. Continue implementation of the Neighborhood Partnership Program Strategic Plan.
12. Provide ongoing assistance to Hayward constituents needing help accessing City and community services.
13. Facilitate the execution of inter-agency agreements between the City and Hayward Area Recreation and Park District, Hayward Unified School District, and other local public agencies as needed, and monitor the implementation of contracted services.
14. Submit applications for at least one City award, and at least one grant application, designed to enhance the City's capacity to deliver needed community services. Assure the proper administration of funded projects.

City Manager's Office

15. Promote Public, Education, and Government (PEG), Access Hayward, social media, and other strategies that enhance City/Community communications.
16. Resolve a minimum of 3,100 Community Preservation Code Enforcement cases in FY2012.
17. Expand the Blight Buster Program to at least one new Hayward neighborhoods in FY2012.
18. Participate in approximately one SMASH Operation per month. (Some operations address multiple problem properties, each with multiple code violations.)
19. In conjunction with the Maintenance Services Department, administer and provide staff support at monthly Keep Hayward Clean and Green Task Force meetings, as well as monthly community clean-up events.
20. Create at least three public art projects public designed to mitigate community blight and improve the general appearance of the Hayward community.
21. Continue to staff Council Downtown Committee, Hayward Redevelopment Advisory Committee, Downtown Business Improvement Area Committee, liaison for Hayward Farmers Market.
22. Continue to administer Business Improvement Area contracts for sidewalk steam cleaning, banner installation and rotation, and Chamber/promoter-coordinated events, staff coordination of Light Up the Season.
23. Continue maintenance of Agency-owned properties.
24. Administer First Time Homebuyer Loan program, make up to 15 loans (not including the Neighborhood Stabilization and Route 238 Opportunity to Purchase Home Programs).
25. Administer Inclusionary Housing Ordinance and Agreements.
26. Continue foreclosure prevention efforts: informational mailers, coordination and presentation at foreclosure prevention seminars – as needed.
27. Continue participation in Alameda County Home Investment Partnership Program's (HOME) Consortium Technical Advisory Committee.
28. Continue to monitor affordable housing developments, subject to City regulatory agreements; respond to complaints as needed.

Office of the City Manager

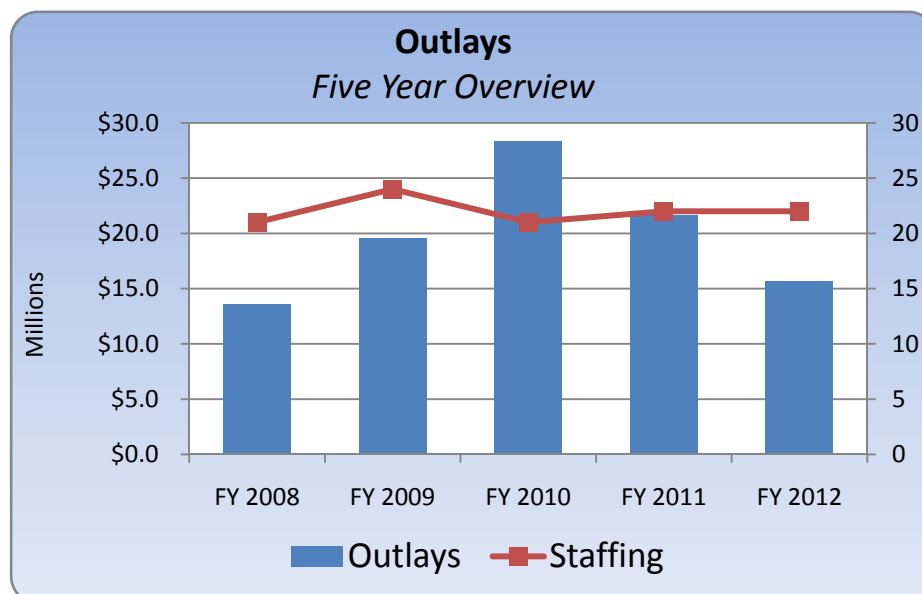
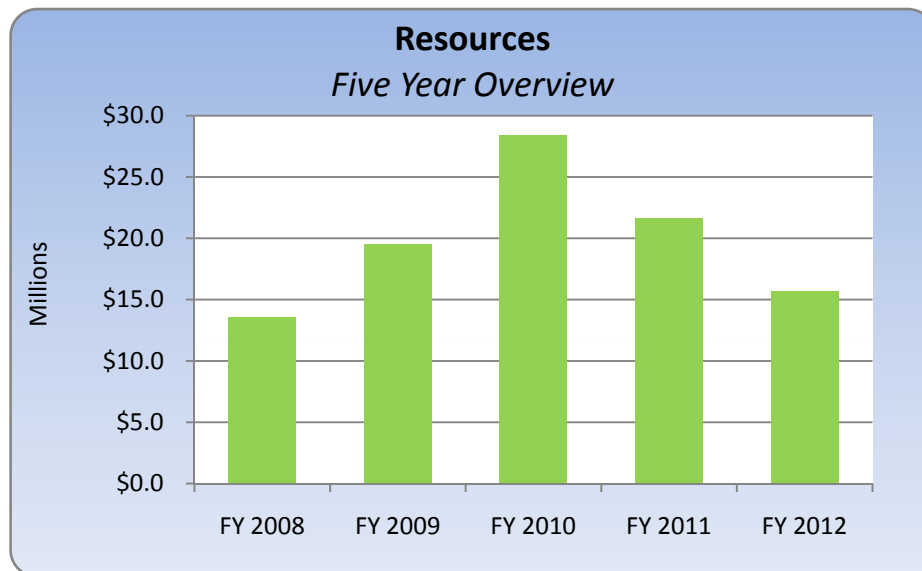
FY 2011 STAFFING
22.0 FTE



City Manager Department Resources and Outlays

All Funds Summary

Resources, Outlays, and Staffing Over Last Five Years



City Manager Department Overview

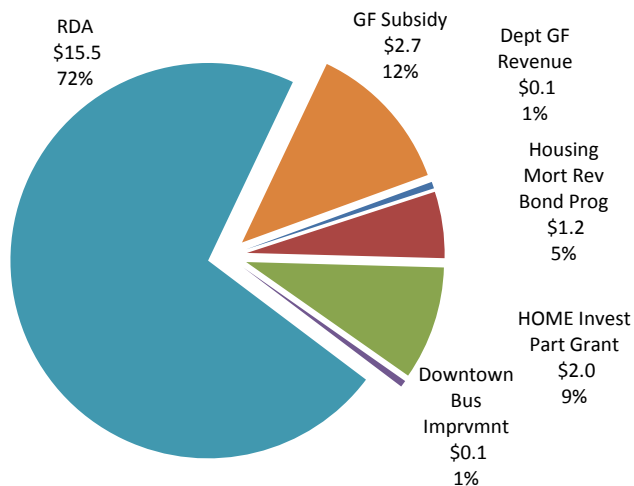
FY 2011

Outlays \$21.6 million, Staffing 22 FTE

FY 2011

Resources By Type

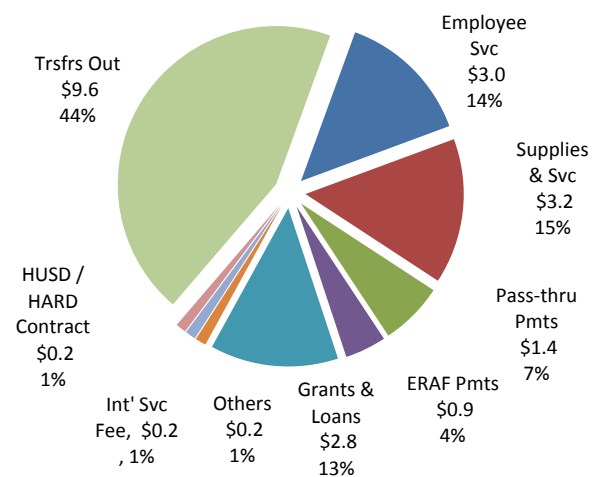
(in million's)



FY 2011

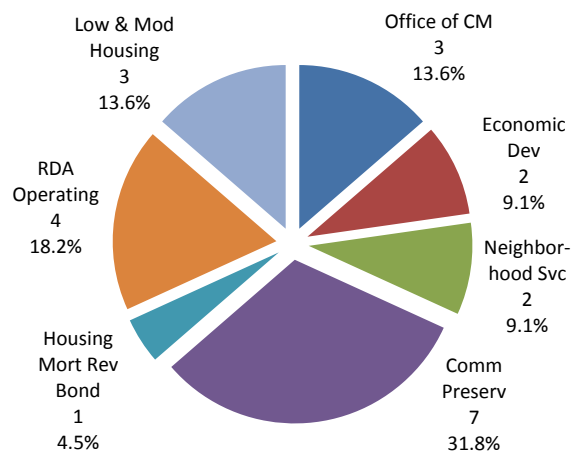
Expenditures By Type

(in million's)



FY 2011

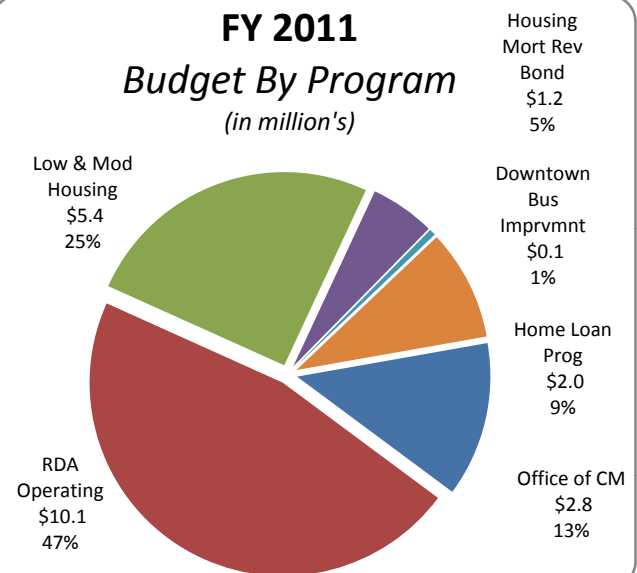
Staffing By Program



FY 2011

Budget By Program

(in million's)



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Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
City Manager Department					
ALL FUNDS SUMMARY					
City Manager	1	1	1	1	1
Assistant City Manager	1	1	1	1	1
Redevelopment Director	1	1	1	1	1
Neighborhood Development Manager ²	1	1	1	1	1
Economic Development Manager	0	1	1	1	1
Housing Manager	0	0	1	1	1
Redevelopment Project Manager	2	2	2	2	2
Economic Development Coordinator	0	0	1	1	1
Neighborhood Partnership Manager ²	0	1	1	1	1
Assistant To The City Manager	1	1	0	0	0
Community Preservation Supervisor ^{1, 2}	0	0	0	1	1
Economic Development Specialist	1	1	0	0	0
Housing Development Specialist	1	1	1	1	1
Senior Community Preservation Supervisor ^{1, 2}	1	1	1	0	0
Home Ownership Coordinator	1	0	0	0	0
Executive Assistant	1	1	1	1	1
Community Preservation Specialist ²	0	2	0	0	0
Community Preservation Inspector ²	5	5	5	5	5
Community Programs Specialist ²	0	1	1	1	1
Senior Secretary	1	1	1	1	1
Secretary (Conf)	1	0	0	0	0
Secretary ²	2	2	2	2	2
	21	24	22	22	22

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. Reclassification - 1.0 FTE Senior Community Preservation Inspector to 1.0 FTE Community Preservation Supervisor.
2. Neighborhood Services (NS) was reorganized into the City Manager's Department in FY 2010. For presentation purposes, NS is shown across all years in the City Manager Department for continuity of presentation.

Department Summary

All Funds Summary - By Category

City Manager Department

All Funds

All Funds Summary - By Category

Funding:

General, Redevelopment, and Special Revenue funds.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue and Transfers In From Other Funds					
General Fund Revenue	54,574	120,150	40,200	117,960	118,060
Housing Mortgage Rev Bond Prog	252,171	191,164	196,427	166,974	146,734
Home Loan Program	230,700	102,825	175,000	2,010,375	590,000
Rental Housing Development Grants	52,255	31,918	38,000	-	-
Downtown Business Imprvmnt Prog	99,294	111,664	113,250	112,647	113,547
Redevelopment Agency	14,163,771	17,400,442	11,417,204	11,167,114	11,232,110
Neighborhood Stabilization Grant Program	-	-	1,481,811	-	-
	14,852,765	17,958,163	13,461,892	13,575,070	12,200,451
(Contribution to)/ Use of Fund Balance					
Housing Mortgage Rev Bond Prog	(82,918)	(40,829)	(31,053)	1,007,462	32,520
Home Loan Program	791	11,588	(28,016)	-	-
Rental Housing Development Grants	(52,255)	(31,918)	(38,000)	-	-
Downtown Business Imprvmnt Prog	2,339	(24,123)	26,708	5,003	4,103
Redevelopment Agency	(3,010,123)	(835,887)	12,214,930	4,341,227	746,563
	(3,142,166)	(921,169)	12,144,569	5,353,692	783,186
Fund Subsidy					
General Fund Subsidy	1,830,841	2,491,364	2,776,645	2,678,905	2,705,733
Total Resources	13,541,440	19,528,358	28,383,106	21,607,667	15,689,370
OUTLAYS					
Expenditures					
Salary & Benefits	2,463,031	2,670,873	2,797,806	2,966,444	3,036,714
Charges (to)/from other programs	(143,098)	(124,645)	86,826	15,657	13,773
<i>Net Staffing Expense</i>	2,319,933	2,546,228	2,884,632	2,982,101	3,050,487
Supplies & Services	1,178,730	1,540,137	4,750,324	3,212,284	2,027,568
Pass Thru Payments	1,353,510	1,973,028	1,635,133	1,402,134	1,438,166
ERAF Payments	-	-	4,421,374	909,401	-
Grants & Loans	988,560	759,781	3,733,811	2,827,048	1,410,000
Community Promotions	-	-	118,752	118,266	118,266
HUSD/HARD Contracts	-	266,714	256,580	233,928	233,928
Hayward Clean and Green	-	4,421	10,000	10,000	10,000
Neighborhood Initiatives	-	5,000	20,000	20,000	20,000
Eden Info & Referral	-	-	50,000	50,000	50,000
Internal Service Fees	29,880	324,394	231,264	242,438	236,818
Maintenance & Utilities	8,041	32,377	35,504	36,489	37,324
Property Acquisition	-	2,823,854	-	-	-
Project Expenditures	1,469,971	2,133,882	602,919	-	-
Capital	-	3,405	43,229	-	-
<i>Net Operating Expense</i>	5,028,692	9,866,993	15,908,890	9,061,988	5,582,070
Transfers to Other Funds	6,192,815	7,115,137	9,589,584	9,563,578	7,056,813
Total Outlays	13,541,440	19,528,358	28,383,106	21,607,667	15,689,370
Net Change	-	-	-	-	-

Department Summary

City Manager Department

All Funds Summary - By Category

All Funds

All Funds Summary - By Program

Funding:

Redevelopment and Special Revenue funds.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue and Transfers In From Other Funds					
General Fund Revenue	54,574	120,150	40,200	117,960	118,060
Housing Mortgage Rev Bond Prog	252,171	191,164	196,427	166,974	146,734
Home Loan Program	230,700	102,825	175,000	2,010,375	590,000
Rental Housing Development Grants	52,255	31,918	38,000	-	-
Downtown Business Improvement	99,294	111,664	113,250	112,647	113,547
Redevelopment Agency Operating	11,216,082	14,333,164	8,709,142	8,348,073	8,533,860
Low & Moderate Housing	2,873,163	2,997,866	2,238,857	2,142,125	2,117,748
Low & Mod Housing, Home Ownership Loans	74,526	69,412	469,205	676,916	580,502
Neighborhood Stabilization Grant Program	-	-	1,481,811	-	-
	14,852,765	17,958,163	13,461,892	13,575,070	12,200,451
(Contribution to)/ Use of Fund Balance					
Housing Mortgage Rev Bond Prog	(82,918)	(40,829)	(31,053)	1,007,462	32,520
Home Loan Program	791	11,588	(28,016)	-	-
Rental Housing Development Grants	(52,255)	(31,918)	(38,000)	-	-
Downtown Business Improvement	2,339	(24,123)	26,708	5,003	4,103
Redevelopment Agency Operating	(1,047,440)	544,843	4,879,169	1,714,244	(259,597)
Low & Moderate Housing	(2,108,157)	(1,551,318)	7,104,966	2,703,899	986,662
Low & Mod Housing, Home Ownership Loans	145,474	170,588	230,795	(76,916)	19,498
	(3,142,166)	(921,169)	12,144,569	5,353,692	783,186
Fund Subsidy					
General Fund Subsidy	1,830,841	2,491,364	2,776,645	2,678,905	2,705,733
Total Resources	13,541,440	19,528,358	28,383,106	21,607,667	15,689,370
OUTLAYS					
Expenditures and Transfer Out to Other Funds					
Office of the City Manager	1,885,415	2,611,514	2,816,845	2,796,865	2,823,793
Housing Mortgage Rev Bond Prog	169,253	150,335	165,374	1,174,436	179,254
Home Loan Program	231,491	114,413	146,984	2,010,375	590,000
Rental Housing Development Grants	-	-	-	-	-
Downtown Business Improvement	101,633	87,541	139,958	117,650	117,650
Redevelopment Agency Operating	10,168,642	14,878,007	13,588,311	10,062,317	8,274,263
Low & Moderate Housing	765,006	1,446,548	9,343,823	4,846,024	3,104,410
L&M Housing, Home Ownership Loans	220,000	240,000	700,000	600,000	600,000
Neighborhood Stabilization Program	-	-	1,481,811	-	-
Total Outlays	13,541,440	19,528,358	28,383,106	21,607,667	15,689,370
Net Change	-	-	-	-	-

Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
City Manager Department General Fund (100)					
City Manager	1	1	1	1	1
Assistant City Manager	1	1	1	1	1
Neighborhood Development Manager ²	1	1	1	1	1
Economic Development Manager	0	1	1	1	1
Neighborhood Partnership Manager	0	1	1	1	1
Assistant To The City Manager	1	1	0	0	0
Community Preservation Supervisor ^{1,2}	0	0	0	1	1
Senior Community Preservation Inspector ^{1,2}	1	1	1	0	0
Executive Assistant	1	1	1	1	1
Community Preservation Specialist ²	0	2	0	0	0
Community Preservation Inspector ²	5	5	5	5	5
Secretary (Conf)	1	0	0	0	0
Secretary ²	1	1	1	1	1
	13	16	13	13	13

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. Reclassification - 1.0 FTE Senior Community Preservation Inspector to 1.0 FTE Community Preservation Supervisor.
2. Neighborhood Services (NS) was reorganized into the City Manager's Department in FY 2010. For presentation purposes, NS is shown across all years in the City Manager Department for continuity of presentation.

Department Summary
Department: 100-1200

City Manager Department
General Fund

City Manager Department - General Fund Summary

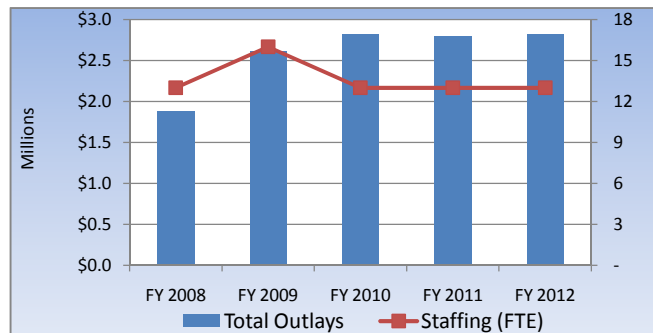
Description:

Office of the City Manager, Economic Development, Neighborhood Services, and Community Preservation.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
Community Preservation Fees	54,069	120,150	40,200	116,860	116,860
Other Revenue	505	-	-	1,100	1,200
Total Resources	54,574	120,150	40,200	117,960	118,060
OUTLAYS					
Expenditures					
Salary & Benefits	1,775,426	1,893,975	1,750,375	1,870,046	1,909,083
Charges (to)/from other programs	(202,561)	(178,040)	(220,708)	(255,780)	(263,453)
Net Staffing Expense	1,572,865	1,715,935	1,529,667	1,614,266	1,645,630
Maintenance & Utilities	3,457	5,786	10,000	9,165	9,180
Supplies & Services	279,213	359,552	591,349	549,246	550,300
Community Promotions	-	-	118,752	118,266	118,266
HUSD/HARD Contracts	-	266,714	256,580	233,928	233,928
Hayward Clean and Green	-	4,421	10,000	10,000	10,000
Neighborhood Initiatives	-	5,000	20,000	20,000	20,000
Eden Info & Referral	-	-	50,000	50,000	50,000
Internal Service Fees	29,880	250,701	187,268	191,994	186,489
Capital	-	3,405	43,229	-	-
Net Operating Expense	312,550	895,579	1,287,178	1,182,599	1,178,163
Total Outlays	1,885,415	2,611,514	2,816,845	2,796,865	2,823,793
General Fund Subsidy	1,830,841	2,491,364	2,776,645	2,678,905	2,705,733

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: Reclassification
FY 2011 Outlays Change: (\$19,980)



Program Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
City Manager Department - Office of the City Manager					
General Fund (100)					
City Manager	1	1	1	1	1
Assistant City Manager	1	1	1	1	1
Assistant To The City Manager	1	1	0	0	0
Executive Assistant	1	1	1	1	1
Secretary (Conf)	1	0	0	0	0
	5	4	3	3	3

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. None.

Program Summary

Programs: 100-1201, 1252

City Manager Department

General Fund

Office of the City Manager

Description:

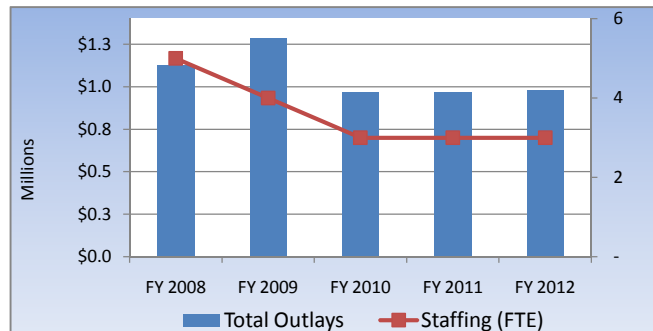
Office of the City Manager.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
None	-	-	-	-	-
Total Resources	-	-	-	-	-
OUTLAYS					
Expenditures					
Salary & Benefits	936,691	945,578	580,642	608,749	621,382
Charges (to)/from other programs	(33,333)	8,338	-	-	-
Net Staffing Expense	903,358	953,916	580,642	608,749	621,382
Maintenance & Utilities	1,655	608	2,800	1,700	1,700
Supplies & Services	218,769	262,466	306,370	283,698	283,698
Internal Service Fees		67,829	78,815	74,596	74,268
Capital					
Net Operating Expense	220,424	330,903	387,985	359,994	359,666
Total Outlays	1,123,782	1,284,819	968,627	968,743	981,048
General Fund Subsidy	1,123,782	1,284,819	968,627	968,743	981,048
FY 2011 Major Budget Items: 1. None. FY 2011 Significant Budget Changes: 1. None.					

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: None.

FY 2011 Outlays Change: \$116



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Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
City Manager Department Small Business Loan Fund (227)					
Economic Development Coordinator	0	0	1	1	1
Economic Development Specialist	1	1	0	0	0
	1	1	1	1	1

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. None.

Program Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
City Manager Department - Economic Development Program General Fund (100)					
Economic Development Manager	0	1	1	1	1
	0	1	1	1	1

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. None.

Program Summary

Program: 100-4603

City Manager Department

General Fund

Economic Development

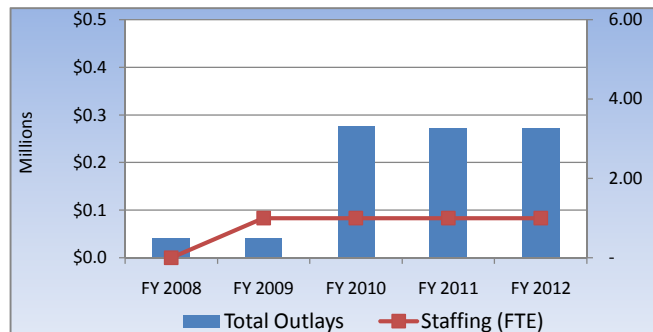
Description:

Economic Development.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
Other Revenue	-	-	-	1,100	1,200
Total Resources	-	-	-	1,100	1,200
OUTLAYS					
Expenditures					
Salary & Benefits	151,766	-	149,307	166,288	169,417
Charges (to)/from other programs	(128,734)	3,506	(132,710)	(162,998)	(167,888)
Net Staffing Expense	23,032	3,506	16,597	3,290	1,529
Maintenance & Utilities	-	-	50	300	300
Supplies & Services	17,776	38,337	137,564	147,205	148,259
Community Promotions	-	-	118,752	118,266	118,266
Internal Service Fees	-	-	3,171	3,313	3,274
Capital	-	-	-	-	-
Net Operating Expense	17,776	38,337	259,537	269,084	270,099
Total Outlays	40,808	41,843	276,134	272,374	271,628
General Fund Subsidy	40,808	41,843	276,134	271,274	270,428
FY 2011 Major Budget Items: 1. \$162,998 staffing credit for charges to RDA. 2. \$118,266 for Community Promotions (\$75,000 funded by RDA). 3. \$37,705 for Community Events.					
FY 2011 Significant Budget Changes: 1. None.					

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: None.
FY 2011 Outlays Change: (\$3,760)



Program Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
City Manager Department - Neighborhood Services Program					
General Fund (100)					
Neighborhood Development Manager	1	1	1	1	1
Neighborhood Partnership Manager	0	1	1	1	1
Community Preservation Supervisor ¹	0	0	0	1	1
Sr. Community Preservation Inspector ¹	1	1	1	0	0
Community Preservation Specialist	0	2	0	0	0
Community Preservation Inspector	5	5	5	5	5
Secretary	1	1	1	1	1
	8	11	9	9	9

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. Reclassification - 1.0 FTE Sr. Community Preservation Inspector to 1.0 FTE Community Preservation Supervisor.

Division Summary

Division: 100-1220

City Manager Department

General Fund

Neighborhood Services

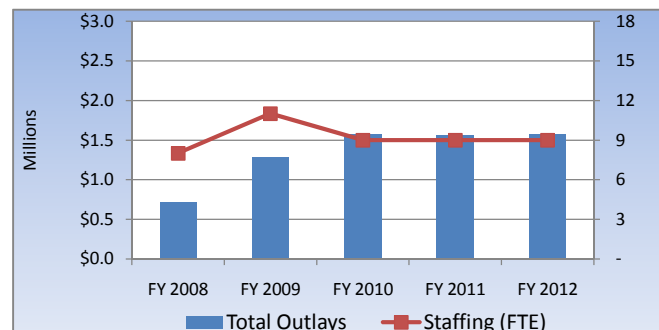
Description:

Neighborhood Services Administration and Community Preservation.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
Community Preservation Fees	54,069	120,150	40,200	116,860	116,860
Other Revenue	5	-	-	-	-
Administrative Citations	500	-	-	-	-
Total Resources	54,574	120,150	40,200	116,860	116,860
OUTLAYS					
Expenditures					
Salary & Benefits	686,969	948,397	1,020,426	1,095,009	1,118,284
Charges (to)/from other programs	(40,494)	(189,884)	(87,998)	(92,782)	(95,565)
<i>Net Staffing Expense</i>	646,475	758,513	932,428	1,002,227	1,022,719
Maintenance & Utilities	1,802	5,178	7,150	7,165	7,180
Supplies & Services	42,668	58,749	147,415	118,343	118,343
HUSD/HARD Contracts	-	266,714	256,580	233,928	233,928
Hayward Clean and Green	-	4,421	10,000	10,000	10,000
Neighborhood Initiatives	-	5,000	20,000	20,000	20,000
Eden Info & Referral	-	-	50,000	50,000	50,000
Internal Service Fees	29,880	182,872	105,282	114,085	108,947
Capital	-	3,405	43,229	-	-
<i>Net Operating Expense</i>	74,350	526,339	639,656	553,521	548,398
Total Outlays	720,825	1,284,852	1,572,084	1,555,748	1,571,117
General Fund Subsidy	666,251	1,164,702	1,531,884	1,438,888	1,454,257
FY 2011 Major Budget Items:			FY 2011 Significant Budget Changes:		
1. \$233,928 HUSD/HARD Contracts.			1. None.		
2. \$15,000 for Neighborhood Initiative.					
3. \$92,784 staff charges to other programs.					

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: Reclassification
FY 2011 Outlays Change: (\$16,336)



Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.					
City Manager Department					
Housing Mortgage Bond Fund (245)					
Housing Development Specialist	1	1	0	0	0
Community Programs Specialist	0	0	1	1	1
	1	1	1	1	1

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. None.

Fund Summary

Fund: 245

City Manager Department

Special Revenue Fund

Housing Mortgage Revenue Bond Program

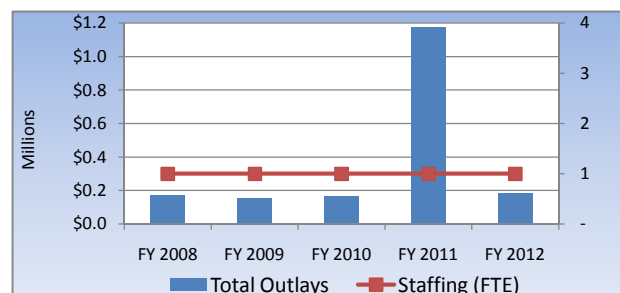
Description:

Collects fees for the issuance of tax-exempt revenue bonds, and for the monitoring of bond-financed affordable rental housing.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Beginning Working Capital Balance July 1	1,952,815	2,035,733	2,076,562	2,107,615	1,100,153
RESOURCES					
Revenue					
Interest	97,316	65,018	53,000	42,152	21,912
Mortgage Bonds Admin Fee	154,855	126,146	143,427	124,822	124,822
Total Resources	252,171	191,164	196,427	166,974	146,734
OUTLAYS					
Expenditures					
Salary & Benefits	101,558	113,273	101,414	108,422	111,914
Charges (to)/from other programs	18,606	26,728	37,717	39,221	40,398
<i>Net Staffing Expense</i>	120,164	140,001	139,131	147,643	152,312
Supplies & Services	47,411	3,187	17,975	18,019	18,019
Internal Service Fees	-	5,102	5,745	5,785	5,785
<i>Net Operating Expense</i>	47,411	8,289	23,720	23,804	23,804
Fund Transfers Out to					
Liability Insurance Premium	1,678	2,045	2,523	2,989	3,138
MISC Transfer Out to Other Departments	-	-	-	1,000,000	
	1,678	2,045	2,523	1,002,989	3,138
Total Outlays	169,253	150,335	165,374	1,174,436	179,254
Net Change	82,918	40,829	31,053	(1,007,462)	(32,520)
Ending Working Capital Balance JUNE 30	2,035,733	2,076,562	2,107,615	1,100,153	1,067,633
FY 2011 Major Budget Items:			FY 2011 Significant Budget Changes:		
1. One-time transfer to General Fund. Available funds transferred to offset City services provided to affordable housing developments.			1. \$1 million transfer to General Fund, \$1M – Mortgage Revenue Bond fee revenues, used for monitoring affordable housing developments.		

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: None.
FY 2011 Outlays Change: \$1,009,062



Fund Summary

Fund: 228

City Manager Department

Special Revenue Fund

HOME Investment Partnerships Block Grant Program

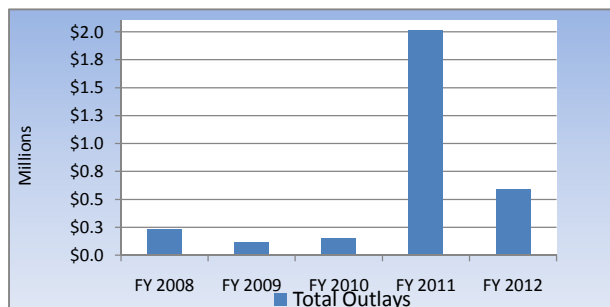
Description:

Funds the acquisition, rehabilitation and construction of housing affordable to low-income households as well as to provide homebuyer and tenant-based rental assistance. Hayward receives an annual allocation through the Alameda County HOME Consortium.

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
	Actual	Actual	Estimated Year End	Adopted	Proposed
Beginning Working Capital Balance July 1	-	(791)	(12,379)	15,637	15,637
RESOURCES					
Revenue					
Grants	230,700	102,825	175,000	2,010,375	590,000
Total Fund Revenue	230,700	102,825	175,000	2,010,375	590,000
OUTLAYS					
Expenditures					
Salary & Benefits	-	-	-	-	-
Charges (to)/from other programs	28,667	24,722	25,684	31,827	28,500
<i>Net Staffing Expense</i>	28,667	24,722	25,684	31,827	28,500
Grants & Loans	200,000	88,341	120,000	1,977,048	560,000
Supplies & Services	2,824	1,350	1,300	1,500	1,500
<i>Net Operating Expense</i>	202,824	89,691	121,300	1,978,548	561,500
Total Outlays	231,491	114,413	146,984	2,010,375	590,000
Net Change	(791)	(11,588)	28,016	-	-
Ending Working Capital Balance JUNE 30	(791)	(12,379)	15,637	15,637	15,637
FY 2011 Major Budget Items:			FY 2011 Significant Budget Changes:		
1. \$1.977 million grants and loans.			1. \$1.857 million increase in grants and loans.		

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: N/A
FY 2011 Outlays Change: \$1,863,391



Fund Summary

Fund: 226

City Manager Department

Special Revenue Fund

Rental Housing Development Grants

Description:

Funds remaining from an affordable housing program that no longer exists.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Beginning Working Capital Balance July 1	1,051,986	1,104,241	1,136,159	1,174,159	1,174,159
RESOURCES					
Revenue					
Interest Earned	52,255	31,918	38,000	-	-
Total Resources	52,255	31,918	38,000	-	-
OUTLAYS					
Expenditures					
None.	-	-	-	-	-
Total Outlays	-	-	-	-	-
Net Change	52,255	31,918	38,000	-	-
Ending Working Capital Balance JUNE 30	1,104,241	1,136,159	1,174,159	1,174,159	1,174,159
FY 2011 Major Budget Items:			FY 2011 Significant Budget Changes:		
1. None.			1. None.		

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Fund Summary

Fund: 270

City Manager Department

Special Revenue Fund

Downtown Business Improvement Program

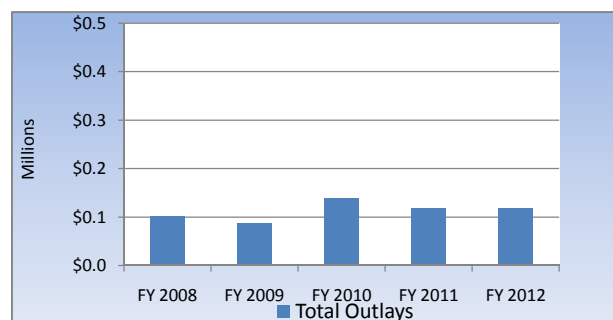
Description:

Provides funding to improve and promote the downtown area.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Beginning Working Capital Balance July 1	124,773	122,434	146,557	119,849	114,846
RESOURCES					
Fund Revenue					
Business License Surcharge	58,102	52,314	55,000	55,000	56,000
Interest Income	6,050	4,096	3,000	2,397	2,297
Other Revenue	142	254	250	250	250
	64,294	56,664	58,250	57,647	58,547
Fund Transfers In From					
Redevelopment Agency Operating Fund	35,000	55,000	55,000	55,000	55,000
	35,000	55,000	55,000	55,000	55,000
Total Resources	99,294	111,664	113,250	112,647	113,547
OUTLAYS					
Expenditures					
Supplies & Services	101,633	87,541	139,958	117,650	117,650
<i>Net Operating Expense</i>	101,633	87,541	139,958	117,650	117,650
Total Outlays	101,633	87,541	139,958	117,650	117,650
Net Change	(2,339)	24,123	(26,708)	(5,003)	(4,103)
Ending Working Capital Balance JUNE 30	122,434	146,557	119,849	114,846	110,743
FY 2011 Major Budget Items:	FY 2011 Significant Budget Changes:				
1. None.	1. \$22,308 reduction in supplies due to one-time banner installation in FY 2010.				

*Outlays and Staffing
over the past five years.*

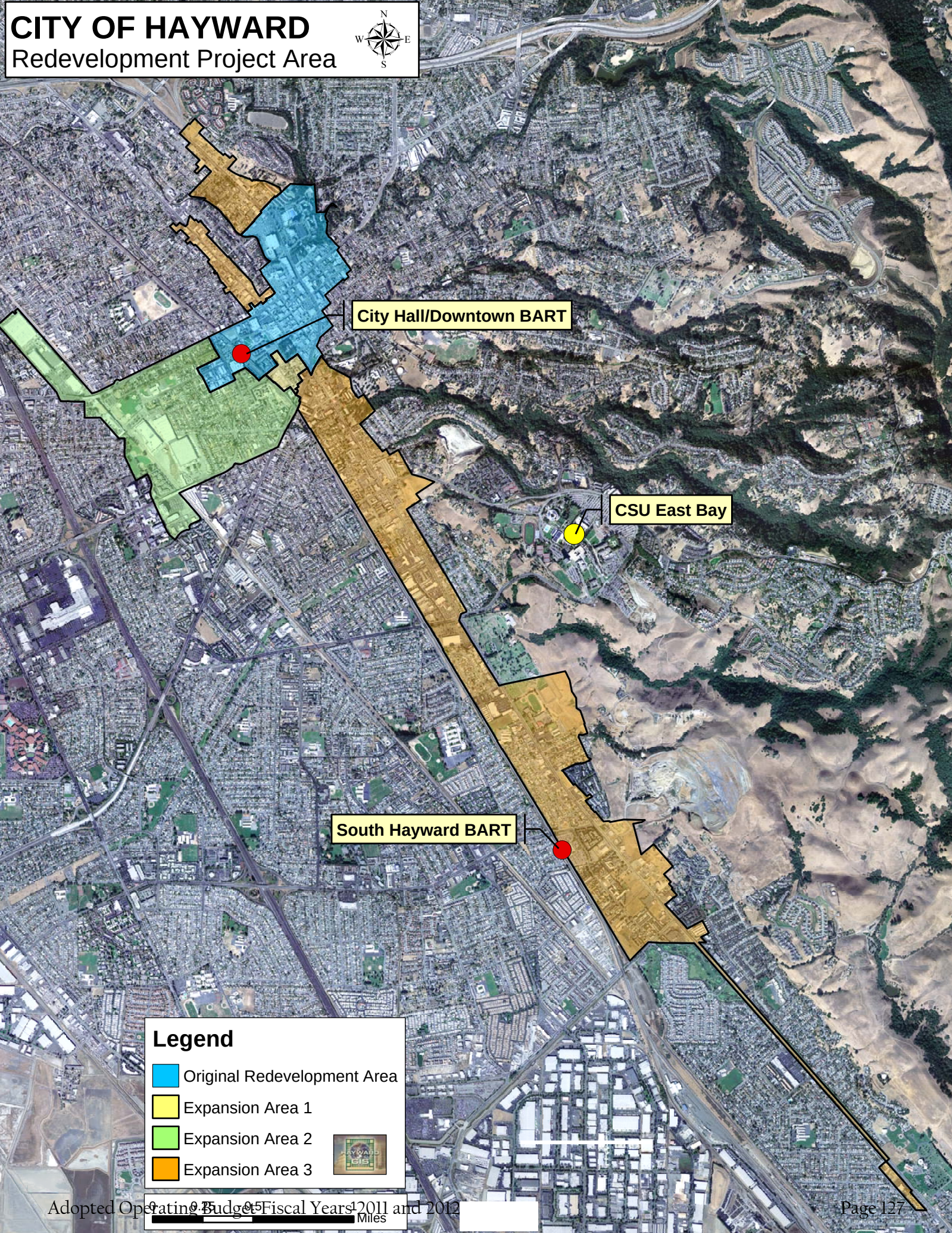
FY 2011 Staffing Change: None.
FY 2011 Outlays Change: (\$22,308)



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CITY OF HAYWARD

Redevelopment Project Area



City Hall/Downtown BART

CSU East Bay

South Hayward BART

Legend

- Original Redevelopment Area
- Expansion Area 1
- Expansion Area 2
- Expansion Area 3



Summary

Fund: 451, 452, 453

City Manager Department

Redevelopment Agency Fund

Hayward Redevelopment Agency Summary

Funding:

Property Tax.

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
	Actual	Actual	Estimated	Adopted	Proposed
Beginning Working Capital Balance					
July 1	14,915,391	17,925,514	18,761,401	6,546,471	2,205,244
RESOURCES					
Revenue and Transfers In From Other Funds					
Redevelopment Agency	10,650,611	10,892,164	8,709,142	8,348,073	8,432,860
Low & Moderate Housing	2,873,163	2,997,866	2,238,857	2,142,125	2,117,748
Low & Moderate Housing Loan Prog	74,526	69,412	69,205	76,916	80,502
	13,598,300	13,959,442	11,017,204	10,567,114	10,631,110
Fund Transfers In From Other Funds					
Total, Fund 451-453	565,471	3,441,000	400,000	600,000	601,000
	565,471	3,441,000	400,000	600,000	601,000
Total Resources	14,163,771	17,400,442	11,417,204	11,167,114	11,232,110
OUTLAYS					
Expenditures					
Salary & Benefits	586,047	663,625	946,017	987,976	1,015,717
Charges (to)/from other programs	12,190	1,945	196,133	200,389	208,328
<i>Net Staffing Expense</i>	598,237	665,570	1,142,150	1,188,365	1,224,045
Supplies & Services	747,649	1,088,507	3,969,742	2,525,869	1,340,099
Pass Thru Payments	1,353,510	1,973,028	1,635,133	1,402,134	1,438,166
ERAF Payments	-	-	4,421,374	909,401	-
Grants & Loans	788,560	671,440	2,210,000	850,000	850,000
Internal Service Fees	-	68,591	38,251	44,659	44,544
Maintenance & Utilities	4,584	26,591	25,504	27,324	28,144
Property Acquisition	-	2,823,854	-	-	-
Project Expenditures	1,469,971	2,133,882	602,919	-	-
Capital	-	-	-	-	-
<i>Net Operating Expense</i>	4,364,274	8,785,893	12,902,923	5,759,387	3,700,953



Fund Summary

Fund: 451, 452, 453

City Manager Department

Redevelopment Agency Fund

Hayward Redevelopment Agency Summary

Continued:

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Fund Transfers Out to Other Funds					
Total, Fund 451-453	6,191,137	7,113,092	9,587,061	8,560,589	7,053,675
	6,191,137	7,113,092	9,587,061	8,560,589	7,053,675
Total Outlays	11,153,648	16,564,555	23,632,134	15,508,341	11,978,673
Net Change	3,010,123	835,887	(12,214,930)	(4,341,227)	(746,563)
Ending Working Capital Balance JUNE 30	17,925,514	18,761,401	6,546,471	2,205,244	1,458,681

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Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
City Manager Department Redevelopment Operating Fund (451)					
Redevelopment Director	1	1	1	1	1
Redevelopment Project Manager	2	2	2	2	2
Senior Secretary	1	1	1	1	1
	4	4	4	4	4

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. None.

Fund Summary

Fund: 451

City Manager Department

Redevelopment Agency Fund

Redevelopment Agency - Operating Fund

Description:

Redevelopment Agency operating fund.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Beginning Working Capital Balance July 1	6,606,370	7,653,810	7,108,967	2,229,798	515,554
RESOURCES					
Fund Revenue					
Property Tax (80% Tax Increment)	9,666,389	10,104,170	8,375,823	8,029,400	8,141,841
Interest on Fund Balance	412,168	172,596	46,000	44,596	9,748
Loan Interest	-	-	2,273	2,705	3,020
Principal Payments	-	-	50,000	11,370	12,790
HUSD Pass Thru Fee	430,990	192,265	118,119	143,102	146,779
School Impact Fee Reimb	173,090	189,603	-	-	-
Park In-lieu Fees	-	166,223	-	-	-
Lease Pmt - Cinema Place	53,400	88,864	50,000	50,000	50,000
Project Revenue	25,000	-	-	-	-
Developer Garage Maint Pmts	-	-	66,927	66,900	68,682
Other Revenue	(110,426)	(21,557)	-	-	-
	10,650,611	10,892,164	8,709,142	8,348,073	8,432,860
Fund Transfers In from					
Trsfr from CIP - Return unspent funds	-	3,441,000	-	-	101,000
D/S From HRA	565,471	-	-	-	-
	565,471	3,441,000	-	-	101,000
Total Resources	11,216,082	14,333,164	8,709,142	8,348,073	8,533,860
OUTLAYS					
Fund Expenditures					
Salary & Benefits	511,126	503,474	588,592	607,559	624,288
Charges (to)/from other programs	10,309	35,278	235,427	252,219	258,286
<i>Net Staffing Expense</i>	521,435	538,752	824,019	859,778	882,574
Supplies & Services (1)	697,127	955,289	3,626,821	2,381,032	1,191,950
Pass Thru Payments	1,353,510	1,973,028	1,635,133	1,402,134	1,438,166
ERAF Payments	-	-	1,000,000	450,000	-
Internal Service Fees	-	58,387	23,589	29,777	29,700
Maintenance & Utilities	4,584	26,591	25,504	27,324	28,144
Projects	1,469,971	2,133,882	602,919	-	-
Property Acquisition	-	2,118,854	-	-	-
Capital	-	-	-	-	-
<i>Net Operating Expense</i>	3,525,192	7,266,031	6,913,966	4,290,267	2,687,960

Note: 1. \$800,000 RDA General Fund Loan Repayment is budgeted in the supplies and services budget.

Fund Summary continued

Fund: 451

City Manager Department

Redevelopment Agency Fund

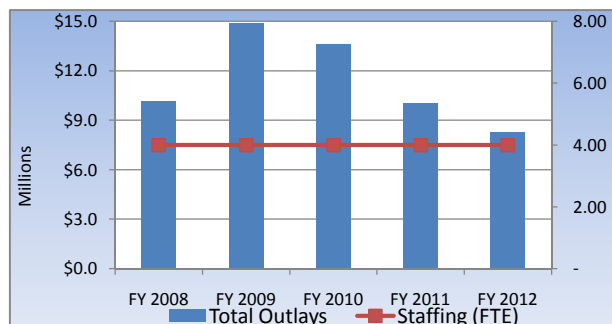
Redevelopment Agency - Operating Fund

Continued

	FY 2008 Actual	FY 2009 Actual	FY 2010 End of Year	FY 2011 Adopted	FY 2012 Proposed
Fund Transfers Out to					
DS - 2004 HRA TABS	3,359,036	3,268,573	3,374,432	3,372,682	3,369,682
DS - 2006 HRA TABS	537,691	541,540	559,340	559,340	639,340
DS - Water	385,000	410,000	-	-	-
DS - Sewer	470,000	470,000	-	-	-
DS - General Fund	800,000	544,928	-	-	-
General Fund - Loan Repayment	-	-	-	-	-
General Fund - Cost Allocation	498,196	598,438	381,939	396,130	408,014
General Fund - Misc	-	-	-	-	-
General Fund - Public Art	-	90,000	90,000	90,000	90,000
General Fund - Community Promotion	-	75,000	75,000	75,000	75,000
Capital Transfer	-	947,000	-	-	-
Capital Improvement Program	25,000	-	1,200,000	300,000	-
RDA Capital Project	-	-	-	-	-
Liability Insurance Premium	6,926	58,589	107,043	51,469	54,042
Downtown Business Improvement	35,000	55,000	55,000	55,000	55,000
Misc Trsfr - Debt Service	(329)	9,891	7,572	7,136	7,136
Water Fund	5,495	4,265	-	5,515	5,515
	6,122,015	7,073,224	5,850,326	4,912,272	4,703,729
Total Outlays	10,168,642	14,878,007	13,588,311	10,062,317	8,274,263
Net Change	1,047,440	(544,843)	(4,879,169)	(1,714,244)	259,597
Ending Working Capital Balance JUNE 30	7,653,810	7,108,967	2,229,798	515,554	775,151
FY 2011 Major Budget Changes: \$1,402,134 for Pass Through payments \$450,000 for State SERAF payment. \$1M for Downtown Retail Attraction loans. \$250,000 for Mission Blvd. Specific Plan \$300,000 transfer for project expenditures – South Hayward BART					

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: None.
FY 2011 Outlays Change: (\$3,525,994)



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Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
City Manager Department Low & Moderate Housing Fund (452)					
Housing Manager	0	0	1	1	1
Housing Development Specialist	0	0	1	1	1
Home Ownership Coordinator	1	0	0	0	0
Community Programs Specialist	0	1	0	0	0
Secretary	1	1	1	1	1
	2	2	3	3	3

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. None.

Fund Summary

Fund: 452

City Manager Department

Redevelopment Agency Fund

Low & Moderate Housing Fund

Description:

The Low and Moderate Housing Fund provides housing assistance within and outside of the Redevelopment Area.

	FY 2008 Actual	FY 2009 Actual	FY 2010 End of Year	FY 2011 Adopted	FY 2012 Proposed
Beginning Working Capital Balance July 1	7,512,915	9,621,072	11,172,390	4,067,424	1,363,525
RESOURCES					
Revenue					
Property Tax (20% Tax Increment)	2,416,597	2,526,043	2,113,000	2,007,350	2,037,460
Fund Interest	411,588	323,004	100,000	81,348	26,862
Sale of Land	-	-	-	-	-
Interest Income	41,791	143,451	25,857	23,730	22,179
Other Revenue	3,187	5,368	-	29,697	31,247
Total Resources	2,873,163	2,997,866	2,238,857	2,142,125	2,117,748
OUTLAYS					
Expenditures					
Salary & Benefits	74,921	160,151	357,425	380,417	391,429
Charges (to)/from other programs	1,881	(33,333)	(39,294)	(51,830)	(49,958)
<i>Net Staffing Expense</i>	76,802	126,818	318,131	328,587	341,471
Supplies & Services	50,522	133,218	342,921	144,837	148,149
ERAF Payments	-	-	3,421,374	459,401	-
Grants & Loans	568,560	431,440	1,510,000	250,000	250,000
Internal Service Fees	-	10,204	14,662	14,882	14,844
Maintenance & Utilities	-	-	-	-	-
Property Acquisition	-	705,000	-	-	-
Capital	-	-	-	-	-
<i>Net Operating Expense</i>	619,082	1,279,862	5,288,957	869,120	412,993

Fund Summary Continued

Fund: 452

City Manager Department

Redevelopment Agency Fund

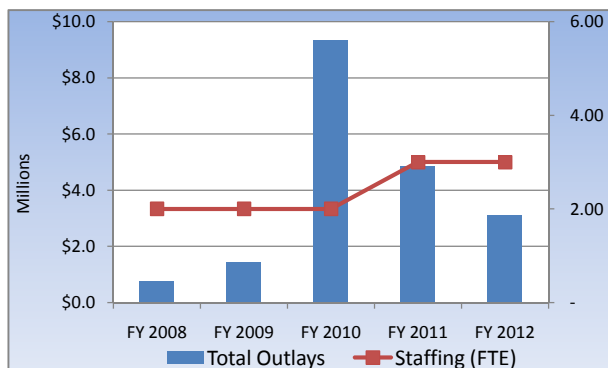
Low & Moderate Housing Fund

Continued:

	FY 2008 Actual	FY 2009 Actual	FY 2010 End of Year Estimate	FY 2011 Adopted	FY 2012 Proposed
Fund Transfers Out to					
General Fund - Cost Allocation	69,122	35,778	31,689	39,350	40,531
Liability Insurance Premium	-	4,090	5,046	8,967	9,415
Capital Improvement Program	-	-	3,300,000	3,000,000	1,800,000
Low & Moderate Housing Fund	-	-	400,000	600,000	500,000
Total Transfers Out	69,122	39,868	3,736,735	3,648,317	2,349,946
Total Outlays	765,006	1,446,548	9,343,823	4,846,024	3,104,410
Net Change	2,108,157	1,551,318	(7,104,966)	(2,703,899)	(986,662)
Ending Working Capital Balance JUNE 30	9,621,072	11,172,390	4,067,424	1,363,525	376,863
<u>FY 2011 Major Budget Changes:</u>					
1. \$250,000 for Minor Home Repair Loans – Webster/Calhoun neighborhood 2. \$459,401 for State SERAF payment 3. \$3,000,000 transfer for South Hayward BART affordable housing 4. \$600,000 transfer for First Time Homebuyer loans.					

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: None.
FY 2011 Outlays Change: (\$4,497,799)



Fund Summary

Fund: 453

City Manager Department

Redevelopment Agency

Low & Moderate Housing - Home Ownership Loans

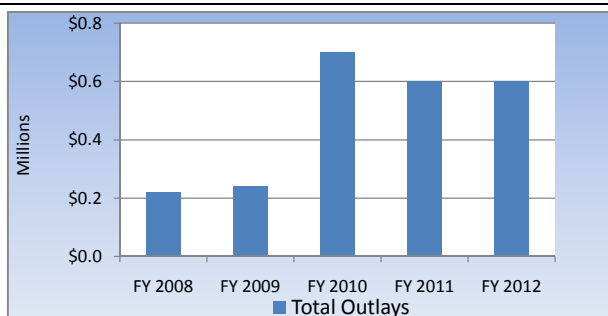
Description:

First time homebuyer assistance loans.

	FY 2008 Actual	FY 2009 Actual	FY 2010 End of Year Estimate	FY 2011 Adopted	FY 2012 Proposed
Beginning Working Capital Balance July 1	796,106	650,632	480,044	249,249	326,165
RESOURCES					
Revenue					
Interest on Fund Balance	15,955	24,389	24,205	24,931	25,679
Loan Interest	34,655	16,404	6,000	4,985	6,523
Principal Payments	23,916	28,619	39,000	45,000	46,300
Other Revenue	-	-	-	2,000	2,000
Total Revenue	74,526	69,412	69,205	76,916	80,502
Fund Transfers In From					
Low & Moderate Housing Fund	-	-	400,000	600,000	500,000
Total Transfers In	-	-	400,000	600,000	500,000
Total Resources	74,526	69,412	469,205	676,916	580,502
OUTLAYS					
Expenditures					
Grants & Loans	220,000	240,000	700,000	600,000	600,000
<i>Net Operating Expense</i>	220,000	240,000	700,000	600,000	600,000
Total Outlays	220,000	240,000	700,000	600,000	600,000
Net Change	(145,474)	(170,588)	(230,795)	76,916	(19,498)
Ending Working Capital Balance JUNE 30	650,632	480,044	249,249	326,165	306,667
FY 2011 Major Budget Items:			FY 2011 Significant Budget Changes:		
1. \$600,000 for approximately 20 First-Time Homebuyer loans.			1. None.		

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: N/A
FY 2011 Outlays Change: (\$100,000)



Fund Summary

Fund: 224

City Manager Department

Special Revenue Fund

Neighborhood Stabilization Grant Program

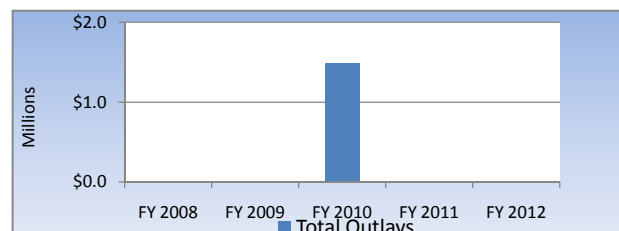
Description:

Stabilize communities that have suffered from foreclosures and abandonment.

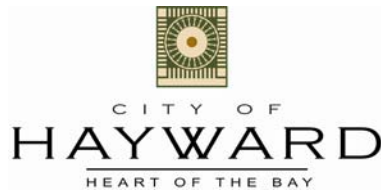
	FY 2008 Actual	FY 2009 Actual	FY 2010 End of Year Estimate	FY 2011 Adopted	FY 2012 Proposed
Beginning Working Capital Balance July 1	-	-	-	-	-
RESOURCES					
Revenue					
Grant	-	-	1,481,811	-	-
Principal Payments	-	-	-	-	-
Interest Payments	-	-	-	-	-
Other Revenue	-	-	-	-	-
Total Revenue	-	-	1,481,811	-	-
Total Resources	-	-	1,481,811	-	-
OUTLAYS					
Expenditures					
Salary & Benefits	-	-	-	-	-
Charges (to)/from other programs	-	-	48,000	-	-
Net Staffing Expense	-	-	48,000	-	-
Supplies & Services	-	-	30,000	-	-
Grants & Loans	-	-	1,403,811	-	-
Net Operating Expense	-	-	1,433,811	-	-
Total Outlays	-	-	1,481,811	-	-
Net Change	-	-	-	-	-
Ending Working Capital Balance JUNE 30					
		-	-	-	-
FY 2011 Major Budget Items:	FY 2011 Significant Budget Changes:				
1. None.	1. One time grant in FY 2010.				

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: N/A
FY 2011 Outlays Change: (\$1,481,811)



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Development Services Department

Director: David Rizk

Department Mission Statement

The mission of the Development Services Department is to manage the future development of Hayward, in order to assure the economic and environmental health of the community and a high quality of life for its residents, protect the health and safety of the community through building inspection and enforcement of standards in our existing rental stock, and provide new housing opportunities for the residents of the City.

Development Services Department

	Core Services	Performance Measures
Development Services Administration	• Manage efficient and customer-oriented departmental service delivery to the public • Direct departmental resources in accordance with City Council priorities and budgetary limitations • Implement special projects in line with adopted City Council priorities • Provide growth and development policy recommendations	1. Provide customer service that results in good or excellent responses to Permit Center survey cards 95% of the time related to overall service, courtesy of staff, and knowledge of professional staff 2. Complete projects related to City Council priorities within adopted budget limitations
Building Division	• Process all building permit applications in a timely manner for compliance with City and State codes and ordinances • Inspect construction for compliance with approved plans and City and State regulations • Timely response to complaints related to potential rental housing and construction code violations • Provide information related to construction codes to Hayward citizens and contractors • Perform mandatory Code inspections on rental housing units, in accordance with established Rental Housing schedules and time-frames	1. Comply with established processing time-frames for building permit application reviews 90% of the time 2. Achieve a goal of processing 90% or more of all permits as over-the counter permits 3. Inspect all life and safety violations by end of next business day and all other violations within five business days

Development Services Department

	Core Services	Performance Measures
Planning Division	• Process discretionary planning applications in a timely manner for land development • Provide timely review of building permit applications related to planning/design, landscape, and development review issues • Provide research and analysis for development, refinement, and implementation of long-range land-use policies and plans in line with adopted City Council priorities and State and Federal laws • Initiate development of land-use related policies, in accordance with adopted City Council priorities • Coordinate with other jurisdictions and organizations on land-use issues • Administer the Park Dedication In-Lieu Fee Trust Fund accounts • Provide oversight on the annual assessments associated with the City's Landscape and Lighting Districts and Maintenance Districts and establishment of new districts	1. Comply with the established review time-frames for planning application submittals of 30 days for initial reviews and 15 days for re-submittals 95% of the time 2. Process to completion each planning application involving an administrative decision within 6 weeks of determining application to be complete, and each application involving hearings within 12 weeks of determining application to be complete 3. Provide comments on regular Building Permit plan checks within established time frames 95% of the time

FY2010 Departmental Performance

1. Hired a Sustainability Coordinator, Quantum Energy Services & Technologies, Inc., to oversee implementation of the initial strategies from Hayward's Climate Action Plan, and to provide support with staff to the City's Council Sustainability Committee.
2. Initiated development of a Residential Energy Conservation Ordinance (RECO) and a Commercial Energy Conservation Ordinance (CECO).
3. After conducting a week-long public information charrette in early October of 2009, developed a Form-Based Code for the South Hayward BART Station Area.
4. After conducting a week-long public information charrette in April of 2010, initiated development of a Specific Plan and Form-Based Code for the Mission Boulevard Corridor, with final adoption anticipated for late FY2011.
5. Participated in the Association of Bay Area Government's (ABAG's) update of its Multi-Jurisdictional Local Hazard Mitigation Plan (Plan), which will allow Hayward to become eligible to receive Federal Emergency Management Agency (FEMA) hazard mitigation funds in the event of a disaster. A work program will be developed outlining completion of a City of Hayward annex to the Plan by end of FY2010.
6. Coordinated Development and Participation in a Comprehensive Energy Efficiency and Renewable Energy Program at the county level, which included participation in a statewide Property Assessed Clean Energy (PACE) program, called CaliforniaFirst, and a Stopwaste.org program involving energy efficiency improvements and marketing in Alameda County, called Green Packages.
7. Participated in two successful regional applications for State Energy Program (SEP) grant funds, which were awarded to help develop the CaliforniaFirst energy efficiency financing pilot program in 14 counties in California and an energy efficiency and green retrofit program that will help with development of Stopwaste.org's Green Packages program.
8. Successfully completed the annexation into the City of Hayward of the last two remaining unincorporated islands in the Mt. Eden area.
9. Submitted a first and revised draft Housing Element to the State Housing and Community Development Department, with adoption of a certified Element anticipated for late FY2010 or early FY2011.
10. Initiated the process to amend the Zoning Ordinance to allow for age-restricted mobile home parks, with final adoption anticipated for FY2011.
11. Completed a comprehensive update to the Planning Division's handouts, including developing new flowcharts for planning/zoning applications to make handouts more user-friendly.

Development Services Department

12. Formed a new Development Review Focus Group consisting of architects, engineers, brokers, and other consultants and professionals that meets quarterly with City staff to discuss ways Hayward's development review process can be improved.
13. Processed amendments to the Zoning Ordinance and Subdivision Ordinance to increase the initial life of zoning approvals and tentative map approvals, and to make other related changes to those ordinances.
14. Anticipate processing to completion a Historic Preservation program, which will include acceptance by City Council of a historic resources inventory and historic context statement, and adoption of amendments to the City's Historic Preservation Ordinance, goals and objectives for historic preservation, and a resolution to accept Mills Act contracts.
15. Developed reports that track established performance measures for the Planning Division, including the percent of planning applications that are processed within established review time-frames.
16. Worked with the City Attorney's office to revise portions of the City's Residential Rental Inspections Ordinance, resulting in expanded notification of inspections to tenants.
17. Developed reports that track established performance measures for the Building Division, including the percent of permits that are issued as over-the-counter permits, the percent of building permit applications that are processed within established plan check review time-frames, the number and type of building permits processed, and the number and type of building and rental housing inspections conducted.
18. Completed implementation of various improvements to the development review process and Permit Center procedures, including incorporating multiple permit applications into one succinct application form, providing a fee worksheet that summarizes fees that is user-friendly, and having senior building inspectors attend some of the code assistance meetings.
19. Completed a comprehensive update to the Building Division's handouts, including adding information about green building requirements.
20. Developed a report that summarizes responses from the Permit Center survey cards, which allows staff to follow-up on any concerns expressed by customers at the Permit Center and to gauge the level of customer satisfaction at the Permit Center.
21. Processed adoption of a revised 'Green Building Ordinance for Private Development' that included a cost-effectiveness study and filing with the California Building Standards Commission, and received approval for exceeding the State's energy efficiency standards from the California Energy Commission.
22. Worked with Public Works Department staff in developing a new Bay Friendly Water Efficiency Landscape Ordinance.

Development Services Department

23. Processed amendments to the Municipal Code to allow deferral of payment of the supplemental building construction and improvement tax and park dedication in-lieu fee for residential projects until the end of 2012 and for those residential projects that build 'green' when not required to do so.
24. Worked with the Technology Services Department to implement a new Interactive Voice Response (IVR) system for the Building Division to allow inspections to be scheduled via the telephone system.

Development Services Department

Significant Changes in FY2010

The City received a \$40,000 grant from the Bay Area Air Quality Management District as part of the District's Climate Protection Grant Program that was used to help develop a Climate Action Plan for Hayward. The Climate Action Plan was adopted by the City Council on July 28, 2009.

Regarding staffing, the number of employees in the Department did not change, but there were changes made organizationally to improve customer service and improve Department efficiency. The former Supervising Building Inspector was promoted to Building Official, after an outside recruitment process. A former plan checker was promoted to a newly formed Senior Plan Checker position to oversee the functions and operation of the Permit Center. The Building Division eliminated a vacant Administrative Clerk II position and created a new Permit Technician position and filled that position via an outside recruitment process. Finally, the former Senior Housing Inspector was promoted to Supervising Housing Inspector.

Development Services Department FY2011 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
1. Continue to implement near-term strategies and actions of the Hayward Climate Action Plan, including development of a Residential Energy Conservation Ordinance (RECO) and Commercial Energy Conservation Ordinance (CECO).				X		
2. Develop a Mission Boulevard Corridor Specific Plan, to include a Form-Based Code.	X	X	X	X	X	
3. Submit completed and adopted Annex to the Association of Bay Area Government's (ABAG's) for their revised Multi-Jurisdictional Local Hazard Mitigation Plan (MJ-LHMP), and incorporate the MJ-LHMP as part of the Safety Element of the General Plan.	X			X	X	
4. Continue participation in development of a comprehensive energy efficiency and renewable energy program in Alameda County to allow Hayward residents and business owners to afford renewable energy installations and energy efficiency improvements.				X	X	

Development Services Department FY2011 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
5. Implement programs of the adopted Housing Element, including: a) amending the Zoning Ordinance regarding homeless shelters and supportive, transitional and single-room-occupancy housing; b) adopting a Universal Design Ordinance;) incorporating Crime Prevention through Environmental Design components and Crime-Free Prevention Program participation in multi-development standards of the Zoning Ordinance.	X	X		X		
6. Process establishment of multiple zoning districts in the Industrial Corridor of Hayward that will provide for concentration of similar types of uses such as manufacturing, warehouse/distribution or research and development/office uses, in line with adopted land use policy of the General Plan.				X		

Development Services Department FY2011 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
7. Begin evaluation of the feasibility and desirability of annexing into the City of Hayward certain unincorporated areas that impinge on the City and impact the perception of the Hayward community.				X		
8. Continue processing entitlements associated with the South Hayward BART transit-oriented development project, including processing first phase precise plan approvals.				X		
9. Establish an ordinance that allows for age-restricted mobile home parks.				X		
10. Implementation of Historic Preservation Program including a) evaluate development of the Upper B Street Historic District and b) develop local planning and zoning incentives for historical properties.				X		
11. Process revisions to the City's Sign Ordinance.		X		X	X	
12. Process revisions to the City's Rental Housing Inspection ordinance.		X				

Development Services Department FY2011 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
13. Process adoption of the 2011 City Building Ordinance, 2011 City Mechanical Ordinance, 2011 City Electrical Ordinance, and 2011 City Plumbing Ordinance.	X					
14. Continue to implement improvements to the Permit Center and development review processes and procedures.				X	X	
15. Educate and train the public and Building Division staff regarding the California Green Building Code and its compatibility with the City's Green Building Ordinance.	X			X		

Development Services Department FY2012 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
1. Implement second-year strategies and actions of the Hayward Climate Action Plan.				X		
2. Update the City's greenhouse gas emissions inventory.				X		
3. Implement components of the Mission Boulevard Corridor Specific Plan and Form-Based Code.	X	X	X	X	X	
4. Continue promoting participation in the County-wide energy efficiency and renewable energy program.				X		
5. Complete implementation of the Housing Element programs.				X		
6. Begin process for updating the City's General Plan.				X		
7. Pursue development of a Parking District in the South Hayward BART Station area.		X		X		

Development Services Department

FY2011 Core Service Objectives

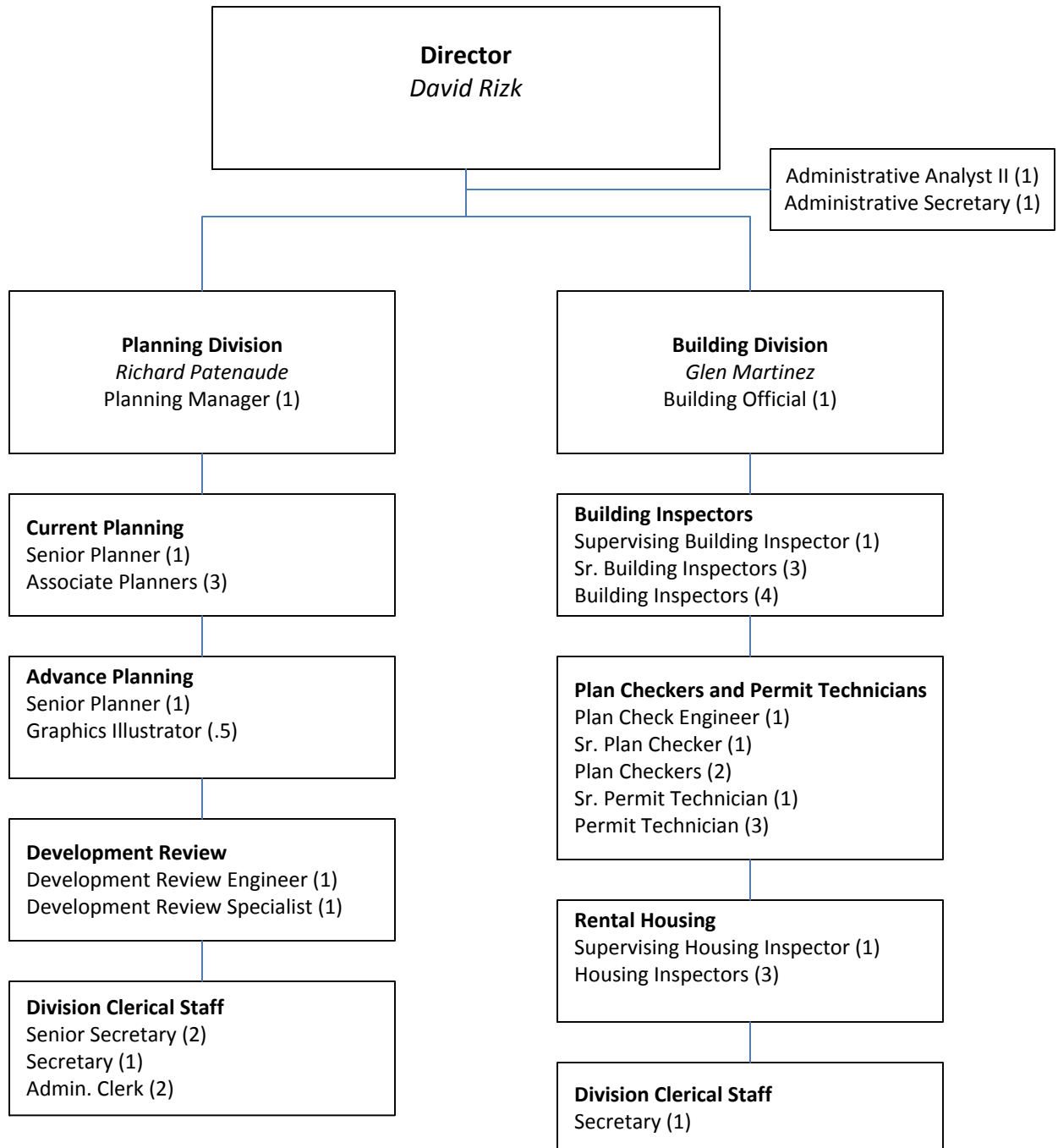
1. Provide exemplary customer service to the public, other City departments, City commissions and committees, and to the City Council, including responding to inquiries on the same day and processing development applications in a timely manner within established review time-frames.
2. Provide information quarterly that summarizes Department activity levels, to assist with managing the operations of the Department.
3. Ensure staff is informed and trained on latest codes, trends and programs in the construction trades industry, including green building techniques.
4. Evaluate fees, to ascertain if cost recovery is occurring and if adjustments to the fee schedule are warranted.
5. Provide support for Council's Sustainability Committee efforts and Climate Action Plan implementation.
6. Support departmental reorganizations in City and assess staffing and permitting processes related to new organizational structure in the Department.
7. Provide support to implementation of the 238 Settlement Agreement.

Development Services Department

FY2012 Core Service Objectives

1. Provide exemplary customer service to the public, other City departments, City commissions and committees, and to the City Council, including responding to inquiries on the same day and processing development applications in a timely manner within established review time-frames.
2. Provide information quarterly that summarizes Department activity levels, to assist with managing the operations of the Department.
3. Ensure staff is informed and trained on latest codes, trends and programs in the construction trades industry, including green building techniques.
4. Evaluate fees, to ascertain if cost recovery is occurring and if adjustments to the fee schedule are warranted.
5. Provide support for Council's Sustainability Committee efforts and Climate Action Plan implementation.
6. Support departmental reorganizations in City and assess staffing and permitting processes related to new organizational structure in the Department.

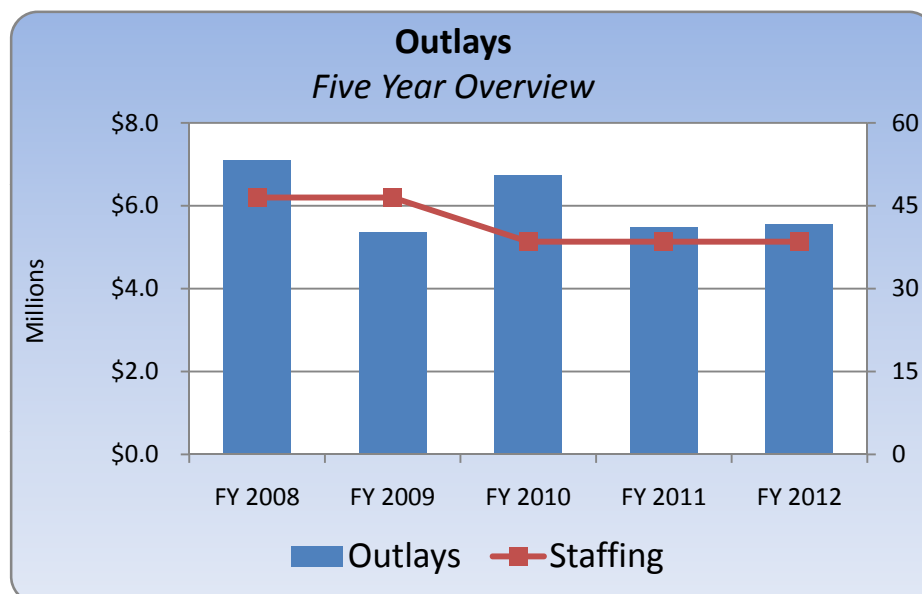
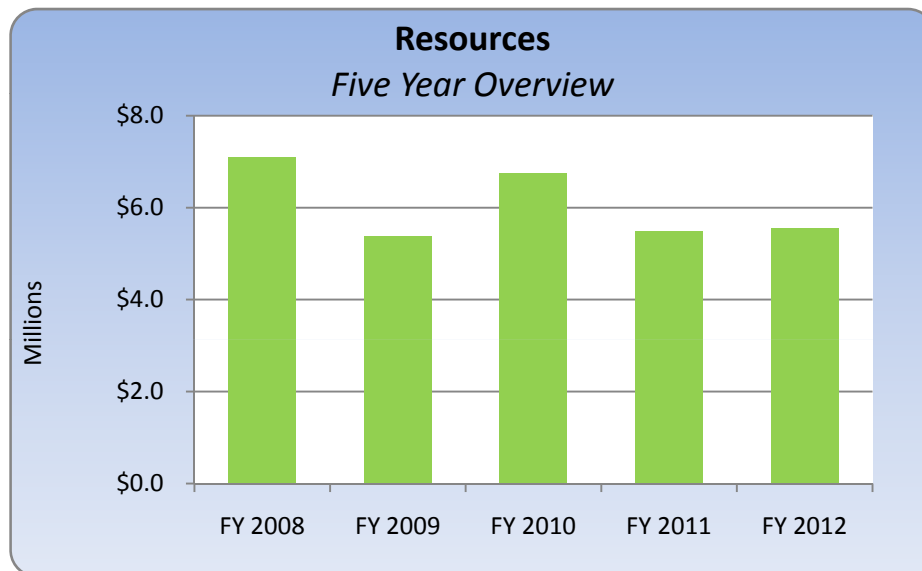
Development Services



Development Services Department Resources and Outlays

All Funds Summary

Resources, Outlays, and Staffing Over Last Five Years



Development Services Department Overview

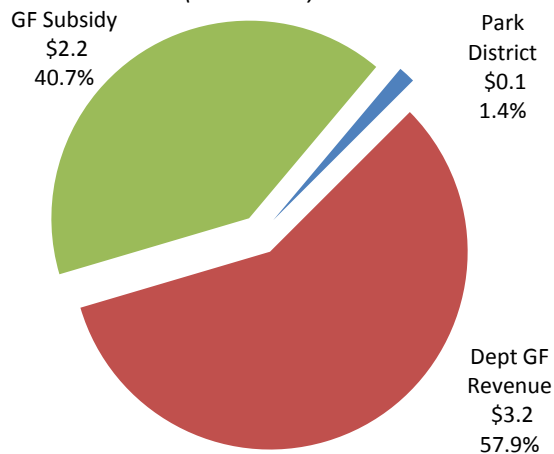
FY 2011

Outlays \$5.5 million, Staffing 38.5 FTE

FY 2011

Resources By Type

(in million's)



FY 2011

Expenditures By Type

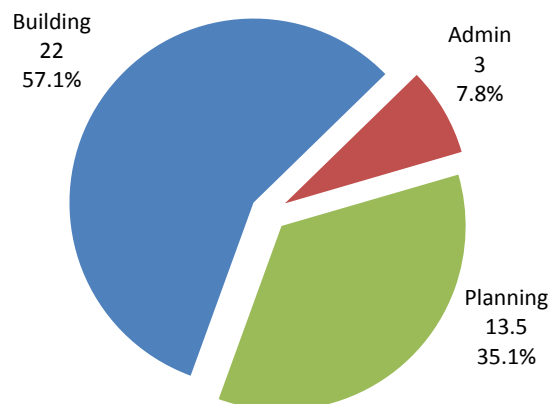
(in million's)



FY 2011

Staffing By Program

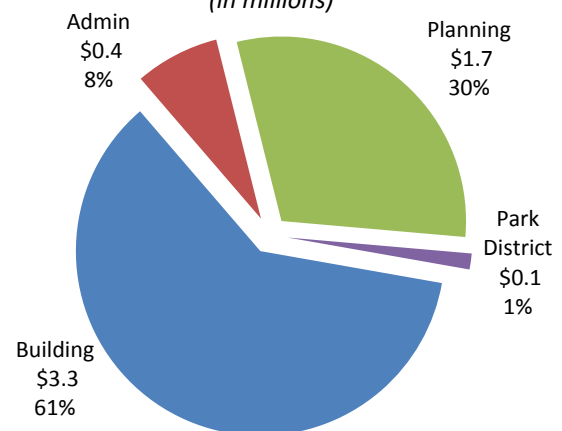
(BY FTE)



FY 2011

Budget By Program

(in millions)



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Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
Development Services Department					
ALL FUNDS SUMMARY					
Director Of Community & Economic Development	1	1	0	0	0
Development Services Director	0	0	1	1	1
City Building Official	1	1	1	1	1
Planning Manager	1	1	1	1	1
Landscape Architect	1	1	0	0	0
Principal Planner	1	1	0	0	0
Development Review Engineer	1	1	1	1	1
Supervising Building Inspector	1	1	1	1	1
Supervising Housing Inspector ¹	0	0	0	1	1
Plan Checking Engineer	1	1	1	1	1
Senior Planner	2	2	2	2	2
Assoc Planner	3	3	3	3	3
Senior Plan Checker ²	0	0	0	1	1
Senior Building Inspector/Electrical	1	1	1	1	1
Senior Building Inspector/Plum-Mech.	1	1	1	1	1
Senior Building Inspector/Structural	1	1	1	1	1
Administrative Analyst II	1	1	1	1	1
Plan Checker ²	3	3	3	2	2
Senior Housing Inspector ¹	1	1	1	0	0
Development Review Specialist	1	1	1	1	1
Building Inspector	5	6	4	4	4
Assistant Planner	2	1	0	0	0
Housing Inspector	4	4	3	3	3
Senior Permit Technician	1	1	1	1	1
Administrative Secretary	1	1	1	1	1
Graphics/Planning Illustrator	0.5	0.5	0.5	0.5	0.5
Permit Technician ³	2	2	2	3	3
Senior Secretary	3	3	2	2	2
Secretary	2	2	2	2	2
Administrative Clerk II ³	4	4	3	2	2
	46.5	46.5	38.5	38.5	38.5

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. Reclassification - 1.0 FTE Senior Housing Inspector to 1.0 FTE Supervising Housing Inspector.
2. Reclassification - 1.0 FTE Plan Checker to 1.0 FTE Senior Plan Checker.
3. Reclassification - 1.0 FTE Administrative Clerk II to Permit Technician.

Department Summary

Development Services Department

All Funds Summary - By Category

All Funds

All Funds Summary - By Category

Funding:

General Fund, Energy Efficiency Cons. Block Grant, and Park District Funds.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
General Fund Revenue	3,752,832	3,673,993	2,975,158	3,171,256	3,266,394
Park Districts	1,053,186	622,682	366,366	107,841	111,075
Energy Efficiency Conserv. Block Grant	-	-	1,361,900	-	-
	4,806,018	4,296,675	4,703,424	3,279,097	3,377,469
(Contribution)/Use of Fund Balance					
Park District Funds	926,038	(543,729)	(286,366)	(31,541)	(34,775)
	926,038	(543,729)	(286,366)	(31,541)	(34,775)
Fund Subsidy					
General Fund Subsidy	1,364,040	1,610,896	2,323,294	2,226,541	2,211,494
Total Resources	7,096,096	5,363,842	6,740,352	5,474,097	5,554,188
OUTLAYS					
Expenditures					
Salary & Benefits	5,063,811	4,581,227	4,520,359	4,701,638	4,806,023
Charges (to)/from other programs	(565,649)	(413,806)	(400,434)	(353,442)	(364,085)
<i>Net Staffing Expense</i>	4,498,162	4,167,421	4,119,925	4,348,196	4,441,938
Maintenance & Utilities	10,141	12,467	16,195	13,791	13,791
Supplies & Services	1,215,181	510,637	492,246	351,841	351,841
Internal Service Fees	71,019	673,317	750,086	760,269	746,618
Capital	1,593	-	-	-	-
Projects	-	-	1,361,900	-	-
<i>Net Operating Expense</i>	1,297,934	1,196,421	2,620,427	1,125,901	1,112,250
<i>Transfers Out to Other Funds</i>	1,300,000	-	-	-	-
Total Outlays	7,096,096	5,363,842	6,740,352	5,474,097	5,554,188
Net Change	-	-	-	-	-

Department Summary

Development Services Department

All Funds Summary - By Program

All Funds

All Funds Summary - By Program

Description:

General Fund, Energy Efficiency Cons. Block Grant, and Park District Funds.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
Administration	6	83	-	-	-
Building	3,479,238	3,220,612	2,762,466	2,959,180	3,047,955
Planning	273,588	453,298	212,692	212,076	218,439
Energy Efficiency Conserv. Block Grant	-	-	1,361,900	-	-
Park Districts	1,053,186	622,682	366,366	107,841	111,075
	4,806,018	4,296,675	4,703,424	3,279,097	3,377,469
(Contribution)/Use of Fund Balance					
Park District Funds	926,038	(543,729)	(286,366)	(31,541)	(34,775)
	926,038	(543,729)	(286,366)	(31,541)	(34,775)
Fund Subsidy					
General Fund Subsidy	1,364,040	1,610,896	2,323,294	2,226,541	2,211,494
Total Resources	7,096,096	5,363,842	6,740,352	5,474,097	5,554,188
OUTLAYS					
Expenditures					
Administration	297,046	462,643	402,219	405,628	412,998
Building	3,126,074	3,026,739	3,226,599	3,334,447	3,382,361
Planning	1,693,752	1,795,507	1,669,634	1,657,722	1,682,529
Energy Efficiency Conserv. Block Grant	-	-	1,361,900	-	-
Park Districts	1,979,224	78,953	80,000	76,300	76,300
Total Outlays	7,096,096	5,363,842	6,740,352	5,474,097	5,554,188
Net Change	-	-	-	-	-

Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
Development Services Department					
General Fund (100)					
Director of Community & Economic Development	1	1	0	0	0
Development Services Director	0	0	1	1	1
City Building Official	1	1	1	1	1
Planning Manager	1	1	1	1	1
Landscape Architect	1	1	0	0	0
Principal Planner	1	1	0	0	0
Development Review Engineer	1	1	1	1	1
Supervising Building Inspector	1	1	1	1	1
Supervising Housing Inspector ¹	0	0	0	1	1
Plan Checking Engineer	1	1	1	1	1
Senior Planner	2	2	2	2	2
Assoc Planner	3	3	3	3	3
Senior Plan Checker ²	0	0	0	1	1
Senior Building Inspector/Electrical	1	1	1	1	1
Senior Building Inspector/Plum-Mech.	1	1	1	1	1
Senior Building Inspector/Structural	1	1	1	1	1
Administrative Analyst II	1	1	1	1	1
Plan Checker ²	3	3	3	2	2
Senior Housing Inspector ¹	1	1	1	0	0
Development Review Specialist	1	1	1	1	1
Building Inspector	5	6	4	4	4
Assistant Planner	2	1	0	0	0
Housing Inspector	4	4	3	3	3
Senior Permit Technician	1	1	1	1	1
Administrative Secretary	1	1	1	1	1
Graphics/Planning Illustrator	0.5	0.5	0.5	0.5	0.5
Permit Technician ³	2	2	2	3	3
Senior Secretary	3	3	2	2	2
Secretary	2	2	2	2	2
Administrative Clerk II ³	4	4	3	2	2
	46.5	46.5	38.5	38.5	38.5

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. Reclassification - 1.0 FTE Senior Housing Inspector to 1.0 FTE Supervising Housing Inspector.
2. Reclassification - 1.0 FTE Plan Checker to 1.0 FTE Senior Plan Checker.
3. Reclassification - 1.0 FTE Administrative Clerk II to Permit Technician.

Department Summary

Department: 100-3600

Development Services Department

General Fund

General Fund Summary

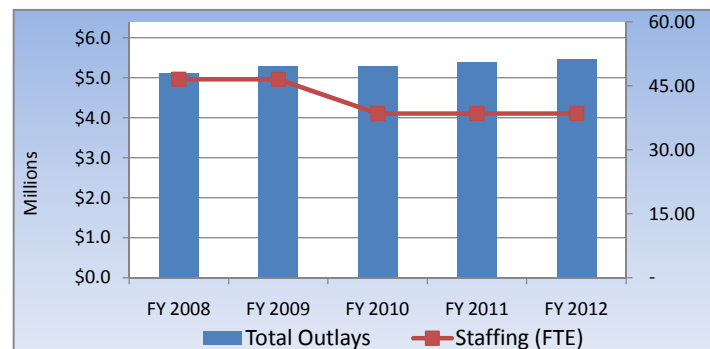
Description:

Administration, Building, and Planning.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
Licenses & Permits	1,925,329	1,578,603	1,207,100	1,322,095	1,361,758
From Other Agencies	112,834	147,166	-	-	-
Fees & Service Charges	1,714,084	1,944,664	1,766,858	1,844,451	1,899,784
Other Revenue	585	3,560	1,200	4,710	4,852
Total Resources	3,752,832	3,673,993	2,975,158	3,171,256	3,266,394
OUTLAYS					
Expenditures					
Salary & Benefits	5,063,811	4,581,227	4,520,359	4,701,638	4,806,023
Charges (to)/from other programs	(567,019)	(417,759)	(405,434)	(354,742)	(365,385)
<i>Net Staffing Expense</i>	4,496,792	4,163,468	4,114,925	4,346,896	4,440,638
Maintenance & Utilities	10,141	12,467	16,195	13,791	13,791
Supplies & Services	537,327	435,637	417,246	276,841	276,841
Internal Service Fees	71,019	673,317	750,086	760,269	746,618
Capital	1,593	-	-	-	-
<i>Net Operating Expense</i>	620,080	1,121,421	1,183,527	1,050,901	1,037,250
Total Outlays	5,116,872	5,284,889	5,298,452	5,397,797	5,477,888
General Fund Subsidy	1,364,040	1,610,896	2,323,294	2,226,541	2,211,494

Outlays and Staffing over the past five years.

FY 2011 Staffing Change: Reclassifications
FY 2011 Outlays Change: \$99,345



Program Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
Development Services Department - Development Services Administration Program					
General Fund (100)					
Director Of Community & Economic Development	1	1	0	0	0
Development Services Director	0	0	1	1	1
Administrative Analyst II	1	1	1	1	1
Administrative Secretary	1	1	1	1	1
	3	3	3	3	3

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. None.

Program Summary

Program: 100 - 4601

Development Services Department

General Fund

Administration

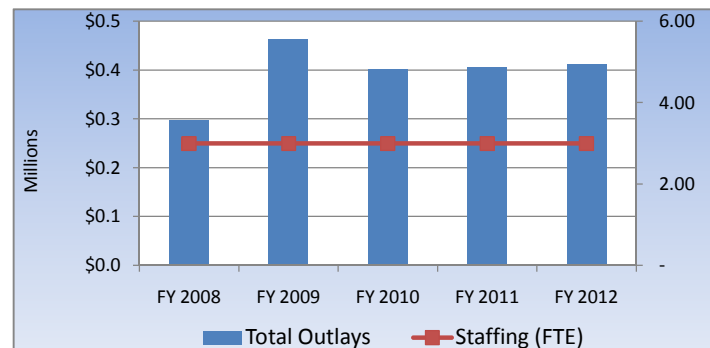
Description:

Department Administration.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
Other Revenue	6	83	-	-	-
Total Resources	6	83	-	-	-
OUTLAYS					
Expenditures					
Salary & Benefits	426,577	422,286	415,381	427,333	437,247
Charges (to)/from other programs	(143,300)	(12,385)	(75,434)	(78,442)	(80,796)
<i>Net Staffing Expense</i>	283,277	409,901	339,947	348,891	356,451
Maintenance & Utilities	2,457	754	3,500	500	500
Supplies & Services	9,719	8,189	23,302	16,738	16,738
Internal Service Fees	-	43,799	35,470	39,499	39,309
Capital	1,593	-	-	-	-
<i>Net Operating Expense</i>	13,769	52,742	62,272	56,737	56,547
Total Outlays	297,046	462,643	402,219	405,628	412,998
General Fund Subsidy	297,040	462,560	402,219	405,628	412,998
FY 2011 Major Budget Items: 50% of Administrative Analyst II charged to other programs. \$11,179 field supplies. FY 2011 Significant Budget Changes: \$2,487 auto allowance reduction. \$500 reduction to office equipment.					

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: None
FY 2011 Outlays Change: \$3,409



Division Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.					
Development Services Department - Building Division					
General Fund (100)					
City Building Official	1	1	1	1	1
Supervising Building Inspector	1	1	1	1	1
Supervising Housing Inspector ¹	0	0	0	1	1
Plan Checking Engineer	1	1	1	1	1
Senior Plan Checker ²	0	0	0	1	1
Sr. Building Inspector/Electrical	1	1	1	1	1
Sr. Building Inspector/Plum-Mech.	1	1	1	1	1
Sr. Building Inspector/Structural	1	1	1	1	1
Plan Checker ²	3	3	3	2	2
Sr Housing Inspector ¹	1	1	1	0	0
Building Inspector	5	6	4	4	4
Housing Inspector	4	4	3	3	3
Senior Permit Technician	1	1	1	1	1
Permit Technician ³	2	2	2	3	3
Senior Secretary	1	1	0	0	0
Secretary	1	1	1	1	1
Administrative Clerk II ³	2	2	1	0	0
	26	27	22	22	22

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. Reclassification - 1.0 FTE Sr. Housing Inspector to 1.0 FTE Supervising Housing Inspector.
2. Reclassification - 1.0 FTE Plan Checker to 1.0 FTE Sr. Plan Checker.
3. Reclassification - 1.0 FTE Administrative Clerk II to Permit Technician.

Division Summary

Division: 100 - 2700

Development Services Department

General Fund

Building

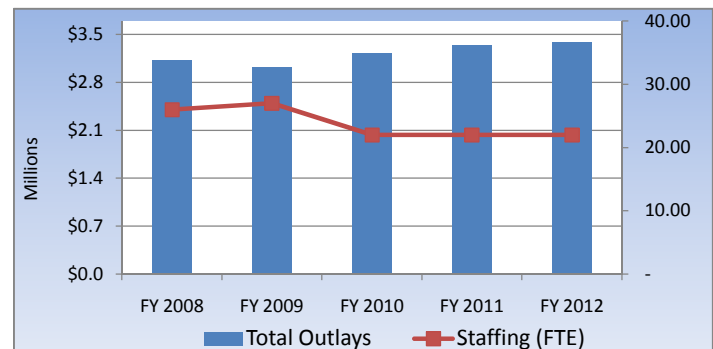
Description:

Building and Rental Inspection.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
Licenses & Permits	1,916,428	1,515,907	1,190,000	1,240,000	1,277,200
Fees & Service Charges	1,562,810	1,704,447	1,572,466	1,714,680	1,766,120
Other Revenue	-	258		4,500	4,635
Total Resources	3,479,238	3,220,612	2,762,466	2,959,180	3,047,955
OUTLAYS					
Expenditures					
Salary & Benefits	2,825,574	2,488,497	2,549,151	2,668,393	2,728,255
Charges (to)/from other programs	(46,016)	522	-	-	-
<i>Net Staffing Expense</i>	2,779,558	2,489,019	2,549,151	2,668,393	2,728,255
Supplies & Services	268,996	99,669	209,026	197,161	197,161
Internal Service Fees	71,019	427,198	457,577	457,252	445,304
Maintenance & Utilities	6,501	10,853	10,845	11,641	11,641
Capital	-	-	-	-	-
<i>Net Operating Expense</i>	346,516	537,720	677,448	666,054	654,106
Total Outlays	3,126,074	3,026,739	3,226,599	3,334,447	3,382,361
General Fund Subsidy	(353,164)	(193,873)	464,133	375,267	334,406
FY 2011 Major Budget Items:	FY 2011 Significant Budget Changes:				
1. \$132,078 in outside plan check contracts.	1. None.				

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: Reclassifications
FY 2011 Outlays Change: \$107,848



Division Staffing Summary (FY 2008 - 2012)

	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
Development Services Department - Planning Division					
General Fund (100)					
Planning Manager	1	1	1	1	1
Landscape Architect	1	1	0	0	0
Principal Planner	1	1	0	0	0
Development Review Engineer	1	1	1	1	1
Senior Planner	2	2	2	2	2
Assoc Planner	3	3	3	3	3
Development Review Specialist	1	1	1	1	1
Assistant Planner	2	1	0	0	0
Graphics/Planning Illustrator	0.5	0.5	0.5	0.5	0.5
Senior Secretary	2	2	2	2	2
Secretary	1	1	1	1	1
Administrative Clerk II	2	2	2	2	2
	17.5	16.5	13.5	13.5	13.5

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. None.

Division Summary

Division: 100 - 1500

Development Services Department

General Fund

Planning

Description:

Current and Advanced planning; Rt 238 Bypass Study, and Mt. Eden Annexation II.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
Licenses & Permits	8,901	62,696	17,100	82,095	84,558
From Other Agencies	112,834	147,166	-	-	-
Fees & Service Charges	151,274	240,217	194,392	129,771	133,664
Other Revenue	579	3,219	1,200	210	217
Total Resources	273,588	453,298	212,692	212,076	218,439
OUTLAYS					
Expenditures					
Salary & Benefits	1,811,660	1,670,444	1,555,827	1,605,912	1,640,521
Charges (to)/from other programs	(377,703)	(405,896)	(330,000)	(276,300)	(284,589)
<i>Net Staffing Expense</i>	1,433,957	1,264,548	1,225,827	1,329,612	1,355,932
Maintenance & Utilities	1,183	860	1,850	1,650	1,650
Supplies & Services	258,612	327,779	184,918	62,942	62,942
Internal Service Fees	-	202,320	257,039	263,518	262,005
Capital	-	-	-	-	-
<i>Net Operating Expense</i>	259,795	530,959	443,807	328,110	326,597
Total Outlays	1,693,752	1,795,507	1,669,634	1,657,722	1,682,529
General Fund Subsidy	1,420,164	1,342,209	1,456,942	1,445,646	1,464,090

FY 2011 Major Budget Items:

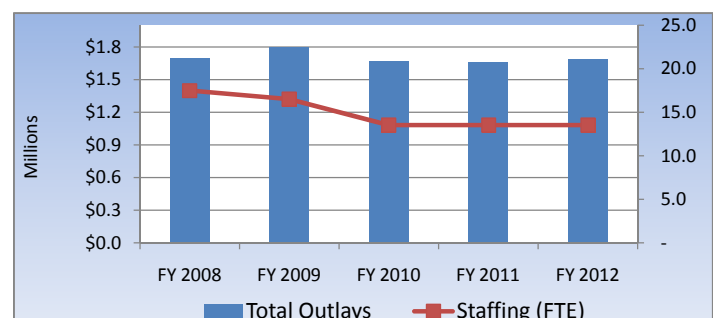
1. \$276,300 staff time charged to other programs.

FY 2011 Significant Budget Changes:

1. \$10,113 copier and postage budget transferred here.
2. One time special services not repeated in FY 2011.

Outlays and Staffing over the past five years.

FY 2011 Staffing Change: None
FY 2011 Outlays Change: (\$11,912)





Fund Summary

Development Services Department

Fund: 261, 262, 263, 264, 265

Special Revenue Fund

Park Districts

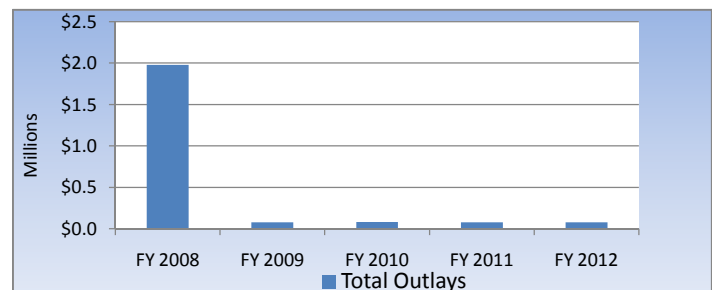
Description: Zones A-E

There is a requirement to dedicate land, or pay an in-lieu fee for public park.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Beginning Working Capital Balance	2,895,649	1,969,611	2,513,340	2,799,706	2,831,247
RESOURCES					
Revenue					
Interest and Rents	149,125	73,854	58,073	-	-
Other Revenue	904,061	548,828	308,293	107,841	111,075
Total Resources	1,053,186	622,682	366,366	107,841	111,075
OUTLAYS					
Expenditures					
Salary & Benefits	-	-	-	-	-
Charges (to)/from other programs	1,370	3,953	5,000	1,300	1,300
<i>Net Staffing Expense</i>	1,370	3,953	5,000	1,300	1,300
Supplies & Services	677,854	75,000	75,000	75,000	75,000
<i>Net Operating Expense</i>	677,854	75,000	75,000	75,000	75,000
Fund Transfers Out to Other Funds					
RDA TABS - Capital Fund	1,300,000	-	-	-	-
	1,300,000	-	-	-	-
Total Outlays	1,979,224	78,953	80,000	76,300	76,300
Net Change	(926,038)	543,729	286,366	31,541	34,775
Ending Fund Balance June 30	1,969,611	2,513,340	2,799,706	2,831,247	2,866,022

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: None
FY 2011 Outlays Change: (\$3,700)



Grant Program

Program: 221-5052

Development Services Department

ARRA Stimulus Fund

Energy Efficiency and Conservation Block Grant (EECBG)

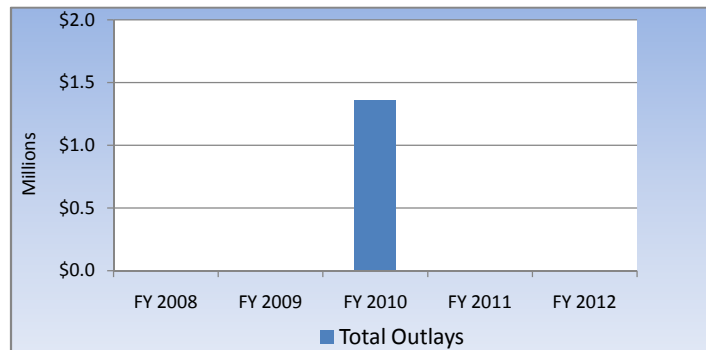
Description:

Funds projects that reduce energy use, decrease fossil fuel emissions, and improve energy efficiency.

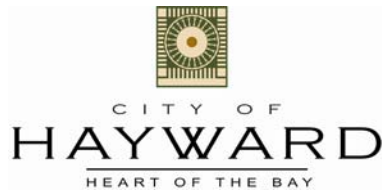
	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
Grant	-	-	1,361,900	-	-
Total Resources	-	-	1,361,900	-	-
OUTLAYS					
Expenditures					
Projects	-	-	1,361,900	-	-
<i>Net Operating Expense</i>	-	-	1,361,900	-	-
Total Outlays	-	-	-	-	-
Net Change	-	-	-	-	-

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: None
FY 2011 Outlays Change: (\$1,361,900)



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Finance Department

Director: Susan Stark (Interim)

Department Mission Statement

The mission of the Finance Department is to ensure financial stability and compliance with goals, policies and regulations; to provide timely and accurate financial information to City departments and to the public; and to administer the City's assets, including cash and investments, in a prudent and intelligent manner.

Finance Department

	Core Services	Performance Measures
Finance Administration	• Monitor City-wide internal controls • Develop and administer City-wide budget • Conduct Treasury/Investment management • Perform special projects	1. Present operating budget for adoption, under the direction of the City Manager. 2. Invest City funds, in compliance with approved policy, 100% of the time. 3. Meet investment reporting deadlines 100% of the time.
Accounting Division	• Assure accurate and timely financial reporting • Administer and complete the City's accounts payable obligations • Prepare and manage invoicing and accounts receivable billings • Provide debt administration • Process payroll and employee benefit payments	1. Meet financial reporting deadlines 100% of the time. 2. Generate invoices for recovery of billable City staff time and services within 30 days, 95% of the time. 3. Ensure all invoices submitted for payment to outside vendors have appropriate level of approval 100% of the time.
Revenue	• Provide cashiering services for all departments. • Maintain daily cash management of City funds. • Conduct revenue collection services. • Maintain tax and license administration, billing and collection. • Process utility billing for City water and sewer services.	1. Receive feedback from customers that reflect above average customer service 95% of the time related to courtesy, timeliness, and ability to address customer request. 2. Maintain high collection rate, with a collection account ratio averaging better than 90%.
Purchasing	• Provide procurement services to City departments. • Ensure compliance with City purchasing mandates. • Facilitate competitive bid process to ensure fairness. • Facilitate disposal of surplus equipment. • Provide mail services to City departments	1. Meet purchase process timeline: single purchase (10 working days); bids and quotes (6 weeks); proposals (8 weeks); 95% of the time. 2. Review minimum of 90% of all open purchase orders for compliance annually.

FY2010 Departmental Performance

1. Implemented department performance-based/outcome-driven measurements in the FY2011-2012 Budget.
2. Prepared and filed all outside audit financial reports to federal, state, and bond rating agencies within deadline.
3. Supported revenue enhancement alternatives such as implementation of Utility Users Tax and Community Facilities District #2 along Cannery Area.
4. Reviewed master schedule fees and applied an increase to match Consumer Price Index (CPI).
5. Updated Disaster Preparedness Purchasing Agreements with local and regional vendors to provide supplies, equipment, and services to the City on a priority basis for the benefit of the public health, safety, and welfare.
6. Created Environmentally Preferred Purchasing (EPP) policy to support the City's goal of purchasing goods and services that can significantly contribute to the success of its climate action plan and programs.
7. Introduced and promoted first annual
 - "Green Vendor Show," targeting janitorial and cleaning products and services
 - "How To Do Business With Public Agencies in Hayward" vendor show event in coordination with Economic Development Department along with Vendor's Guide Brochure.
8. Disposed surplus office equipment and vehicles through on-line public auction.
9. Developed and implemented City policies and guidelines for water utility shut-off notices to overdue multi-unit apartment owners whose tenants include utilities as part of their rent.
10. Established compliance with payment card industry (PCI) practices for protection of credit card account transactions and identify theft prevention.
11. Enhanced the Special Assessments Lien Hearing process with Alameda County Tax Assessor's Office, which strengthens the City's collection efforts.
12. Identified unlicensed businesses for compliance of valid business license and payment of fees.
13. Designed a method to pay vendor invoices electronically via credit card account, which is more effective, secure, and with less City costs while also participate in a credit card fee rebate.

Finance Department FY2011 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
1. Enhance efficiency and procurement budget control with use of Pro Cards and Business Oriented credit cards.	X		X		X	X
2. In-depth case analysis of Emergency Services Facilities Tax as to collection ratio; what part of City population pays it; what projects has it funded; and merit of continuing tax.					X	
3. Compare City investment earnings performance in relationship to surrounding cities to determine best practices.					X	
4. Explore feasibility of out sourcing parking and administrative citations using electronic ticket printers thus reducing staff processing while ensuring code compliance.	X	X	X		X	X

FY2011 Core Service Objectives

1. Develop financial agreement to receive utility payments directly from customers' personal online banking accounts electronically adding another method customers may pay their water bills conveniently.
2. Expand City website to allow payment of all City invoices such as parking fines, permits, fees, and business licenses, and not just limit to water utility payments.
3. Monitor City accounts receivables frequently and provide departments with collection status reports.
4. Insure all energy, cable, and communication providers doing business in the City are compliant with payment of Utility Users Tax.
5. Dispose asset equipment from Centennial Hall through on-line public auction.
6. Establish a network of purchasing agencies to include but not limited to local Hayward public entities and create a pool of purchasing power to support "Buy Hayward First Program."
7. Coordinate purchasing resources with other local Hayward public agencies during local or regional disaster.
8. Provide leadership assistance to the Environmentally Preferred Purchasing Committee to ensure mutual program needs are met, conferred, and resolved.
9. Create on-going training and workshops to departments to provide Budgetary, Purchasing, and Financial guidance to assist with fiscal planning and understanding critical budget status indicators using reporting writing tools.
10. Begin process of getting the organization ready for the selection of a new Financial Enterprise System.

Finance Department FY2012 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
1. Lead task force to develop specifications for citywide ERP system to include permit processing; invoicing; and processing for the following:	X		X		X	X
2. Budgeting and financial systems; enhanced report writing ability with data available to all levels of management					X	X
3. Interface of Purchasing system with Budget and Accounts Payable; transactions at point of entry minimizes risk of error and duplication of staff time.					X	X
4. Streamline Payroll system to an electronic entry instead of manual timesheets which is labor intensive; adds error risk, and may not ensure accuracy with MOU contracts.					X	X

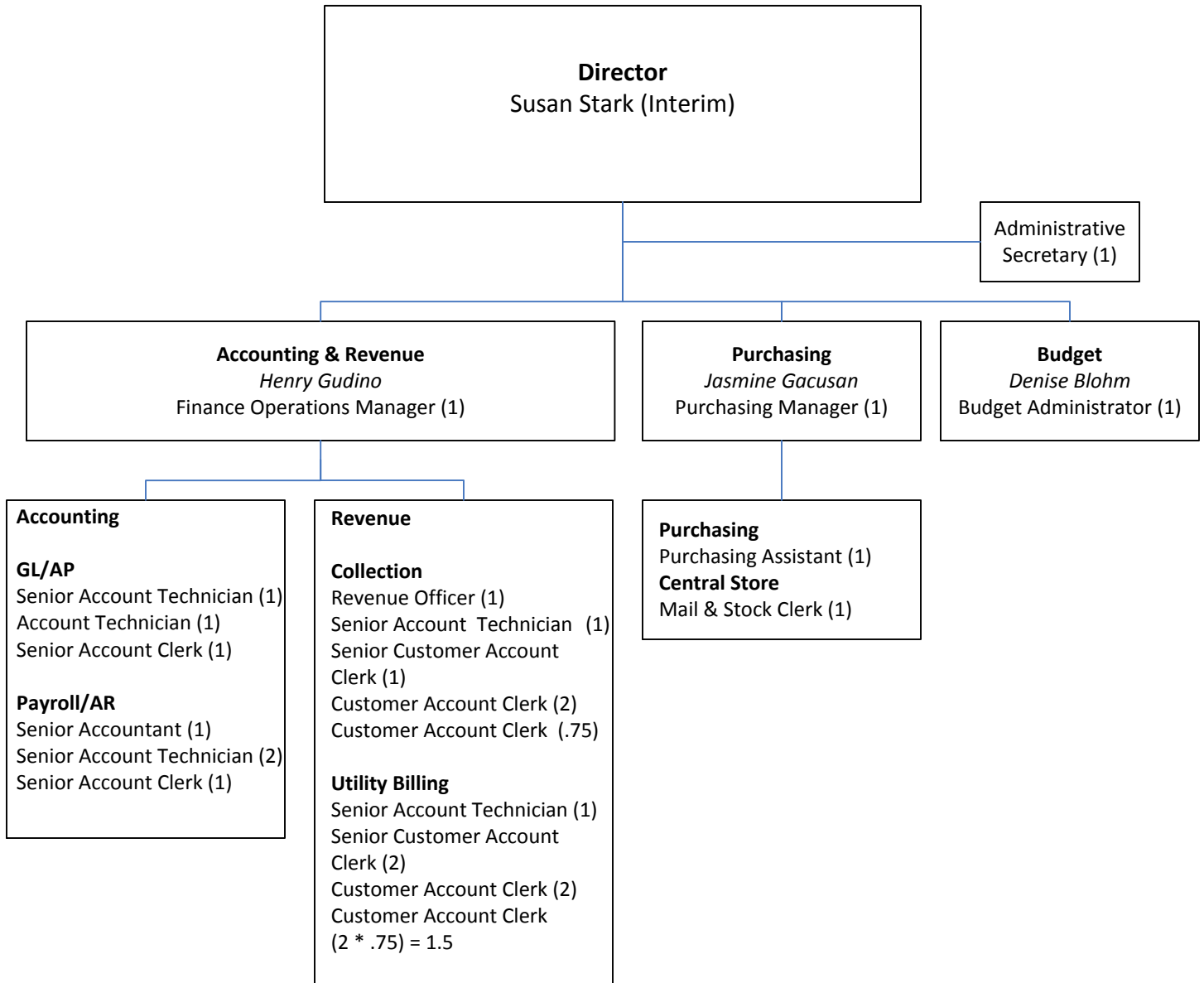
FY2012 Core Service Objectives

1. Continue expansion of City website to accommodate further customer service enhancements such as Business License application, renewals, and fee payment.
2. Explore feasibility of cashiering system that receives payments for planning permits while also updating planning application status.
3. Implement automated telephone messages to customers to remind of overdue water utility accounts.
4. Increase participation of local Hayward vendors in providing emergency supplies, services, or equipment during local or regional disaster.
5. Complete scope and details necessary to issue a Request for Proposals for a new Financial Enterprise Program.
6. Assure customer can pay all City bills on-line and/or electronically.

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FY 2011 STAFFING
26.25 FTE

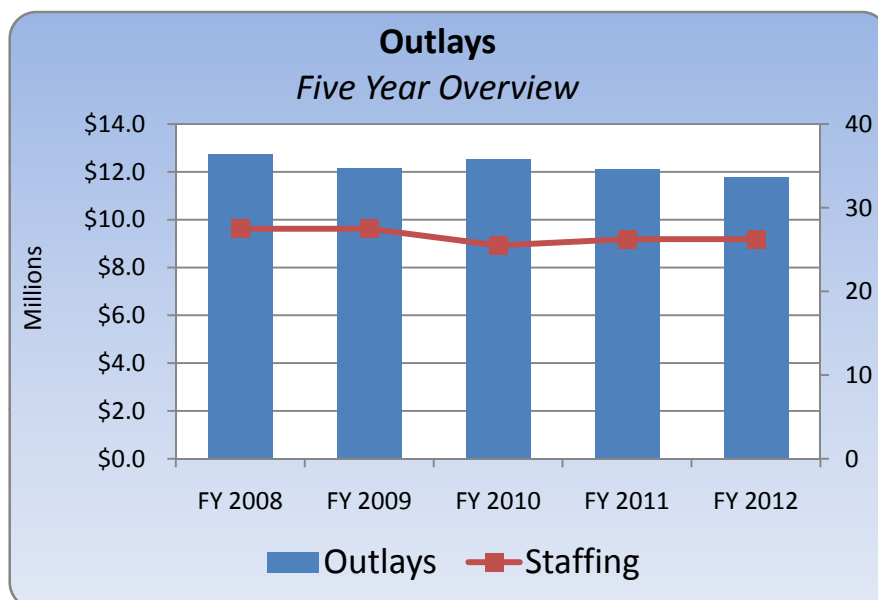
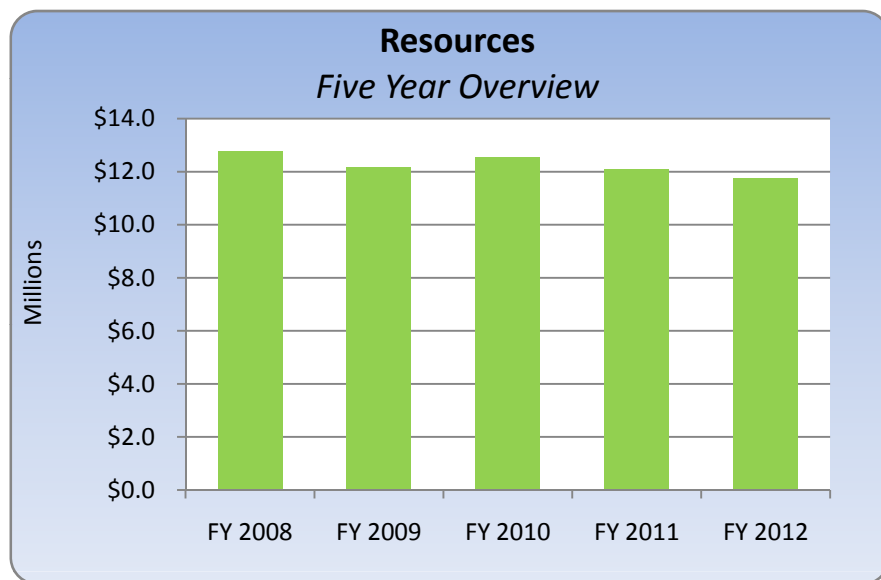
Finance



Finance Department Resources and Outlays

All Funds Summary

Resources, Outlays, and Staffing Over Last Five Years



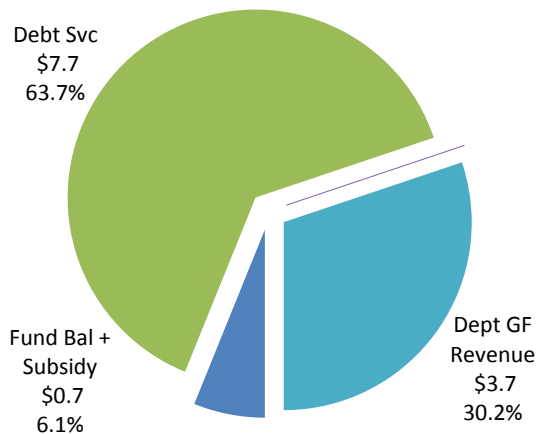
Finance Department Overview

FY 2011

Outlays \$12.1 million, Staffing 26.25 FTE

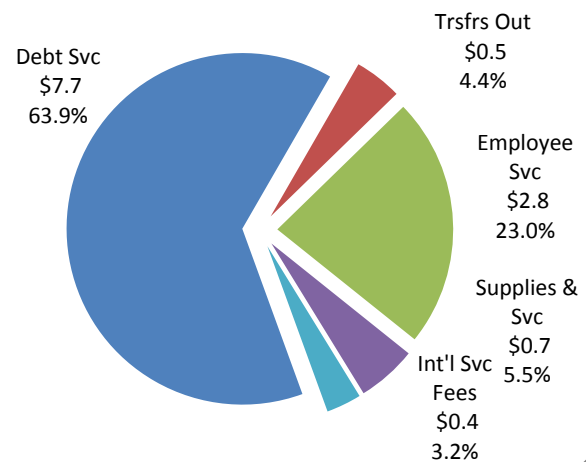
FY 2011

Resources By Type (in million's)



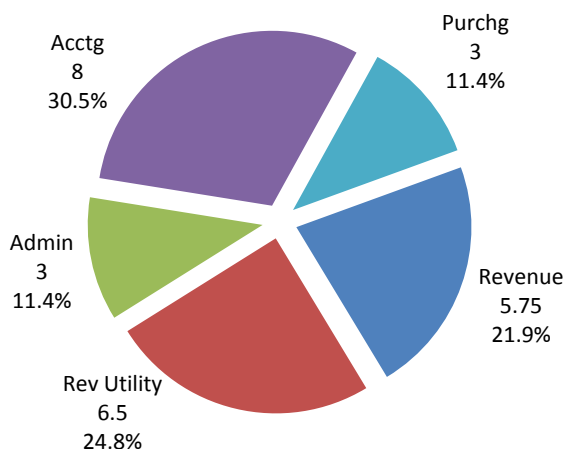
FY 2011

Expenditures By Type (in million's)



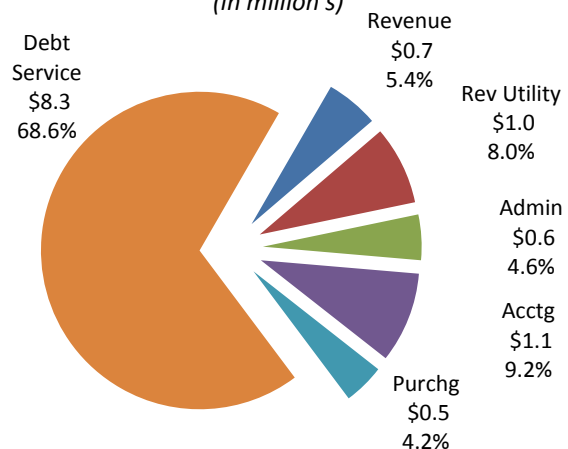
FY 2011

Staffing By Program



FY 2011

Budget By Program (in million's)



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Department Staffing Summary (FY 2008 - 2012)

	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
Finance Department					
ALL FUNDS SUMMARY					
Director Of Finance	1	1	1	1	1
Finance Operations Manager ¹	0	0	0	1	1
Purchasing & Services Manager	1	1	1	1	1
Accounting Manager ¹	0	0	1	0	0
Budget Administrator	1	1	1	1	1
Revenue Manager ²	1	1	1	0	0
Revenue Office ³	0	0	0	1	1
Senior Accountant	2	2	1	1	1
Administrative Analyst II ³	0	1	1	0	0
Collections Officer	1	0	0	0	0
Senior Accounting Technician ^{4, 5}	4	4	3	5	5
Administrative Secretary	1	1	1	1	1
Accounting Technician ⁴	1	1	2	1	1
Purchasing Assistant	1	1	1	1	1
Senior Account Clerk ⁵	3	3	3	2	2
Senior Customer Account Clerk	3	3	3	3	3
Customer Account Clerk ⁶	6.5	6.5	4.5	6.25	6.25
Mail & Purchasing Clerk	1	1	1	1	1
	27.5	27.5	25.5	26.25	26.25

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. Reclassification - 1.0 FTE Accounting Manager to 1.0 FTE Finance Operations Manager.
2. Decrease 1.0 FTE Revenue Manager.
3. Reclassification - 1.0 FTE Administrative Analyst II to 1.0 FTE Revenue Officer.
4. Reclassification - 1.0 FTE Accounting Technician to 1.0 FTE Senior Accounting Technician.
5. Reclassification - 1.0 FTE Senior Account Clerk to 1.0 FTE Senior Accounting Technician.
6. New Position - 1.0 FTE and .75 FTE Customer Account Clerk.

Department Summary

All Funds Summary - By Category

Finance Department

All Funds

All Funds Summary - By Category

Funding:

General Fund, Water, and Debt Service funds.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue and Transfers In From Other Funds					
General Fund Revenue	4,034,601	3,827,871	3,700,000	3,650,000	3,650,000
Debt Service	8,830,584	9,935,518	8,302,735	7,706,214	7,793,251
	12,865,185	13,763,389	12,002,735	11,356,214	11,443,251
(Contribution)/Use of Fund Balance					
Debt Service Funds	716,292	(1,380,470)	521,477	589,142	95,658
Fund Subsidy					
General Fund Subsidy	(1,596,736)	(1,043,982)	(849,292)	(817,264)	(775,228)
Water Fund Subsidy	778,171	818,504	853,442	969,749	989,557
	(818,565)	(225,478)	4,150	152,485	214,329
Total Resources	12,762,912	12,157,441	12,528,362	12,097,841	11,753,238
OUTLAYS					
Expenditures By Category					
Salary & Benefits	2,689,916	2,650,684	2,661,171	2,801,845	2,866,850
Charges (to)/from other programs	(16,525)	(65,164)	(51,126)	(14,803)	(15,646)
<i>Net Staffing Expense</i>	2,673,391	2,585,520	2,610,045	2,787,042	2,851,204
Maintenance & Utilities	75,374	57,991	53,237	7,665	7,665
Supplies & Services	297,167	453,028	532,738	469,194	469,194
Internal Service Fees	-	340,793	380,742	390,572	388,254
Postage	213,892	221,809	185,451	185,300	185,300
Principal	(1,873,784)	3,557,844	3,596,680	3,254,370	3,496,040
Interest	5,844,356	4,801,790	4,620,898	4,473,648	4,330,581
Capital	7,677	-	-	-	-
<i>Net Operating Expense</i>	4,564,682	9,433,255	9,369,746	8,780,749	8,877,034
Transfers Out To Other Funds	5,524,839	138,666	548,571	530,050	25,000
Total Outlays	12,762,912	12,157,441	12,528,362	12,097,841	11,753,238
Net Change	-	-	-	-	-

Department Summary

All Funds Summary - By Program

Finance Department

All Funds

All Funds Summary - By Program

Funding:

General Fund, Water, and Debt Service funds.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
General Fund	4,034,601	3,827,871	3,700,000	3,650,000	3,650,000
Debt Service	8,830,584	9,935,518	8,302,735	7,706,214	7,793,251
	12,865,185	13,763,389	12,002,735	11,356,214	11,443,251
(Contribution)/Use of Fund Balance					
Debt Service Funds	716,292	(1,380,470)	521,477	589,142	95,658
Fund Subsidy					
General Fund Subsidy	(1,596,736)	(1,043,982)	(849,292)	(817,264)	(775,228)
Water Fund Subsidy	778,171	818,504	853,442	969,749	989,557
	(818,565)	(225,478)	4,150	152,485	214,329
Total Resources	12,762,912	12,157,441	12,528,362	12,097,841	11,753,238
OUTLAYS					
Expenditures By Program					
Administration	475,946	447,914	505,857	559,877	567,264
Accounting	833,323	1,039,768	1,100,985	1,118,093	1,137,009
Purchasing	481,091	546,346	597,518	504,503	509,311
Revenue	647,505	749,861	646,348	650,263	661,188
Utility Billing	778,171	818,504	853,442	969,749	989,557
Debt Service	9,546,876	8,555,048	8,824,212	8,295,356	7,888,909
Total Outlays	12,762,912	12,157,441	12,528,362	12,097,841	11,753,238
Net Change	-	-	-	-	-

Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
Finance Department General Fund (100)					
Director Of Finance	1	1	1	1	1
Finance Operations Manager ¹	0	0	0	1	1
Purchasing & Services Manager	1	1	1	1	1
Accounting Manager ¹	0	0	1	0	0
Budget Administrator	1	1	1	1	1
Revenue Manager ²	1	1	1	0	0
Revenue Officer ³	0	0	0	1	1
Senior Accountant	2	2	1	1	1
Administrative Analyst II ³	0	1	1	0	0
Collections Officer	1	0	0	0	0
Senior Accounting Technician ^{4, 5}	3	3	2	4	4
Administrative Secretary	1	1	1	1	1
Accounting Technician ⁴	1	1	2	1	1
Purchasing Assistant	1	1	1	1	1
Senior Account Clerk ⁵	3	3	3	2	2
Senior Customer Account Clerk	1	1	1	1	1
Customer Account Clerk ⁶	3	3.75	1.75	2.75	2.75
Mail & Purchasing Clerk	1	1	1	1	1
	21	21.75	19.75	19.75	19.75

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. Reclassification - 1.0 FTE Accounting Manager to 1.0 FTE Finance Operations Manager.
2. Decrease 1.0 FTE Revenue Manager.
3. Reclassification - 1.0 FTE Administrative Analyst II to 1.0 FTE Revenue Officer.
4. Reclassification - 1.0 FTE Accounting Technician to 1.0 FTE Senior Accounting Technician.
5. Reclassification - 1.0 FTE Senior Account Clerk to 1.0 FTE Senior Accounting Technician.
6. New Position - 1.0 FTE Customer Account Clerk.

Department Summary

Department: 100-1700

Finance Department

General Fund

General Fund - Summary

Description:

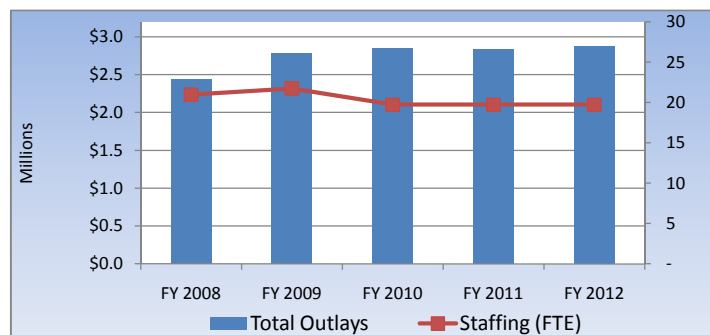
Administration, Accounting, Purchasing, and Revenue.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
Business Tax	2,480,696	2,502,991	2,400,000	2,400,000	2,400,000
Transient Occupancy Tax	1,553,690	1,324,880	1,300,000	1,250,000	1,250,000
Other Revenue	215	-	-	-	-
Total Resources	4,034,601	3,827,871	3,700,000	3,650,000	3,650,000
OUTLAYS					
Expenditures					
Salary & Benefits	2,144,334	2,149,495	2,175,236	2,220,574	2,269,212
Charges (to)/from other programs	(44,290)	(172,541)	(173,329)	(144,923)	(149,420)
<i>Net Staffing Expense</i>	2,100,044	1,976,954	2,001,907	2,075,651	2,119,792
Maintenance & Utilities	64,210	56,445	44,797	2,200	2,200
Supplies & Services	133,602	314,847	365,158	328,045	328,045
Internal Service Fees	-	294,004	328,731	337,540	335,435
Postage	137,130	141,639	110,115	89,300	89,300
Capital	2,879	-	-	-	-
<i>Net Operating Expense</i>	337,821	806,935	848,801	757,085	754,980
Total Outlays	2,437,865	2,783,889	2,850,708	2,832,736	2,874,772
General Fund Subsidy	(1,596,736)	(1,043,982)	(849,292)	(817,264)	(775,228)

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: Reclasses

FY 2011 Outlays Change: (\$17,972)



Program Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
Finance Department - Finance Administration Program					
General Fund (100)					
Director Of Finance	1	1	1	1	1
Budget Administrator	1	1	1	1	1
Administrative Secretary	1	1	1	1	1
	3	3	3	3	3

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. None.

Program Summary

Program: 100-1711

Finance Department

General Fund

Administration

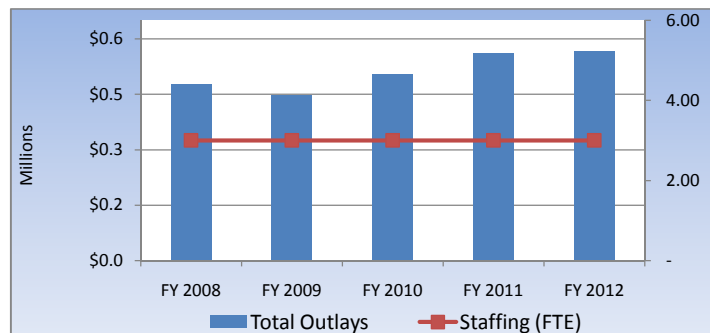
Description:

Department Administration.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
None	-	-	-	-	-
Total Resources	-	-	-	-	-
OUTLAYS					
Expenditures					
Salary & Benefits	404,658	495,228	436,892	440,537	448,077
Charges (to)/from other programs	17,610	(149,539)	(47,729)	5,000	5,000
<i>Net Staffing Expense</i>	422,268	345,689	389,163	445,537	453,077
Maintenance & Utilities	1,194	737	1,200	1,200	1,200
Supplies & Services	51,661	60,210	79,915	76,540	76,540
Internal Service Fees	-	41,278	35,579	36,300	36,147
Postage	-	-	-	300	300
Capital	823	-	-	-	-
<i>Net Operating Expense</i>	53,678	102,225	116,694	114,340	114,187
Total Outlays	475,946	447,914	505,857	559,877	567,264
General Fund Subsidy	475,946	447,914	505,857	559,877	567,264
FY 2011 Major Budget Items: 1. \$36,300 Internal Service Fees. FY 2011 Significant Budget Changes: 1. In FY 2010, received staffing credit for Finance Director acting for vacant Human Resources Director position.					

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: None.
FY 2011 Outlays Change: \$54,020



Division Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.					
Finance Department - Accounting Division					
General Fund (100)					
Finance Operations Manager ¹	0	0	0	1	1
Accounting Manager ¹	0	0	1	0	0
Senior Accountant	2	2	1	1	1
Senior Accounting Technician ²	3	3	2	3	3
Accounting Technician	0	0	1	1	1
Senior Account Clerk ²	3	3	3	2	2
	8	8	8	8	8

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. Reclassification - 1.0 FTE Accounting Manager to 1.0 FTE Finance Operations Manager.
2. Reclassification - 1.0 FTE Senior Account Clerk to 1.0 FTE Senior Accounting Technician.

Division Summary

Division: 100-1720

Finance Department

General Fund

Accounting

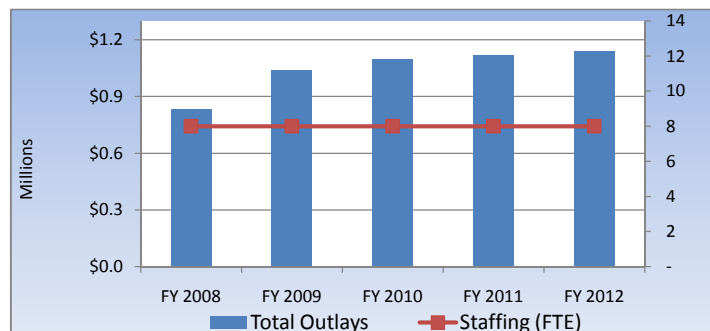
Description:

Accounting program.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
None	-	-	-	-	-
Total Resources	-	-	-	-	-
OUTLAYS					
Expenditures					
Salary & Benefits	811,638	797,444	848,278	890,196	911,215
Charges (to)/from other programs	(10,565)	(19,569)	(20,087)	(50,772)	(52,295)
<i>Net Staffing Expense</i>	801,073	777,875	828,191	839,424	858,920
Maintenance & Utilities	1,285	3,048	700	500	500
Supplies & Services	29,206	8,368	12,100	12,187	12,187
Internal Service Fees	-	86,303	99,494	101,982	101,402
Audit	-	162,994	160,500	160,000	160,000
Postage	1,759	1,180	-	4,000	4,000
Capital	-	-	-	-	-
<i>Net Operating Expense</i>	32,250	261,893	272,794	278,669	278,089
Total Outlays	833,323	1,039,768	1,100,985	1,118,093	1,137,009
General Fund Subsidy	833,323	1,039,768	1,100,985	1,118,093	1,137,009
FY 2011 Major Budget Items: \$160,000 financial audit. \$101,982 Internal Service Fees. \$50,772 staffing credit for charge to other programs. FY 2011 Significant Budget Changes: - Increased staff credit for charges to other programs.					

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: Reclasses
FY 2011 Outlays Change: \$17,108



Division Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
Finance Department - Purchasing Division					
General Fund (100)					
Purchasing & Services Manager	1	1	1	1	1
Purchasing Assistant	1	1	1	1	1
Mail & Purchasing Clerk	1	1	1	1	1
	3	3	3	3	3

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. None.

Division Summary

Division: 100-1740

Finance Department

General Fund

Purchasing and Central Services

Description:

Purchasing and Central Services.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
Other Revenue	215	-	-	-	-
Total Resources	215	-	-	-	-
OUTLAYS					
Expenditures					
Salary & Benefits	291,154	290,104	301,296	322,583	328,883
Charges (to)/from other programs	-	(6,739)	-	(11,119)	(11,452)
<i>Net Staffing Expense</i>	291,154	283,365	301,296	311,464	317,431
Maintenance & Utilities	61,365	52,599	42,300	300	300
Supplies & Services	38,572	32,937	51,000	40,438	40,438
Internal Service Fees	-	91,279	112,922	117,301	116,142
Postage	90,000	86,166	90,000	35,000	35,000
Capital	-	-	-	-	-
<i>Net Operating Expense</i>	189,937	262,981	296,222	193,039	191,880
Total Outlays	481,091	546,346	597,518	504,503	509,311
General Fund Subsidy	480,876	546,346	597,518	504,503	509,311

FY 2011 Major Budget Items:

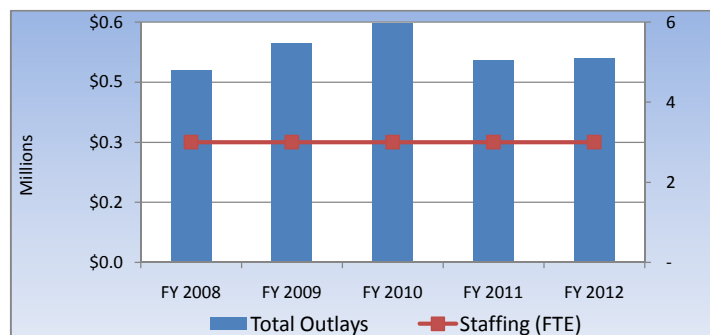
1. \$117,301 Internal Service Fees.
2. \$35,000 for postage.
3. \$11,119 staffing credit for charge to other programs.

FY 2011 Significant Budget Changes:

1. Reallocation of copier and postage budget to depts.

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: None.
FY 2011 Outlays Change: (\$93,015)



Division Staffing Summary (FY 2008 - 2012)

	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
Finance Department - Revenue Division					
General Fund (100)					
Revenue Manager ¹	1	1	1	0	0
Revenue Officer ²	0	0	0	1	1
Administrative Analyst II ²	0	1	1	0	0
Collections Officer	1	0	0	0	0
Senior Accounting Technician ³	0	0	0	1	1
Accounting Technician ³	1	1	1	0	0
Senior Customer Account Clerk	1	1	1	1	1
Customer Account Clerk ⁴	3	3.75	1.75	2.75	2.75
	7	7.75	5.75	5.75	5.75

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. Decrease 1.0 FTE Revenue Manager.
2. Reclassification - 1.0 FTE Administrative Analyst II to 1.0 FTE Revenue Officer.
3. Reclassification - 1.0 FTE Accounting Technician to 1.0 FTE Senior Accounting Technician.
4. New Position - 1.0 FTE Customer Account Clerk.

Division Summary

Division: 100-1730

Finance Department

General Fund

Revenue

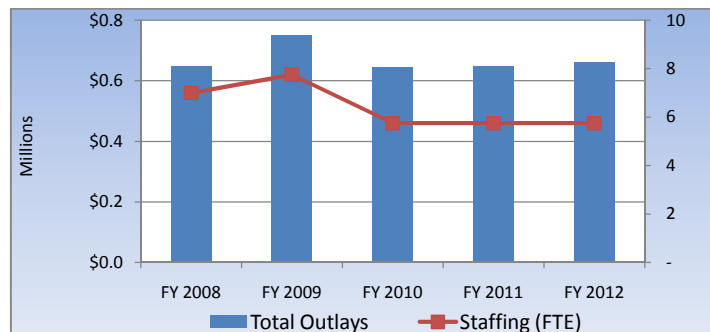
Description:

Revenue collection program.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
Business Tax	2,480,696	2,502,991	2,400,000	2,400,000	2,400,000
Transient Occupancy Tax	1,553,690	1,324,880	1,300,000	1,250,000	1,250,000
Total Resources	4,034,386	3,827,871	3,700,000	3,650,000	3,650,000
OUTLAYS					
Expenditures					
Salary & Benefits	636,884	566,719	588,770	567,258	581,037
Charges (to)/from other programs	(51,335)	3,306	(105,513)	(88,032)	(90,673)
<i>Net Staffing Expense</i>	585,549	570,025	483,257	479,226	490,364
Maintenance & Utilities	366	61	597	200	200
Supplies & Services	14,164	50,338	61,643	38,880	38,880
Internal Service Fees	-	75,144	80,736	81,957	81,744
Postage	45,370	54,293	20,115	50,000	50,000
Capital	2,056	-	-	-	-
<i>Net Operating Expense</i>	61,956	179,836	163,091	171,037	170,824
Total Outlays	647,505	749,861	646,348	650,263	661,188
General Fund Subsidy	(3,386,881)	(3,078,010)	(3,053,652)	(2,999,737)	(2,988,812)
FY 2011 Major Budget Items:			FY 2011 Significant Budget Changes:		
1. \$88,032 staffing credit for charge to other programs.			1. None.		
2. \$81,957 for Internal Service Fees.					
3. \$50,000 postage.					

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: Reclass
FY 2011 Outlays Change: \$3,915



Program Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.					
Finance Department - Utility Billing Program Water Fund (621)					
Senior Accounting Technician	1	1	1	1	1
Senior Customer Account Clerk	2	2	2	2	2
Customer Account Clerk ¹	3.5	2.75	2.75	3.5	3.5
	6.5	5.75	5.75	6.5	6.5

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. New Position - .75 FTE Customer Account Clerk.

Program Summary

Program: 621-1732

Finance Department

Enterprise Fund

Utility Billing

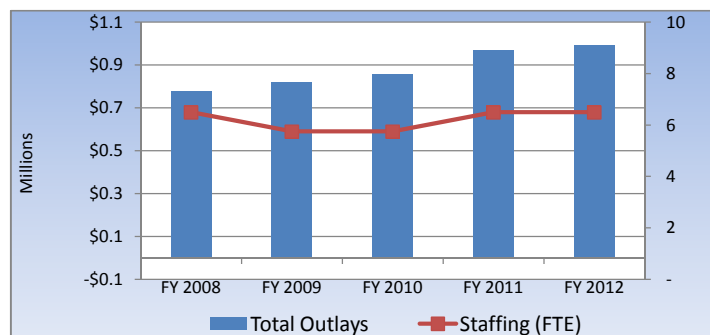
Description:

The Utility Billing Program is financially supported by Water fund revenues, but operated and managed by the Finance Department. The entire Water fund is presented in the Public Works section. This program is reflected here for presentation purposes only.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
None			-	-	-
Total Resources	-	-	-	-	-
OUTLAYS					
Expenditures					
Salary & Benefits	545,582	501,189	485,935	581,271	597,638
Charges (to)/from other programs	17,343	86,397	98,513	121,804	125,458
<i>Net Staffing Expense</i>	562,925	587,586	584,448	703,075	723,096
Maintenance & Utilities	11,164	1,546	8,440	5,465	5,465
Supplies & Services	122,521	102,413	133,207	112,177	112,177
Internal Service Fees	-	46,789	52,011	53,032	52,819
Postage	76,763	80,170	75,336	96,000	96,000
Capital	4,798	-	-	-	-
<i>Net Operating Expense</i>	215,246	230,918	268,994	266,674	266,461
Total Outlays	778,171	818,504	853,442	969,749	989,557
Water Fund Subsidy	778,171	818,504	853,442	969,749	989,557
FY 2011 Major Budget Items: \$121,804 staffing charge from other programs. \$96,000 postage. \$53,032 Internal Service Fees. FY 2011 Significant Budget Changes: - New 0.75 FTE Customer Account Clerk.					

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: +0.75 FTE
FY 2011 Outlays Change: \$116,307



Debt Service Fund

Certificates of Participation

Certificates of Participation and Lease Purchase Agreements

The Hayward Public Financing Authority (Authority) was created by a joint powers agreement in May 1989 between the City and the Redevelopment Agency. The Authority provides financing of public capital improvements for the City and RDA through the issuance of Certificates of Participation (COPs) and Lease Revenue Bonds (Bonds). These forms of debt allow investors to participate in a stream of future lease payments. Improvements financed with Authority debt are leased to the City for lease payments which, together with fund balance, will be sufficient to meet the debt service payments. At the termination of the lease, title to the improvements will pass to the City.

Lease purchase agreements are similar to debt, allowing the City to finance purchases of equipment such as vehicles, solar energy equipment, computer hardware, and telephone equipment.

Lease purchase debt for vehicles is presented in the Fleet Internal Services Fund; solar energy equipment in the Facilities Services Fund; computer and telephone equipment in the Technology Services Fund.

Use of Proceeds

2001 ABAG Lease Revenue Bonds

In FY2002, the City issued \$7.5 million in principal for ABAG Lease Revenue Bonds, Series 2001-02, at rates of 3% to 5% of which the proceeds were used to finance the cost of acquiring capital assets, facility energy retrofitting, and to refund and retire various capital lease and certificate of participation obligations. This bond issue was divided up and is repayable by various funds including the General Fund, Facilities Internal Services Fund, Water Fund, and Wastewater Fund. The General Fund share of the debt is 36% and is reflected in the next table.

2007 Certificates of Participation Civic Center

Provided \$31.8 million to enable the City to refinance the 1996 Civic Center certificates financing the new City Hall, which includes a parking project, and the acquisition of land to be used for a housing project.

Motorola Radios Lease Agreement

Accounts for a capital lease debt of Police radios.

Source of Repayment Funds

Transfers of revenue from the General Fund are the source for payment of interest and principal on certificates of participation and lease purchase agreements issued on the City's behalf.

The following page lists all Certificate of Participation and Lease Purchase agreements funded with by the General Fund.

Debt Service Fund

Certificates of Participation

FY2011- Certificate of Participation and Lease Purchase Agreements						
Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2010	FY2011 Prin. & Int. Requirement
2002 ABAG Refunding ¹	12/01/01	12/01/20	3.0%-5.0%	\$1,309,835	\$789,610	\$86,996
2007 COP Refunding ¹	08/01/07	08/01/26	4.0%-4.5%	\$31,820,000	\$29,045,000	\$2,614,775
2007 Motorola Radios ²	01/01/07	01/01/12	5.48%	\$298,596	\$128,378	\$69,512
Total				\$33,428,431	\$29,962,988	\$2,771,283

Note: 1. Certificate of Participation, 2. Lease Purchase Agreement

FY2012 - Certificate of Participation and Lease Purchase Agreements						
Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2011	FY2012 Prin. & Int. Requirement
2002 ABAG Refunding ¹	12/01/01	12/01/20	3.0%-5.0%	\$1,309,835	\$721,010	\$86,033
2007 COP Refunding ¹	08/01/07	08/01/26	4.0%-4.5%	\$31,820,000	\$27,605,000	\$2,625,775
2007 Motorola Radios ²	01/01/07	01/01/12	5.48%	\$298,596	\$65,901	\$69,512
Total				\$33,428,431	\$28,391,911	\$2,781,320

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Fund Summary

Fund: 320, 325, 326, 331, 332, 333

Finance Department

Debt Service Funds

Certificates of Participation

Description:

Transfers of funds from various sources for payment of interest and principal on COPS issued on the City's behalf.

<i>\$'s in 1,000s</i>	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Beginning Fund Balance					
July 1	598,905	291,420	195,059	197,810	200,810
Fund Revenue					
Interest Income	132,337	5,259	3,000	3,000	3,000
Other Revenue	50,096	-	-	-	-
Total Revenues	182,433	5,259	3,000	3,000	3,000
Fund Expenditures					
Supplies & Services	3,259	2,917	3,108	2,273	2,273
Interest	2,252,197	1,324,301	1,261,972	1,202,413	1,140,280
Principal Retirement	(3,793,284)	1,512,844	1,511,180	1,568,870	1,641,040
	(1,537,828)	2,840,062	2,776,260	2,773,556	2,783,593
Total Expenditures	(1,537,828)	2,840,062	2,776,260	2,773,556	2,783,593
Fund Transfers Out					
Misc Trsfr Gen Fund	772	2,472	-	-	-
Close out to Gen Fund	302,964	103,616	-	-	-
Misc Trsfr to HPFA Retrofit	4,270,319	-	-	-	-
Solar Panel Sys	4,274	-	-	-	-
	4,578,329	106,088	-	-	-
Fund Transfers In					
D/S ABAG 2001-02 - Gen Fund	88,338	97,912	87,365	86,996	86,033
D/S City Hall - Gen Fund	2,106,839	2,674,189	2,616,275	2,614,775	2,625,775
Misc Trsfr Gen Fund	1,179	2,917	2,859	2,273	2,273
D/S Solar Panel - Facilities	72,488	-	-	-	-
D/S Main Frame Computer - Tech Svc	109,977	-	-	-	-
D/S VOIP Phone Equipment - Tech Svc	102,250	-	-	-	-
D/S Motorola Radios - PD - Gen Fund	69,512	69,512	69,512	69,512	69,512
	2,550,583	2,844,530	2,776,011	2,773,556	2,783,593
Net Transfers	(2,027,746)	2,738,442	2,776,011	2,773,556	2,783,593
Net Change	(307,485)	(96,361)	2,751	3,000	3,000
Ending Fund Balance					
JUNE 30	291,420	195,059	197,810	200,810	203,810

Debt Service Fund

Hayward Redevelopment Agency

Hayward Redevelopment Agency (RDA) Debt Service

Tax Allocation Bonds, also known as a tax increment bonds, are bonds payable from the incremental increase in tax revenues realized from any increase in property value resulting from capital improvements benefiting the properties that are financed with bond proceeds. Tax increment bonds are used to finance the redevelopment of blighted areas.

Use of Proceeds

2004 RDA Tax Allocation Bonds

Provided \$44.8 million in financing for a variety of public projects as well as to retire outstanding balance of the 1996 Agency bonds. Projects included various improvements to public parking in the downtown, as well as public improvements associated with construction of the new Burbank School and expanded Cannery Park.

2006 RDA Tax Allocation Bonds

Provided \$11.8 million financing associated with increased costs for a variety of public improvement including the Cinema Place parking structure in the downtown, as well as public improvements associated with construction of the new Burbank School and expanded Cannery Park.

1990 Water Fund Advance

The City's Water Fund loaned \$5.9 million to the RDA to finance the purchase of land for development. Scheduled debt service payments are made from available tax increment funds. Due to decreased tax increment revenue the RDA has postponed payments on this loan to the Water for three fiscal years.

2003 Sewer Fund Advance

During FY2003, the Wastewater Fund loaned \$2.35 million to the Agency to partially finance sidewalk improvements. As with the Water advance, debt service payments are made from available tax increment revenues. Due to decreased tax increment revenue, the RDA has postponed

payments on the loan to the Wastewater Fund for three fiscal years.

2008 RDA Repayment Agreement

The RDA agreed to reimburse the General Fund for a portion of project costs for the B Street/Watkins/Mission Garage and B Street Retail and Civic Center Plaza totaling \$11.2 million. The repayments are annual installments of \$800,000 each July 1 and accrue interest on the unpaid balance equal to the average rate the City earns in its investment pool.

Source of Repayment Funds

Funding for loan principal and interest payments and advances from other funds comes from the Redevelopment Agency's share of tax increment revenues.

The following are the RDA loans and bond debt.

Debt Service Fund

Hayward Redevelopment Agency

FY2011 – Hayward Redevelopment Agency Debt						
Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2010	FY2011 Prin. & Int. Requirement
1990 Water Fund Advance	2/1/96	6/1/2017*	3.0%-5.2%	\$5,946,333	\$973,176	Postponed
2003 Sewer Fund Loan	2/7/03	3/31/13*	2.25%-3.0%	\$2,350,000	\$822,500	Postponed
2004 RDA Tax Allocation Bonds	6/4/2004	3/1/2034	3.00%-5.23%	\$44,790,000	\$39,770,000	\$3,372,682
2006 RDA Tax Allocation Bond	6/1/2006	3/1/2036	3.75%-4.30%	\$11,800,000	\$11,800,000	\$559,340
2008 RDA Repayment Agreement	6/1/2008	6/30/2022	2.0%-5.0%	\$11,186,217	\$9,223,475	\$800,000
Total				\$76,072,550	\$62,589,151	\$4,732,022

*postponed by three fiscal years

FY2012 – Hayward Redevelopment Agency Debt						
Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2011	FY2012 Prin. & Int. Requirement
1999 Water Fund Advance	2/1/96	6/1/2017*	3.0%-5.2%	\$5,946,333	\$973,176	Postponed
2003 Sewer Fund Loan	2/7/03	3/31/13*	2.25%-3.0%	\$2,350,000	\$822,500	Postponed
2004 RDA Tax Allocation Bond	6/4/2004	3/1/2034	3.00%-5.23%	\$44,790,000	\$38,370,000	\$3,369,682
2006 RDA Tax Allocation Bond	6/1/2006	3/1/2036	3.75%-4.30%	\$11,800,000	\$11,800,000	\$639,340
2008 RDA Repayment Agreement	6/1/2008	6/30/2022	2.0%-5.0%	\$11,186,217	\$8,593,212	\$800,000
Total				\$76,072,550	\$60,558,888	\$4,809,022

*postponed by three fiscal years

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Fund Summary

Fund: 311

Finance Department

Debt Service Funds

Redevelopment Agency Debt Service

Description:

Funding for loan principal and interest payments comes from the Hayward Redevelopment Agency's share of tax increment revenues.

<i>\$'s in 1,000s</i>	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Beginning Fund Balance July 1	4,609,659	4,009,989	3,993,700	4,046,128	4,039,992
Fund Revenue					
Interest Income	204,868	110,240	60,000	1,000	1,000
Other Revenue	-	-	-	-	-
Total Revenue	204,868	110,240	60,000	1,000	1,000
Fund Expenditures					
Supplies & Services	7,571	9,891	7,572	7,136	7,136
Interest	2,722,771	2,662,272	2,598,772	2,532,022	2,469,022
Principal Retirement	1,210,000	1,270,000	1,335,000	1,400,000	1,540,000
	3,940,342	3,942,163	3,941,344	3,939,158	4,016,158
Total Expenditures	3,947,913	3,952,054	3,948,916	3,946,294	4,023,294
Fund Transfers Out to fund					
D/S TABS from RDA	268,232	-	-	-	-
D/S Sidewalk/Streetscape	297,239	-	-	-	-
TABS - Misc	187,552	7,578	-	-	-
	753,023	7,578	-	-	-
Fund Transfers In from					
D/S RDA 2004 TABS	3,359,036	3,268,573	3,374,432	3,372,682	3,369,682
D/S RDA 2006 TABS	537,691	541,540	559,340	559,340	639,340
Misc Trsfr RDA	(329)	22,990	7,572	7,136	7,136
	3,896,398	3,833,103	3,941,344	3,939,158	4,016,158
Net Transfers	3,143,375	3,825,525	3,941,344	3,939,158	4,016,158
Net Change	(599,670)	(16,289)	52,428	(6,136)	(6,136)
Ending Fund Balance JUNE 30	4,009,989	3,993,700	4,046,128	4,039,992	4,033,856
<i>Note: Redevelopment (RDA) Debt Service is presented here, with other City debt administered by the Finance Department, however, on the All Funds Summary page, this budget is presented under the RDA section.</i>					

Debt Service Fund

Special Assessments

Special Assessments

A special assessment is a charge imposed against a property in a particular locality because that property receives a special benefit by virtue of some public improvement, separate and apart from the general benefit accruing to the public at large. Special assessments may be apportioned according to the value of the benefit received, rather than the cost of the improvement.

The City has sponsored special assessment debt issues under which it has no legal or moral liability with respect to repayment of the debt. The funds are used for infrastructure improvements in distinct "benefit" districts, whereas the "benefited" property owners pay a tax to fund the principle and interest of the bond used to fund the improvements. Repayment services are handled by outside firms.

Use of Proceeds

Limited Obligation Improvement Bond – Local Improvement District (LID)

LID 16

Garin Avenue water storage and distribution facilities.

LID 16A

Garin Avenue water system improvements.

LID 17

Twin Bridges Community Park.

Mello-Roos Special Tax Bond - Community Facility District (CFD)

CFD 1

Eden Shores public street improvements, including traffic signals, and various sanitary sewer and storm facilities.

CFD 2

Community Facilities District to finance Police protection services in the Cannery Place area. There is no debt issued related to CFD 2.

Source of Repayment Funds

Special assessment taxes against benefited property are used to fund payment of interest and principal on special assessment bonds.

The following page lists all Special Assessments paid from this Fund.

Debt Service Fund

Special Assessments

FY2011 – Special Assessment Debt Service						
Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2010	FY2011 Prin. & Int. Requirement
1994 - LID 16	06/02/94	09/02/19	6.75%-7.1%	\$3,000,000	\$1,700,000	\$236,380
1997 - LID 16-A	08/14/97	09/02/10	6.75%-7.0%	\$50,952	\$5,500	\$5,693
1999 - LID 17	08/05/99	09/02/24	4.5%-6.125%	\$396,014	\$300,000	\$32,659
2002 - CFD 1	07/01/02	09/01/32	3.75%-6.5%	\$9,965,000	\$9,525,000	\$749,981
Total				\$13,411,966	\$11,530,500	\$1,024,713

Note: The City contracts with Willdan Financials for administration of the LIDs listed above.
The City contracts with Goodwin Consulting Group for administration of the CFD listed above.

FY2012 – Special Assessment Debt Service						
Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2011	FY2012 Prin. & Int. Requirement
1994 - LID 16	06/02/94	09/02/19	6.75%-7.1%	\$3,000,000	\$1,580,000	\$237,565
1999 - LID 17	08/05/99	09/02/24	4.5%-6.125%	\$396,014	\$285,000	\$31,778
2002 - CFD 1	07/01/02	09/01/32	3.75%-6.5%	\$9,965,000	\$9,380,000	\$766,936
Total				\$13,361,014	\$11,245,000	\$1,036,279

Note: The City contracts with Willdan Financials for administration of the LIDs listed above.
The City contracts with Goodwin Consulting Group for administration of the CFD listed above.

Fund Summary

Fund: 500-599, 870, 871

Finance Department

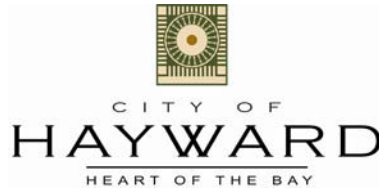
Debt Service Funds

Special Assessment District Debt Service

Description:

Special assessment taxes benefited property are used to fund payment of interest and principal on special assessment bonds.

<i>\$'s in 1,000s</i>	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Beginning Fund Balance					
July 1	3,292,353	3,475,645	4,958,874	4,374,646	3,781,504
Fund Revenue					
Special Assessment Revenue	1,638,254	3,043,114	960,000	976,000	976,000
Interest Income	132,970	74,272	13,809	13,500	13,500
Other Revenue	41,441	-	-	-	-
Total Revenue	1,812,665	3,117,386	973,809	989,500	989,500
Fund Expenditures					
Net Expense Transfers	10,422	20,980	23,690	8,316	8,316
Supplies & Services	30,213	22,960	23,693	19,563	19,563
Interest	869,388	815,217	760,154	739,213	721,279
Principal Retirement	709,500	775,000	750,500	285,500	315,000
	1,619,523	1,634,157	1,558,037	1,052,592	1,064,158
Total Expenditures	1,619,523	1,634,157	1,558,037	1,052,592	1,064,158
Fund Transfers In from					
LID 16-17, Comm Fac Dist (CFD) #1	183,637	25,000	548,571	-	-
	183,637	25,000	548,571	-	-
Fund Transfers Out to					
Local Imprv Dist (LID) Debt Svc	7,683	-	523,571	-	-
LID 17 Debt Svc	149,633	-	-	-	-
General Fund	9,850	-	-	380,050	25,000
CFD #1 Close Admin Account	-	-	-	150,000	-
CFD #1 Admin Expense	26,321	25,000	25,000	-	-
	193,487	25,000	548,571	530,050	25,000
Net Transfers	(9,850)	-	-	(530,050)	(25,000)
Net Change	183,292	1,483,229	(584,228)	(593,142)	(99,658)
Ending Fund Balance					
JUNE 30	3,475,645	4,958,874	4,374,646	3,781,504	3,681,846



Fire Department

Director: Chief Craig Bueno

Department Mission Statement

The mission of the Hayward Fire Department is to protect lives and property by providing superior fire suppression and emergency medical services (EMS), supported by prevention through responsible regulatory and educational programs.

Fire Department

	Core Services	Performance Measures
Fire Administration	• Department management • Administrative support • Planning and analysis • Establish and maintain professional relationships with Hayward leadership and business community • Provide representative leadership at regional, state and federal level	1. Provide operating budget direction and oversight in order to operate within approved budget 2. Assure personnel have adequate resources and training to mitigate an array of emergencies 3. Continue to provide for a professional representation of Department at school, hospital, volunteer and professional functions
Special Operations	• Assure disaster preparedness for community • Manage fire prevention programs • Monitor hazardous materials regulation • Conduct fire plan checking services • Conduct fire investigations • Conduct hazardous materials facilities inspections • Conduct new construction inspections • Conduct annual permit inspections • Provide public education and Community Emergency Response Team (CERT) programs • Conduct Firefighter/paramedic academy • Conduct training programs	1. Performed approximately two thousand eight hundred fire and four hundred hazardous material inspections in accordance with the Office of the State Fire Marshal 2. Provide plan review with a turnaround time of five days on basic projects and fifteen days on large facilities and tract developments in accordance with "best practice timeline" recommendation(s) from Structech Consulting (June 2009) 3. Provide mandated and elective training to operations (approximately one hundred and forty four hours/year) and regulatory personnel (approximately 100 hours/year) 4. Maintain thorough training records - managed through our web-based Target Safety program 5. Conduct firefighter paramedic recruit academy

Fire Department

Operations	• Conduct fire suppression operations • Conduct rescue operations • Conduct Emergency Medical Services/Advanced Life Support (ALS) with Continuous Quality Improvement to assure compliance with Alameda County protocols • Provide Urban/Wildland Interface protection • Offer Statewide Mutual Aid • Assure disaster response preparedness for the City organization and the community • Provide public relations contact for emergency situations	1. Respond to emergency calls for service with first arriving units on scene in 5 minutes or less 90% of the time with balance of assignment arriving in less than 8 minutes 2. Deliver Advanced Life Support(ALS) through Engine/Truck based paramedics which assure a paramedic on every piece of apparatus 24/7/365 3. Provide disaster preparedness training and community education programs to bolster community state of readiness currently set at two sessions (-100)/year in conjunction with web-based resources (Access-Hayward)

FY2010 Departmental Performance

1. Provided emergency services to citizens of Hayward and Fairview Fire Protection District, responding to over 13,938 alarms.
2. Completed a twelve-week firefighter recruit academy for eight paramedic recruits.
3. Provide Advance Life Support (ALS) services, responding to over 11,451 (2009 calendar year) call for service including performing over 28 defibrillations on cardiac arrest victims.
4. Participated in trial study, using an automated CPR machine (Lucas Device) and new Biphasic 12-lead advanced EKG monitor/defibrillator, resulting in a significant increase in patient survivability; Return of Spontaneous Circulation(saves) prior to implementation of Lucas Device and Life Pack 15 defib/EKG monitor was 7% with is 30%.
5. Continuing to build partnerships to solidify a funding source for the purchase of this life saving equipment.
6. Provided mutual aid to Northern and Southern California wild-fires, providing over 1,836 hours of manpower with a reimbursement of \$457,483.
7. Enhanced the departments' computer-web based training capabilities to track all personnel training records, providing an array of correspondence curriculum while keeping resources available in their respective fire response districts.
8. Worked on numerous grants applications in an effort to augment City and Fire Department operating budgets and enhance safety of the community.
9. Supported Synchronized Multi-agency Safe House operations through cooperative code enforcement.
10. Continued to refine and update computer-aided programming (Telestaff) to enhance the tracking of personnel leave balances, improve accuracy of payroll and overall fiscal accountability.
11. Took delivery of a new strike team leader vehicle that will be used to assist in providing statewide mutual aid. The funding of the purchase came via state mutual aid reimbursement from services rendered by Hayward Fire Department.

Fire Department

12. Took delivery of new, 100' Seagrave Tractor Drawn Aerial apparatus and trained all personnel in its operation. Will be housed at Fire Station 7 (Tennyson/Huntwood).
13. Saved over \$19,500,000 in property value through aggressive firefighting and preventive efforts.
14. Developed a comprehensive Emergency Management Plan and Emergency Operations Center handbook to provide a quick reference for section leaders and their units while working in the Emergency Operations Center.
15. Provided Community Response Team disaster training to fifty citizens at a fraction of the cost of past (CERT) training.
16. Continue to refine the City's disaster preparedness web site:
<http://www.hayward-ca.gov/departments/fire/DP/disaster>
17. Produce multiple Public Service Announcements (PSA) in cooperation with Chabot College and distribute through multiple media/web sources.
18. Provided fire protection education to more than 2,700 students through station tours.
19. Enhanced the Weed Abatement Program while solidifying a partnership with Maintenance Services Department.
20. Upgraded capacity of State requested mutual aid personnel through training and education.
21. Supported a line-item intradepartmental encumbrance system to track expenditures/revenue, in an effort to accomplish financial accountability.
22. Provided CPR and first aid training to variety of city departments.
23. Working cooperatively with the Human Resources Department, developed, and administered exams for all of HFD personnel classifications.
24. Working with PW Director and CIP committee, developed a ten-year Fire Department Capital Improvement Plan.
25. Instituted a new master fee schedule and despite economic downturn, increased revenue in an effort to fully fund the services provided through HFD Office of Fire Prevention.

Fire Department

26. Developed an Air Rescue Fire Fighting Program in cooperation with the Hayward Executive Airport. Provide over 150 hours on duty ARFF training, Fire Control 5 for all Fire Station 6 personnel and outfitted the ARFF apparatus with necessary equipment.
27. Developed and implemented a citywide apartment mapping program.

Fire Department

Significant Changes in FY2010

1. Instituted a new master fee schedule that accurately reflects the full cost of Fire Prevention services; including hazardous Materials. The implementation of this new fee schedule resulted in the full reimbursement of services rendered; significantly increasing revenues.
2. Office of the Fire Marshal was reorganized to reflect the priorities of the City. A Permit Tech and Fire Protection Engineer position was added and an Assistant Fire Marshals position was eliminated - pending meet and confer with Hayward Firefighters Local 1909.
3. The Training Officers position was authorized to be upgraded and filled.
4. Eliminated an Administrative Analyst II and Administrative Clerk.

Fire Department FY2011 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
1. Increase survival chances of heart attack victims by equipping crews with the Lucas Device, provide support and awareness of benefits of bystander CPR; Offer classes through HFD to assist.	X					
2. Evaluate newly implemented Fire Prevention fee schedule to capture actual costs of running Fire Prevention Office program.	X				X	
3. Plan and work toward funding, to assure replacement of fire apparatus on a regular schedule.	X				X	
4. Increase the community element in disaster planning.	X		X			

Fire Department FY2011 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
5. Identify funding to replace obsolescent 13 year-old defibrillators with (24) new 12 lead-defibrillators to conform to new Alameda County protocols and American Heart Association recommendations.	X				X	
6. Identify funding to replace about 114 aging portable radios which will no longer be supported by the manufacturer after 2009.	X				X	
7. Identify funding and priorities for capital improvements at aging fire stations.	X					X
8. Refine/improve the new ARFF program by providing continuing education and training in cooperation with Hayward Executive Airport; financed by enterprise funds/fees.	X					X

Fire Department FY2011 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
9. Increase organizational capabilities related to Disaster Preparedness.	X					X
10. Provide support, expertise and staffing while working cooperatively with HPD in the development and implementation of new CAD/RMS system.	X					X
11. Aggressively pursue outside revenue source(s) to assist in supporting operations.	X				X	
12. Continue participation in Para-medicine trial studies while building a relationship with Alameda County EMS Agency; thus improving citizen survivability.	X					X
13. Support SMASH operations through diligent, aggressive code enforcement.	X		X			

Fire Department FY2011 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
14. Provide accurate, up to date and relevant information through the City's user friendly disaster preparedness web site.	X		X			X
15. Identify funding to replace all the Departments Self Contained Breathing Apparatus (SCBA) which is nearing the end of their service life.	X					
16. Identify components and vender of new station alerting system; oversee its installation.	X				X	
17. Continue efforts to solidify a Memorandum of Understanding for fire protection and Emergency Services with California State University East Bay.	X					X

Fire Department FY2011 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
18. Pursue the funding, purchase and installation of a new video conferencing system.	X					X
19. Aggressively pursue an Alameda County Medical Transport contractor that will provide necessary ambulance services equipment and medication and provide state-of-the art medical.	X					X

FY2011 Core Service Objectives

1. Special Operations - Develop replacement plan and funding source for Fire Station 7 in south - central Hayward.
2. Special Operations - Conduct a recruit academy to maintain full staffing capacities and control of overtime expenses.
3. Operations - Prepare specifications and identify funding for replacement of Self Contained Breathing Apparatus (SCBA), which will be necessitated by 2011 in order to meet standards established by the Department of Transportation.
4. Operations - Prepare specifications and identify funding for replacement of portable radios.
 - Assistance to Firefighter Grant (AFG) Grant applied and now pending
 - Applied for appropriations request 2010
5. Operations - Prepare specification and identify funding for replacement of defibrillators/monitors.
 - Incorporated into County wide RFP for ambulance transport company

Fire Department FY2012 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
1. Increase survival chances of heart attack victims by equipping crews with Lucas Device and providing support and awareness of benefits of bystander CPR; Offer classes through HFD to assist.	X					
2. Plan and work toward funding, for replacement of fire apparatus on a regular schedule.	X				X	
3. Increase the community element in disaster planning.	X		X			
4. Identify funding to replace about 114 aging portable radios which will no longer be supported by the manufacturer after 2009.	X				X	
5. Refine/improve the new Aircraft Rescue Firefighting (ARFF) program by providing continuing education and training in	X					X

Fire Department FY2012 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
cooperation with Hayward Executive Airport; financed by enterprise funds/fees.						
6. Increase organizational capabilities related to Disaster Preparedness.	X					X
7. Aggressively pursue outside revenue source(s) to assist in supporting operation.	X				X	
8. Continue participation in Para-medicine trial studies while building a relationship with Alameda County Emergency Medical Services Agency; thus improving citizen survivability.	X					X
9. Support Synchronized Multi-agency Safe House operations through diligent, aggressive code enforcement.	X		X			

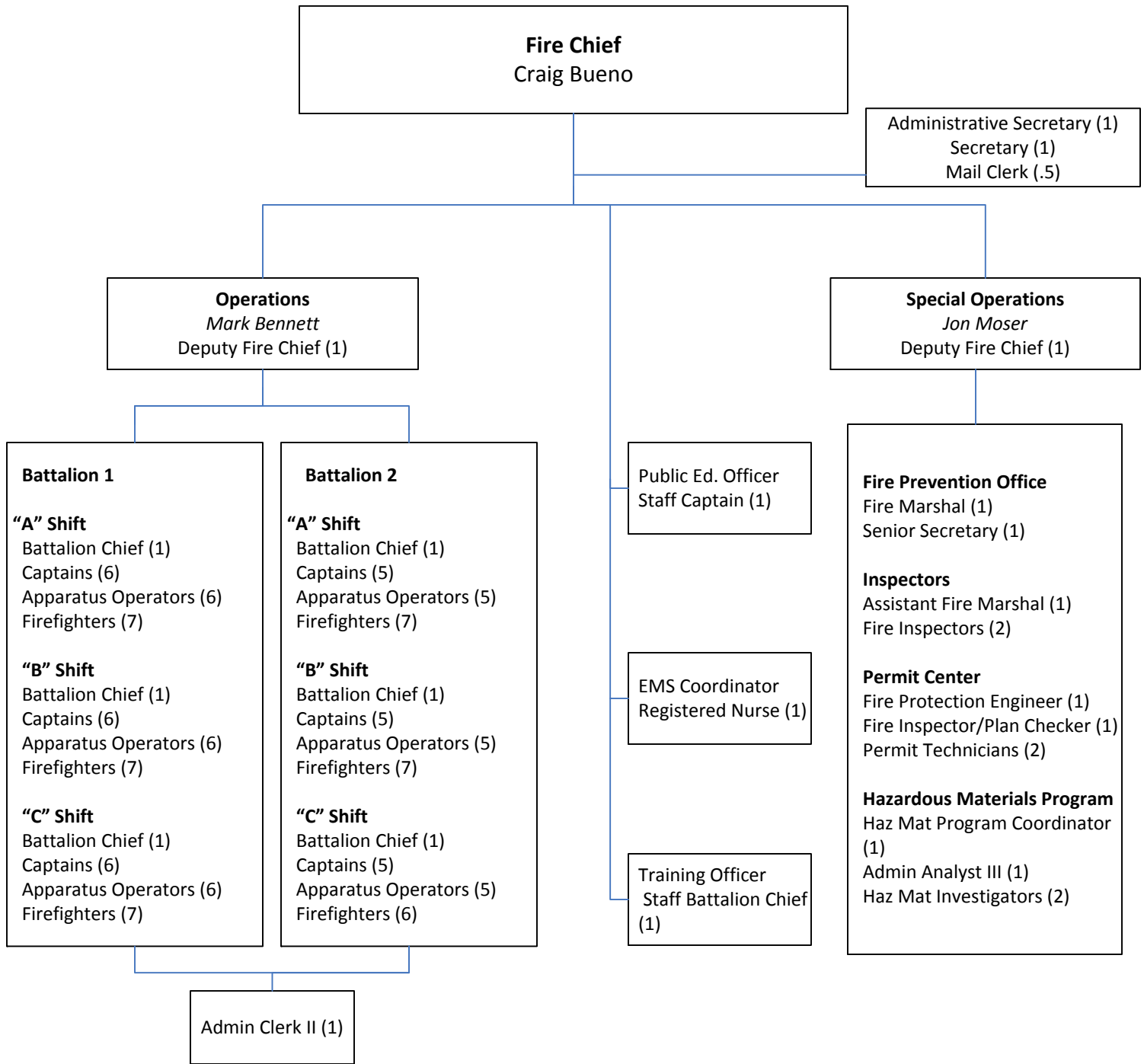
Fire Department FY2012 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
10. Provide accurate, up to date and relevant information through the City's user friendly disaster preparedness web site.	X		X			X
11. Identify funding to replace all the Departments Self Contained Breathing Apparatus (SCBA) which is nearing the end of their service life.	X					
12. Continue efforts to solidify a Memorandum of Understanding for fire protection and Emergency Medical Services with California State University East Bay.	X					X

FY2012 Core Service Objectives

1. Special Operations - Develop replacement plan and funding source for Fire Station 7 in south - central Hayward.
2. Special Operations - Conduct a recruit academy to maintain full staffing capacities and control of overtime expenses.
3. Operations – Coordinate community disaster preparedness through support of Community Emergency Response Team (CERT) and web-based resources (Access-Hayward – Disaster Preparedness).
4. Operations - Prepare specifications and identify funding for replacement of Self Contained Breathing Apparatus (SCBA), which will be necessitated in order to meet standards established by the Department of Transportation.
5. Operations - Prepare specifications and identify funding for replacement of portable radios.
 - Assistance to Firefighter Grant (AFG) applied and now pending
 - Federal mandate in 2013
6. Operations - Prepare specification and identify funding for replacement of defibrillators/monitor
 - Incorporated into County wide RFP for ambulance transport company
7. Fire Administration – Identify funding for Battalion 2 (second Battalion in order to provide proper span-of-control for emergency operations.)

FY 2011 STAFFING
134.5 FTE

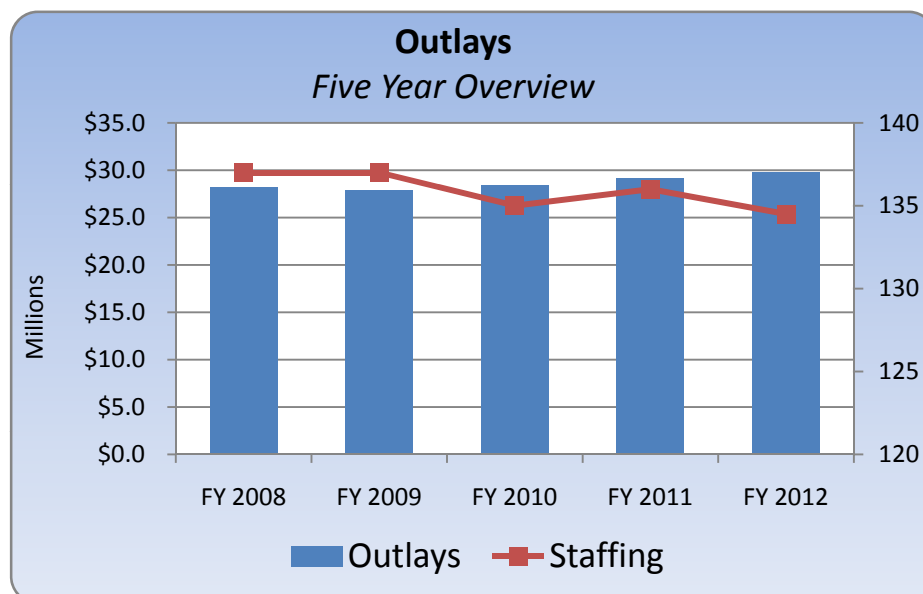
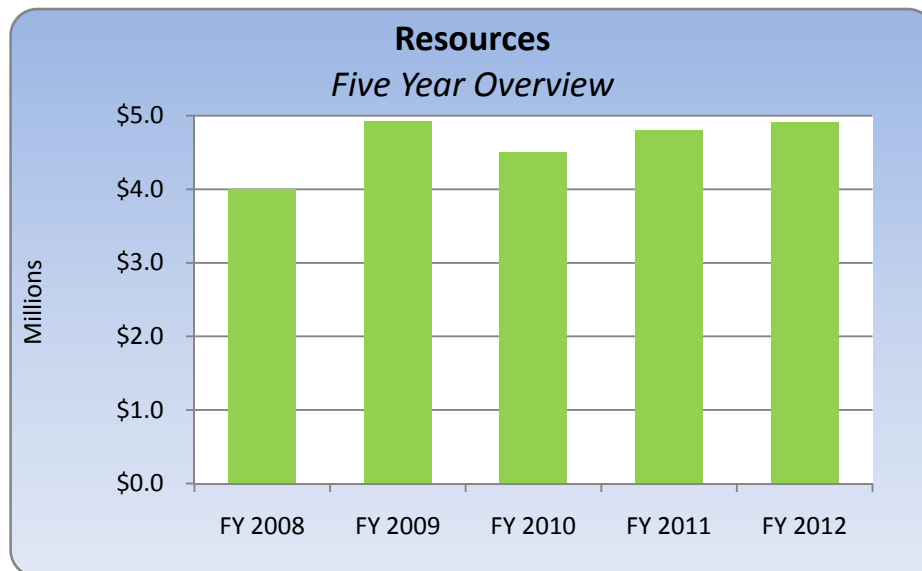
Fire



Fire Department Resources and Outlays

All Funds Summary

Resources, Outlays, and Staffing Over Last Five Years



Fire Department Overview

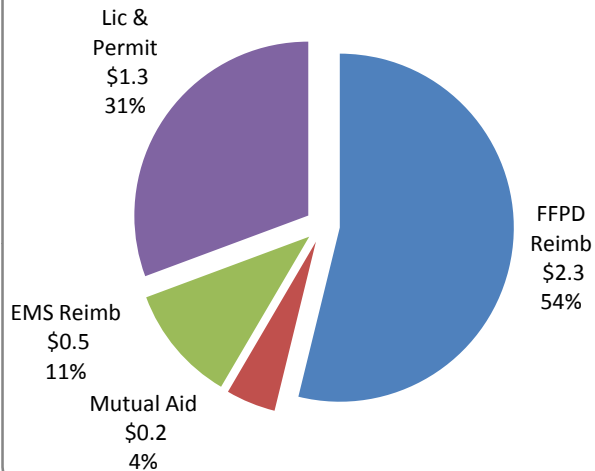
FY 2011

Outlays \$29.2 million, Staffing 134.5 FTE

FY 2011

Resources By Type

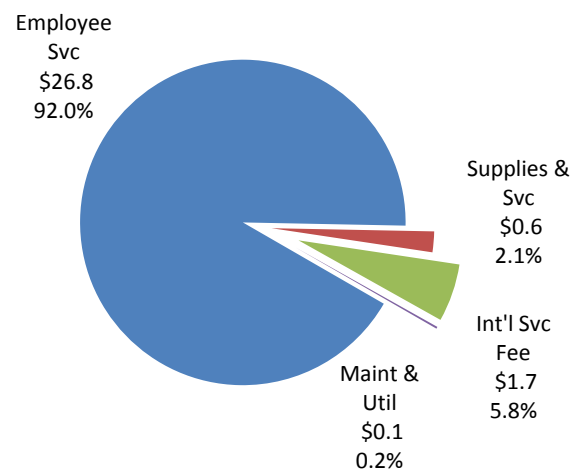
(in million's)



FY 2011

Expenditures By Type

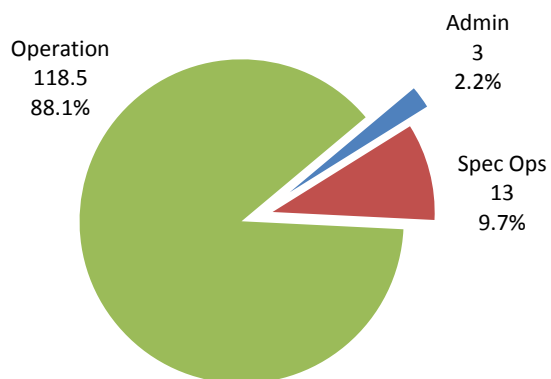
(in million's)



FY 2011

Staffing By Program

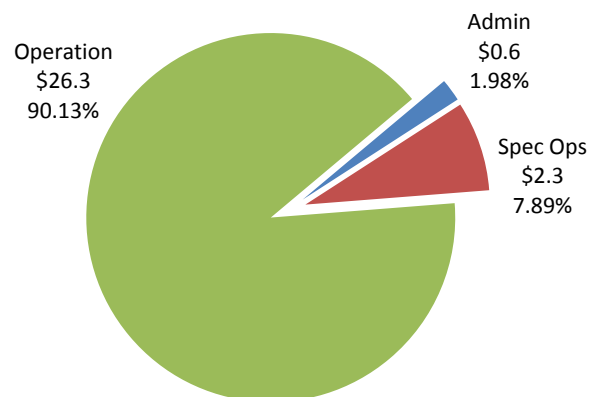
(BY FTE)



FY 2011

Budget By Program

(in million's)



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Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.					
Fire Department					
ALL FUNDS SUMMARY					
Fire Chief	1	1	1	1	1
Deputy Fire Chief (40 Hr)	2	2	2	2	2
Fire Marshal (40 Hr)	1	1	1	1	1
Fire Training Officer ¹	0	0	0	1	1
Staff Fire Captain ^{1, 2}	4	4	4	2	2
Hazardous Materials Program Coordinator	1	1	1	1	1
Fire Protection Engineer ²	0	0	0	1	1
Emergency Medical Services Coordinator	1	1	1	1	1
Battalion Chief (56 Hr) ^{3a}	3	3	3	6	6
Fire Prevention Inspector ^{3b}	4	4	4	2	2
Administrative Analyst III	0	1	1	1	1
Environmental Specialist	1	0	0	0	0
Administrative Analyst II	1	1	0	0	0
Hazardous Materials Investigator	2	2	2	2	2
Fire Captain (56 Hr)	33	33	33	33	33
Administrative Secretary	1	1	1	1	1
Apparatus Operator (56 Hr)	33	33	33	33	33
Permit Technician ⁴	1	1	1	2	2
Firefighter (56 Hr) ^{3c}	43	43	43	41	41
Senior Secretary	1	1	1	1	1
Secretary	1	1	1	1	1
Administrative Clerk II	2	2	1	1	1
Mail Clerk ^{3d}	1	1	1	0.5	0.5
	137	137	135	134.5	134.5

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. Reclassification - 1.0 FTE Staff Fire Captain to 1.0 FTE Fire Training Officer.
2. Reclassification - 1.0 FTE Staff Fire Captain to 1.0 FTE Fire Protection Engineer.
- 3a. Reorganization - Increase 3.0 FTE Battalion Chiefs.
- 3b. Reorganization - Decrease 2.0 FTE Fire Prevention Inspectors.
- 3c. Reorganization - Decrease 2.0 FTE Firefighters.
- 3d. Reorganization - Decrease 0.50 FTE Mail Clerk.
4. New position - 1.0 FTE Permit Technician.

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Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.					
Fire Department General Fund (100)					
Fire Chief	1	1	1	1	1
Deputy Fire Chief	2	2	2	2	2
Fire Marshal	1	1	1	1	1
Fire Training Officer ¹	0	0	0	1	1
Staff Fire Captain ^{1, 2}	4	4	4	2	2
Hazardous Materials Program Coordinator	1	1	1	1	1
Fire Protection Engineer ²	0	0	0	1	1
Emergency Medical Services Coordinator	1	1	1	1	1
Battalion Chief (56 Hr) ^{3a}	3	3	3	6	6
Fire Prevention Inspector ^{3b}	4	4	4	2	2
Administrative Analyst III	0	1	1	1	1
Environmental Specialist	1	0	0	0	0
Administrative Analyst II	1	1	0	0	0
Hazardous Materials Investigator	2	2	2	2	2
Fire Captain (56 Hr)	33	33	33	33	33
Administrative Secretary	1	1	1	1	1
Apparatus Operator (56 Hr)	33	33	33	33	33
Permit Technician ⁴	1	1	1	2	2
Firefighter (56 Hr) ^{3c}	43	43	43	41	41
Senior Secretary	1	1	1	1	1
Secretary	1	1	1	1	1
Administrative Clerk II	2	2	1	1	1
Mail Clerk ^{3d}	1	1	1	0.5	0.5
	137	137	135	134.5	134.5

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. Reclassification - 1.0 FTE Staff Fire Captain to 1.0 FTE Fire Training Officer.
2. Reclassification - 1.0 FTE Staff Fire Captain to 1.0 FTE Fire Protection Engineer.
- 3a. Reorganization - Increase 3.0 FTE Battalion Chiefs.
- 3b. Reorganization - Decrease 2.0 FTE Fire Prevention Inspectors.
- 3c. Reorganization - Decrease 2.0 FTE Firefighters.
- 3d. Reorganization - Decrease 0.50 FTE Mail Clerk.
4. New position - 1.0 FTE Permit Technician.

Department Summary

General Fund - Summary By Category

Fire Department

General Fund

General Fund - Summary By Category

Description:

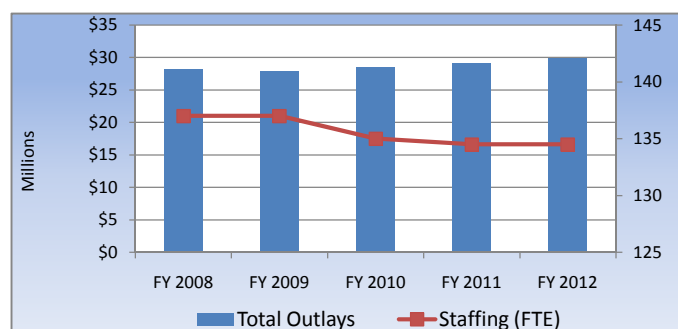
Administration, Special Operations, and Operations.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
Licenses & Permits	735,359	1,060,307	1,326,983	1,328,809	1,322,381
Fees & Service Charges	431,829	653,845	475,910	460,413	469,624
Fairview FPD Reimbursement	2,032,192	2,161,933	2,221,800	2,332,890	2,449,535
EMS Reimbursement	444,740	458,077	456,290	471,825	471,825
Mutual Aid Reimbursement	306,455	545,581	-	200,000	200,000
Mt Eden Fire Services	37,362	40,433	8,089	-	-
Other Revenue	3,755	6,062	4,737	2,009	2,048
Total Resources	3,991,692	4,926,238	4,493,809	4,795,946	4,915,413
OUTLAYS					
Expenditures					
Salary & Benefits	24,368,795	23,562,027	23,435,854	24,376,829	24,926,403
Overtime*	2,214,248	2,342,622	2,399,598	2,417,000	2,534,646
Charges (to)/from other programs	55,458	60,467	48,000	48,000	48,000
<i>Net Staffing Expense</i>	<i>26,638,501</i>	<i>25,965,116</i>	<i>25,883,452</i>	<i>26,841,829</i>	<i>27,509,049</i>
Maintenance & Utilities	79,576	78,934	103,754	59,000	59,000
Supplies & Services	660,383	406,525	839,634	600,657	600,657
Internal Service Fees	707,300	1,450,287	1,604,483	1,680,299	1,637,983
Capital	57,361	10,231	-	-	-
<i>Net Operating Expense</i>	<i>1,504,620</i>	<i>1,945,977</i>	<i>2,547,871</i>	<i>2,339,956</i>	<i>2,297,640</i>
Total Outlays	28,143,121	27,911,093	28,431,323	29,181,785	29,806,689
General Fund Subsidy	24,151,429	22,984,855	23,937,514	24,385,839	24,891,276

*Note: \$546,000 of FY 2011 and 2012 budgeted overtime is budgeted for mutual aid.

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: -1.50 FTE, Reorganization
FY 2011 Outlays Change: \$750,462



Department Summary

General Fund - Summary By Program

Fire Department

General Fund

General Fund - Summary By Program

Description:

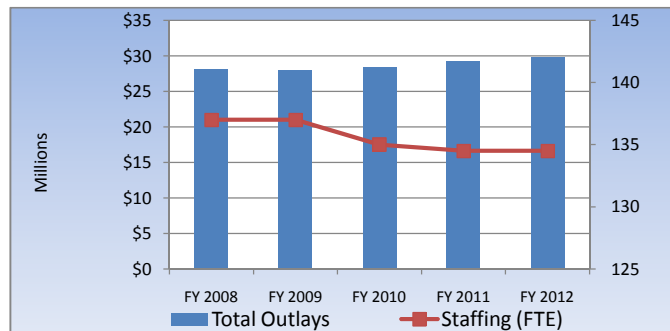
Administration, Special Operations, and Operations.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
Administration	-	15	-	-	-
Special Operations	1,167,188	1,719,082	1,806,963	1,790,564	1,793,373
Operations	2,824,504	3,207,141	2,686,846	3,005,382	3,122,040
Total Resources	3,991,692	4,926,238	4,493,809	4,795,946	4,915,413
OUTLAYS					
Expenditures					
Administration	722,296	585,691	567,299	577,904	587,169
Special Operations	2,840,524	2,541,037	2,851,480	2,301,457	2,343,108
Operations*	24,580,301	24,784,365	25,012,544	26,302,424	26,876,412
Total Outlays	28,143,121	27,911,093	28,431,323	29,181,785	29,806,689
General Fund Subsidy	24,151,429	22,984,855	23,937,514	24,385,839	24,891,276

*Note: \$546,000 of FY 2011 and 2012 budgeted overtime is budgeted for mutual aid.

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: -1.50 FTE, Reorganization
FY 2011 Outlays Change: \$750,462



Division Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.					
Fire Department - Administration Division					
General Fund (100)					
Fire Chief	1	1	1	1	1
Administrative Analyst II	1	1	0	0	0
Administrative Secretary	1	1	1	1	1
Secretary	1	1	1	1	1
	4	4	3	3	3

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. None.

Division Summary
 Division: 100-1910

Fire Department
General Fund

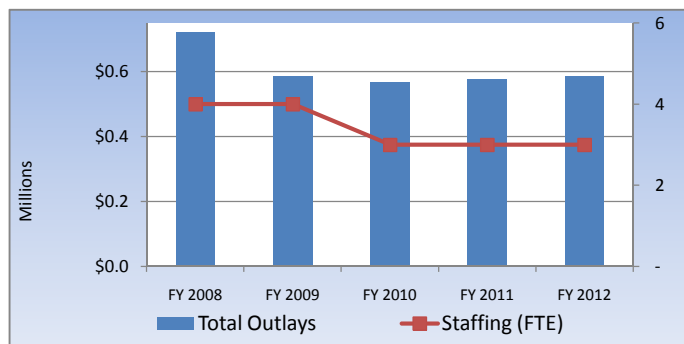
Administration

Description:
 Department Administration.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
Other Revenue	-	15	-	-	-
Total Resources	-	15	-	-	-
OUTLAYS					
Expenditures					
Salary & Benefits	679,978	510,897	474,925	485,784	496,129
Charges (to)/from other programs	-	-	-	-	-
<i>Net Staffing Expense</i>	679,978	510,897	474,925	485,784	496,129
Maintenance & Utilities	3,554	400	2,500	500	500
Supplies & Services	26,345	9,215	32,096	31,096	31,096
Internal Service Fees	12,419	65,179	57,778	60,524	59,444
Capital	-	-	-	-	-
<i>Net Operating Expense</i>	42,318	74,794	92,374	92,120	91,040
Total Outlays	722,296	585,691	567,299	577,904	587,169
General Fund Subsidy	722,296	585,676	567,299	577,904	587,169
FY 2011 Major Budget Items: 1. \$60,524 Internal Service Fees.					
FY 2011 Significant Budget Changes: 1. None.					

Outlays and Staffing over the past five years.

FY 2011 Staffing Change: None
 FY 2011 Outlays Change: \$10,605



Division Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.					
Fire Department - Special Operations Division					
General Fund (100)					
Deputy Fire Chief ¹	1	1	1	0	0
Fire Marshal	1	1	1	1	1
Staff Fire Captain ²	3	3	4	2	2
Hazardous Materials Program Coordinator	1	1	1	1	1
Fire Protection Engineer ²	0	0	0	1	1
Fire Prevention Inspector ³	4	4	4	2	2
Administrative Analyst III	0	1	1	1	1
Environmental Specialist	1	0	0	0	0
Hazardous Materials Investigator	2	2	2	2	2
Permit Technician ⁴	1	1	1	2	2
Senior Secretary	1	1	1	1	1
Administrative Clerk II	1	1	0	0	0
	16	16	16	13	13

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. Transferred 1.0 FTE Deputy Fire Chief to Operations Division.
2. Reclassification - 1.0 FTE Staff Fire Captain to 1.0 FTE Fire Protection Engineer, and 1.0 FTE Staff Fire Captain to 1.0 Training Office (shown in Operations Division.)
3. Reorganization - Decrease 2.0 FTE Fire Prevention Inspectors.
4. New position - 1.0 FTE Permit Technician.

Division Summary
Division: 100-1920

Fire Department
General Fund

Special Operations

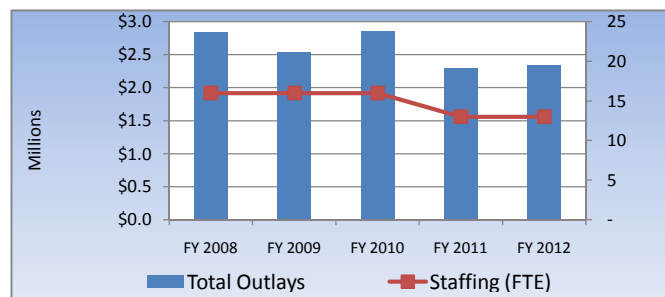
Description:

Hazardous Materials and Fire Prevention programs.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
Licenses & Permits	735,359	1,060,307	1,326,983	1,328,809	1,322,381
Fees & Service Charges	431,829	653,845	475,910	460,413	469,624
Other Revenue	-	4,930	4,070	1,342	1,368
Total Resources	1,167,188	1,719,082	1,806,963	1,790,564	1,793,373
OUTLAYS					
Expenditures					
Salary & Benefits	2,553,383	2,296,293	2,503,823	2,017,932	2,065,665
Overtime	62,746	34,325	72,148	35,000	35,000
Charges (to)/from other programs	45,415	(3,593)	-	-	-
<i>Net Staffing Expense</i>	<i>2,661,544</i>	<i>2,327,025</i>	<i>2,575,971</i>	<i>2,052,932</i>	<i>2,100,665</i>
Maintenance & Utilities	-	553	1,800	500	500
Supplies & Services	92,825	39,080	95,506	82,583	82,583
Internal Service Fees	86,155	174,379	178,203	165,442	159,360
Capital	-	-	-	-	-
<i>Net Operating Expense</i>	<i>178,980</i>	<i>214,012</i>	<i>275,509</i>	<i>248,525</i>	<i>242,443</i>
Total Outlays	2,840,524	2,541,037	2,851,480	2,301,457	2,343,108
General Fund Subsidy	1,673,336	821,955	1,044,517	510,893	549,735
FY 2011 Major Budget Items:			FY 2011 Significant Budget Changes:		
1. \$165,442 Internal Service Fees.			1. Staffing Reorganization.		

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: -3.0 FTE, Reorganization
FY 2011 Outlays Change: (\$550,023)



Division Staffing Summary (FY 2008 - 2012)

	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
Fire Department - Operations Division					
General Fund (100)					
Deputy Fire Chief ¹	1	1	1	2	2
Fire Training Officer ²	0	0	0	1	1
Staff Fire Captain	1	1	0	0	0
Emergency Medical Services Coordinator	1	1	1	1	1
Battalion Chief (56 Hr) ³	3	3	3	6	6
Fire Captain (56 Hr)	33	33	33	33	33
Apparatus Operator (56 Hr)	33	33	33	33	33
Firefighter (56) ⁴	43	43	43	41	41
Administrative Clerk II	1	1	1	1	1
Mail Clerk ⁵	1	1	1	0.5	0.5
	117	117	116	118.5	118.5

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. Transferred 1.0 FTE Deputy Fire Chief here from Support Division.
2. Increase 1.0 FTE Fire Training Officer (1.0 FTE Staff Captain Decreased in Support Division.)
3. Reorganization - Increase 3.0 FTE Battalion Chief.
4. Reorganization - Decrease 2.0 FTE Firefighters.
5. Reorganization - Decrease 0.50 FTE Mail Clerk.

Division Summary
Division: 100-1930

Fire Department
General Fund

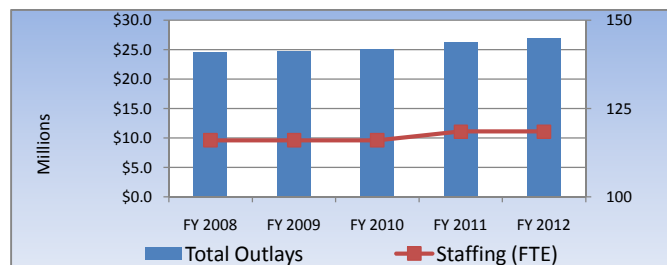
Operations

Description:
Fire Operations.

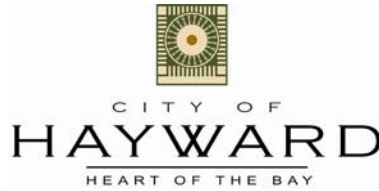
	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
Fairview FPD Reimbursement	2,032,192	2,161,933	2,221,800	2,332,890	2,449,535
EMS Reimbursement	444,740	458,077	456,290	471,825	471,825
Mutual Aid Reimbursement	306,455	545,581	-	200,000	200,000
Mt Eden Fire Services	37,362	40,433	8,089	-	-
Other Revenue	3,755	1,117	667	667	680
Total Resources	2,824,504	3,207,141	2,686,846	3,005,382	3,122,040
OUTLAYS					
Expenditures					
Salary & Benefits	21,135,434	20,754,837	20,457,106	21,873,113	22,364,609
Overtime*	2,151,502	2,308,297	2,327,450	2,382,000	2,499,646
Charges (to)/from other programs	10,043	64,060	48,000	48,000	48,000
Net Staffing Expense	23,296,979	23,127,194	22,832,556	24,303,113	24,912,255
Maintenance & Utilities	76,022	77,981	99,454	58,000	58,000
Supplies & Services	541,213	358,230	712,032	486,978	486,978
Internal Service Fees	608,726	1,210,729	1,368,502	1,454,333	1,419,179
Capital	57,361	10,231	-	-	-
Net Operating Expense	1,283,322	1,657,171	2,179,988	1,999,311	1,964,157
Total Outlays	24,580,301	24,784,365	25,012,544	26,302,424	26,876,412
General Fund Subsidy	21,755,797	21,577,225	22,325,698	23,297,042	23,754,372
FY 2011 Major Budget Items:			FY 2011 Significant Budget Changes:		
1. \$1,454,333 Internal Service Fees.			1. Staffing Reorganization.		
*Note: \$546,000 of FY 2011 and 2012 budageted overtime is budageted for mutual aid.					

Outlays and Staffing over the past five years.

FY 2011 Staffing Change: +2.50 FTE, Reorganization
FY 2011 Outlays Change: \$1,289,880



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Human Resources Department

Director: Fran Robustelli

Department Mission Statement

The mission of the Human Resources Department is to provide professional guidance and expertise in the areas of; Benefits Administration, Employee Relations, Recruitment & Employment, Safety, Training and Development.

Human Resources Department

	Core Services	Performance Measures
Human Resources	• Provide timely and meaningful employee and labor relations support to all city departments • Administer Memoranda of Understanding (MOU's) with employee groups accurately • Lead organizational change through implementation and support of organizational health and strategic planning initiatives • Conduct thorough analysis and recommendations for classification and compensation studies • Manage City-wide recruitment program. • Administer City's employee benefit programs • Manage position control, personnel action processing and personnel records maintenance • Develop and conduct City-wide employee development and training program. • Serve as City staff liaison for Personnel Commission meetings	1. Receive feedback from management team that reflects 95% of the time we exceed expectations for timeliness, accuracy of information provided and our ability to assist with resolution of employee and labor relations matters 2. Eligibility lists established on average within 12 weeks of approval to begin recruitment 95% of the time 3. 100% attendance for mandatory training sponsored by Human Resources Department

Human Resources Department

Workers' Compensation	• Manage the City's self-insured Workers' Compensation program • Coordinate safety programs city-wide: including training, and compliance with OSHA mandates • Maintain the Injury and Illness Prevention Plan (IIPP)	1. Submit Workers Compensation claims to State within 5 days – 100% of the time

FY2010 Departmental Performance

1. Supported departmental reorganization in Neighborhood Services and Library & Community Services by developing new and/or updating existing job specifications for new and revised positions, and conducting recruitments as needed.
2. Implemented all negotiated changes (side letters of agreement) to employee labor contracts, which allowed the City to implement significant salary in FY2010. These changes included employee furloughs and other salary and benefit give-backs or deferrals.
3. Continued on-line processing for personnel & payroll action reports (PPAR's) using a laser fiche system with electronic approval processing.
4. Continued implementation of City-wide training, including mandated training, supervisory training, and training related to Management Achievement Performance System (MAPS). Developed City-wide organizational business process analysis initiative plan.
5. Continued to work with Technology Services to expand on-line training programs.
6. Generated revenue to the general fund through suit-cased training of City workshops.
7. Continued to implement strategies to reduce the number and severity of workers compensation injuries.
8. Hosted a health fair and continued to promote wellness through year round brown bag sessions.
9. Developed back injury prevention program.

Human Resources Department

Significant Changes in FY2010

1. Director of Finance continued to serve as Acting Human Resources Director for nine (9) months in FY2010.
2. New Human Resources Director was hired and began work in March 2010.

Human Resources Department FY2011 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organization Health
1. Evaluate employee development/training programs. Develop system to link Council Priorities and Leadership Principles to relevant training topics.						X
2. Implement Management Achievement Performance System (MAPS) process throughout organization. Conduct training with Managers and Supervisors on how to implement the MAPS process.						X
3. Develop a tracking system for evaluations and ensure all employees are evaluated annually based on goals and objectives developed through the MAPS process.						X

Human Resources Department FY2011 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organization Health
4. Provide support to departments related to accountability and enforcement of personnel policies. Train departments to perform administrative investigations related to policy violations and develop training schedules for review of personnel rules and administrative policies.						X
5. Contract Negotiations.						X

FY2011 Core Service Objectives

1. Assess HR services to all City departments and identify and implement improved processes that enhance communication indices by feedback from all levels in the organization.
2. Participate in a Regional Training Partnership to increase compliance/safety training availability by sharing resources resulting in cost savings.
3. Review job classifications and organizational structure and complete recommendations for a project plan and timeline to implement changes.
4. Lead Business Process Analysis, Business Plan Development, and Business Plan Maintenance initiatives.
5. Develop and implement a Wellness Rewards program.
6. Perform research and prepare to engage in full contract bargaining.
7. Complete two (2) HR core function programmatic assessments with recommendations for increased efficiencies and cost effectiveness and development of performance metrics.
8. Ongoing MAPS support as well as complete implementation roll-out to all Unrepresented and HAME employees.
9. Develop a project plan for updating Administrative & Personnel Rules and create a training schedule to discuss changes with appropriate personnel.

Human Resources Department FY2012 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organization Health
1. Evaluate employee development/training programs. Develop system to link Council Priorities and Leadership Principles to relevant training topics.						X
2. Implement Management Achievement Performance System (MAPS) process throughout organization. Conduct training with Managers and Supervisors on how to implement the MAPS process.						X
3. Develop a tracking system for evaluations and ensure all employees are evaluated annually based on goals and objectives developed through the MAPS process.						X
4. Contract Negotiations.						X

Human Resources Department FY2012 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organization Health
5. Provide support to departments related to accountability and enforcement of personnel policies. Train departments to perform administrative investigations related to policy violations and develop training schedules for review of personnel rules and administrative policies.						X
6. Participate in the development and creation of a Mission, Ambitions, and Values (MAV) Task Force.						X
7. Participate in development of Customer Service Task Force by recommending and providing training.						X
8. Evaluate employee development/training programs. Develop system to link Council Priorities and Leadership Principles to relevant training topics.						X

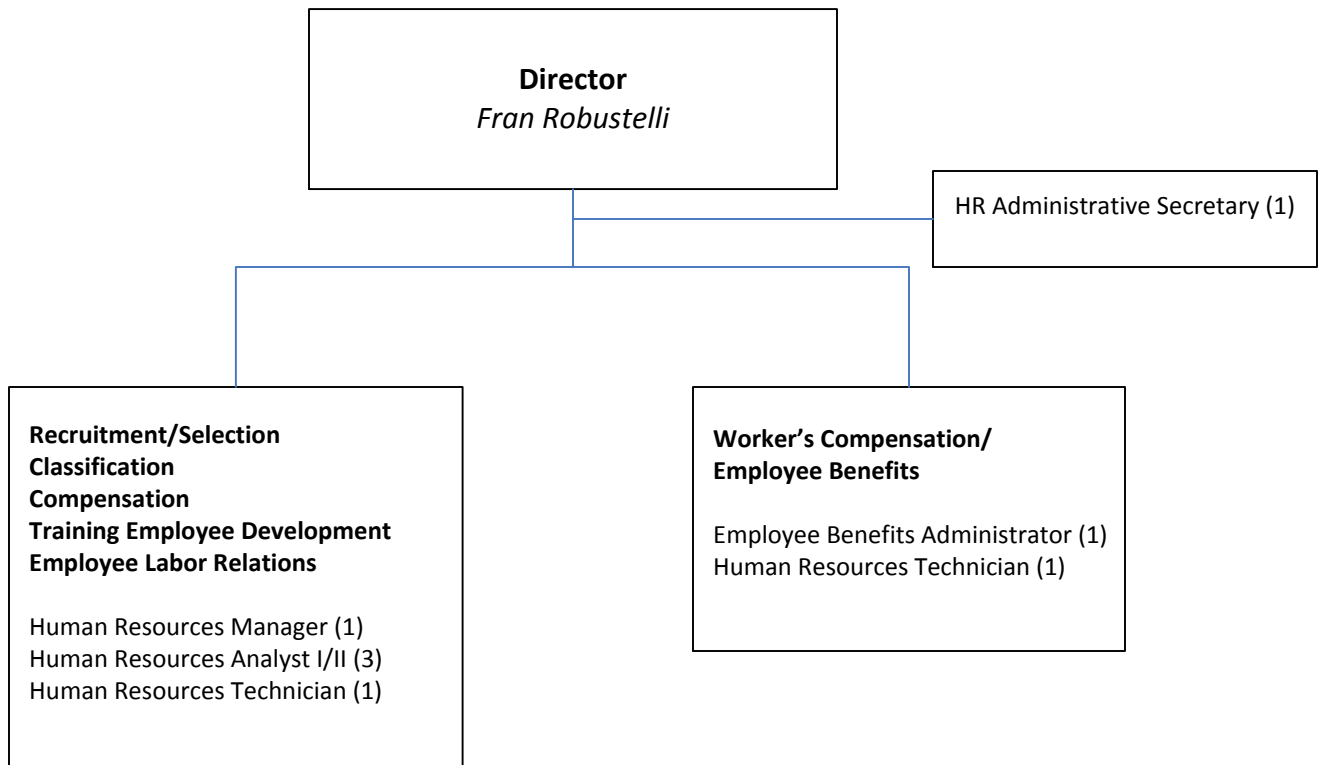
FY2012 Core Service Objectives

1. Administrative and Personnel Rules revision, implementation and training.
2. Lead Business Process Analysis, Business Plan Development, and Business Plan Maintenance initiatives.
3. Participate in a Regional Training Partnership to increase compliance/safety training availability by sharing resources resulting in cost savings.
4. Implement any changes to contracts.
5. Complete two (2) HR core function programmatic assessments with recommendations for increased efficiencies and cost effectiveness and development of performance metrics.
6. Implement project timelines developed in FY2011.

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FY 2011 STAFFING
8.75 FTE

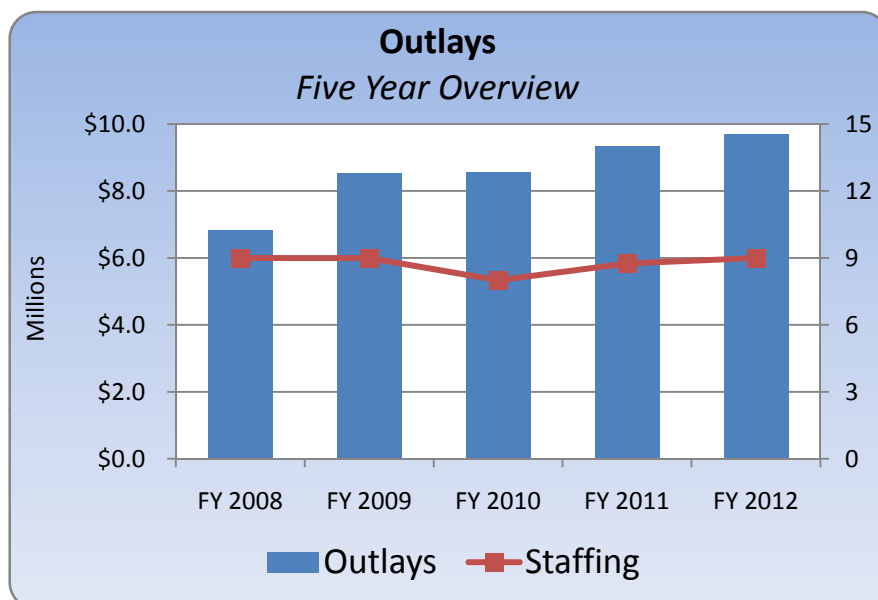
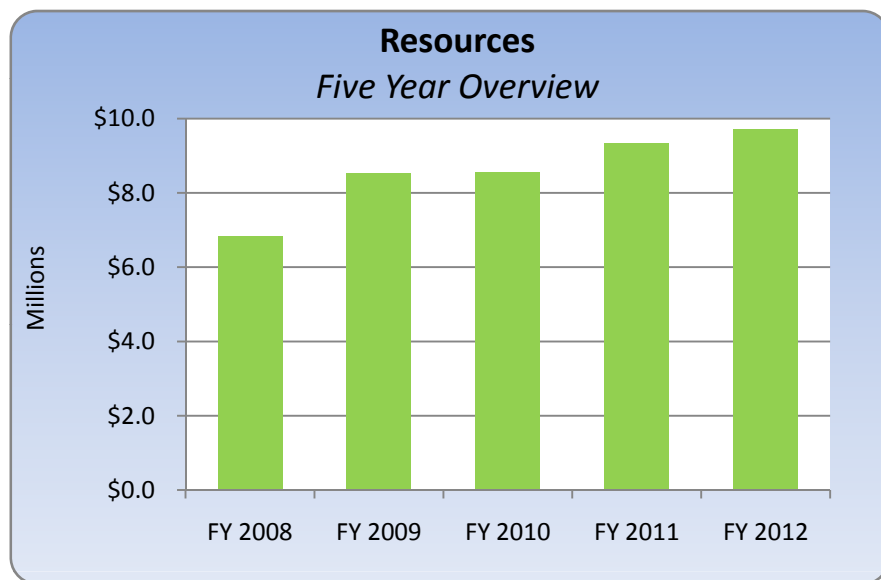
Human Resources



Human Resources Department Resources and Outlays

All Funds Summary

Resources, Outlays, and Staffing Over Last Five Years



Human Resources Department Overview

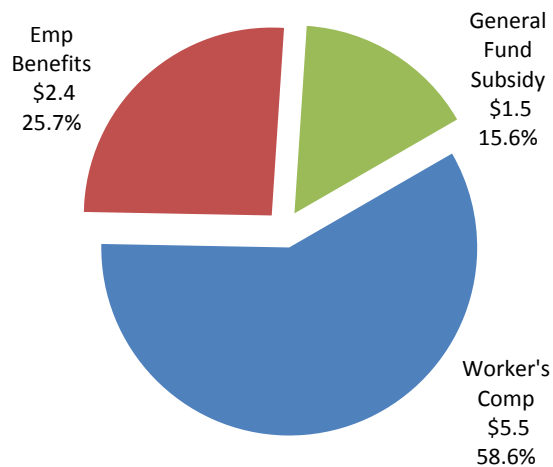
FY 2011

Outlays \$9.3 million, Staffing 8.75 FTE

FY 2011

Resources By Type

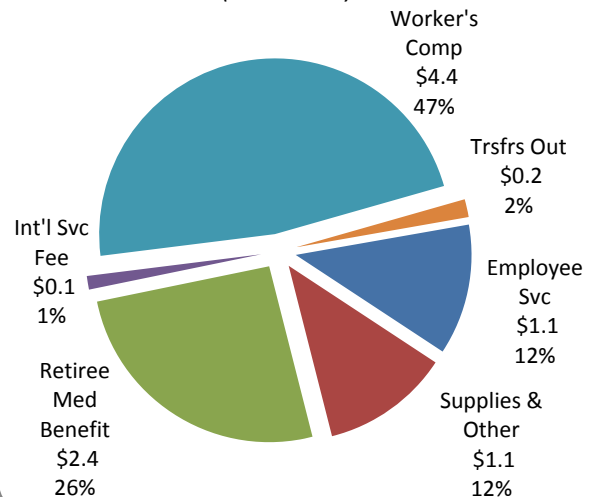
(in million's)



FY 2011

Expenditures By Type

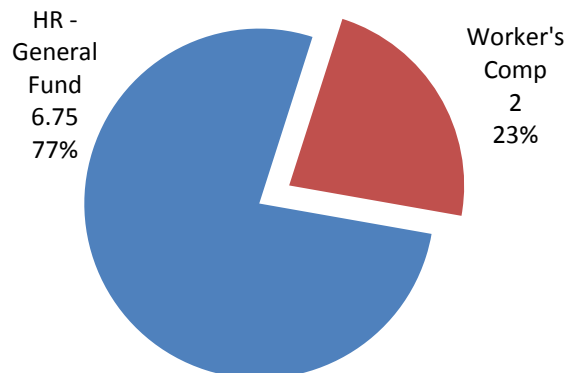
(in million's)



FY 2011

Staffing By Program

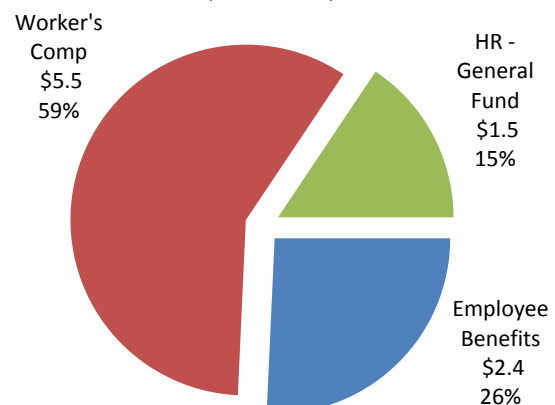
(BY FTE)



FY 2011

Budget By Program

(in million's)



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Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
Human Resources Department					
ALL FUNDS SUMMARY					
Human Resources Director	1	1	1	1	1
Human Resources Manager ¹	0	0	0	1	1
Employee Benefits Administrator	1	1	1	1	1
Senior Human Resources Analyst ¹	1	1	1	0	0
Human Resources Analyst II	2	2	3	3	3
Administrative Secretary (Conf)	1	0	0	0	0
Human Resources Administrative Secretary	0	1	1	1	1
Human Resources Analyst I	1	1	0	0	0
Human Resources Technician ²	0	2	1	1.75	2
Secretary (Conf)	2	0	0	0	0
	9	9	8	8.75	9

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. Reclassification - 1.0 FTE Senior Human Resources Analyst reclassified to Human Resources Manager.
2. New Position - 1.0 FTE Human Resources Technician. Will be hired after October 1, therefore, shown as .75 FTE in FY 2011, and 1.0 FTE in FY 2012.

Department Summary

All Funds Summary - By Category

Human Resources Department

All Funds

All Funds Summary - By Category

Funding:

General Fund and Internal Service funds.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue and Transfers In from Other Funds					
General Fund Revenue	30	127,072	-	-	-
Worker's Compensation Fund	4,452,937	4,862,074	5,341,403	5,591,841	5,879,912
Employee Benefits Fund	1,463,525	1,855,183	2,235,000	3,052,797	3,102,341
	5,916,492	6,844,329	7,576,403	8,644,638	8,982,253
(Contributions)/Use of Fund Balance					
Worker's Compensation	(269,080)	634,326	(87,404)	(115,278)	(223,751)
Employee Benefits	-	-	(135,000)	(649,047)	(504,933)
	(269,080)	634,326	(222,404)	(764,325)	(728,684)
Fund Subsidy					
General Fund Subsidy	1,188,716	1,043,547	1,203,854	1,459,140	1,451,698
Total Resources	6,836,128	8,522,202	8,557,853	9,339,453	9,705,268
OUTLAYS					
Expenditures By Expense Category					
Salary & Benefits	1,051,277	867,105	989,987	1,123,942	1,151,904
Charges (to)/from other programs	(781)	81,023	54,729	-	-
<i>Net Staffing Expense</i>	1,050,496	948,128	1,044,716	1,123,942	1,151,904
Worker's Compensation Expense	3,263,239	4,655,023	4,168,185	4,440,220	4,590,530
Retiree Medical Benefits	1,463,525	1,855,183	2,100,000	2,403,750	2,597,408
Maintenance & Utilities	1,537	1,385	2,380	500	500
Supplies & Services	902,753	745,924	899,248	1,100,223	1,090,052
Internal Service Fees	-	98,802	113,928	116,842	116,158
Capital	-	-	-	-	-
<i>Net Operating Expense</i>	5,631,054	7,356,317	7,283,741	8,061,535	8,394,648
Transfers Out To Other Funds	154,578	217,757	229,396	153,976	158,715
Total Outlays	6,836,128	8,522,202	8,557,853	9,339,453	9,705,267
Net Change	(0)	-	-	-	-

Department Summary

All Funds Summary - By Program

Human Resources Department

All Funds

All Funds Summary - By Program

Funding:

General Fund and Internal Service funds.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue and Transfers In from Other Funds					
General Fund	30	127,072	-	-	-
Worker's Compensation Fund	4,452,937	4,862,074	5,341,403	5,591,841	5,879,912
Employee Benefits Fund	1,463,525	1,855,183	2,235,000	3,052,797	3,102,341
	5,916,492	6,844,329	7,576,403	8,644,638	8,982,253
(Contributions)/Use of Fund Balance					
Worker's Compensation	(269,080)	634,326	(87,404)	(115,278)	(223,751)
Employee Benefits	-	-	(135,000)	(649,047)	(504,933)
	(269,080)	634,326	(222,404)	(764,325)	(728,684)
Fund Subsidy					
General Fund Subsidy	1,188,716	1,043,547	1,203,854	1,459,140	1,451,698
Total Resources	6,836,128	8,522,202	8,557,853	9,339,453	9,705,268
OUTLAYS					
Expenditures and Transfer Out to Other Funds By Program					
HR - General Fund	1,188,746	1,170,619	1,203,854	1,459,140	1,451,698
Worker's Compensation	4,183,857	5,496,400	5,253,999	5,476,563	5,656,161
Employee Benefits	1,463,525	1,855,183	2,100,000	2,403,750	2,597,408
Total Outlays	6,836,128	8,522,202	8,557,853	9,339,453	9,705,267
Net Change	(0)	-	-	-	-

Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
Human Resources Department					
General Fund (100)					
Human Resources Director	1	1	1	1	1
Human Resources Manager ¹	0	0	0	1	1
Senior Human Resources Analyst ¹	1	1	1	0	0
Human Resources Analyst II	2	2	3	3	3
Administrative Secretary (Conf)	1	0	0	0	0
Human Resources Administrative Secretary	0	1	1	1	1
Human Resources Analyst I	1	1	0	0	0
Human Resources Technician ²	0	1	0	0.75	1
Secretary (Conf)	1	0	0	0	0
	7	7	6	6.75	7

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. Reclassification - 1.0 FTE Senior Human Resources Analyst reclassified to Human Resources Manager.
2. New Position - 1.0 FTE Human Resources Technician. Will be hired after October 1, therefore, shown as .75 FTE in FY 2011, and 1.0 FTE in FY 2012.

Department Summary
Department: 100-1600

Human Resources Department
General Fund

Human Resources

Description:

Human Resources.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
Medicare Part D Subsidy	-	122,073	-	-	-
HR Outside Training	-	4,999	-	-	-
Other Revenue	30	-	-	-	-
Total Resources	30	127,072	-	-	-
OUTLAYS					
Expenditures					
Salary & Benefits	841,926	636,258	766,077	887,376	908,060
Charges (to)/from other programs	(52,028)	59,900	-	(87,098)	(89,711)
<i>Net Staffing Expense</i>	<i>789,898</i>	<i>696,158</i>	<i>766,077</i>	<i>800,278</i>	<i>818,349</i>
Maintenance & Utilities	1,537	1,385	2,380	500	500
Supplies & Services	397,311	394,055	347,078	567,838	542,838
Internal Service Fees	-	79,021	88,319	90,524	90,011
Capital Outlay	-	-	-	-	-
<i>Net Operating Expense</i>	<i>398,848</i>	<i>474,461</i>	<i>437,777</i>	<i>658,862</i>	<i>633,349</i>
Total Outlays	1,188,746	1,170,619	1,203,854	1,459,140	1,451,698
General Fund Subsidy	1,188,716	1,043,547	1,203,854	1,459,140	1,451,698

FY 2011 Major Budget Items:

1. \$195,000 special services and claims.

FY 2011 Significant Budget Changes:

1. 1.0 FTE added for three quarters of 2011, listed as 0.75 FTE.

2. \$160,000 unemployment expense budgeted

here, but will be charged directly to user depts.

3. \$100,000 for employee training for FY 2011 and 2012.

4. \$25,000 added for ACM recruitment for FY 2011.

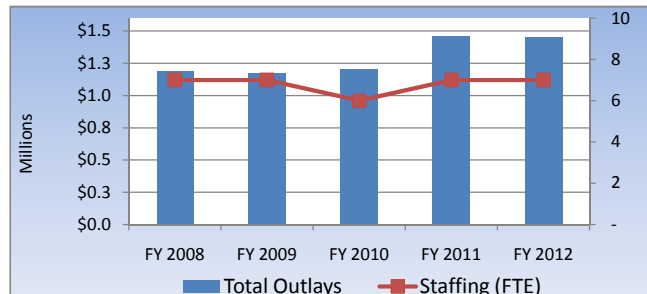
5. 1.0 FTE position reclassification.

6. \$87,098 staffing credit from HR Director charge to WC.

Outlays and Staffing over the past five years.

FY 2011 Staffing Change: Budgeted 3 qtrs of HR Tech; Reclassification

FY 2011 Outlays Change: \$255,286



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Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
Human Resources Department Worker's Compensation Fund (710)					
Employee Benefits Administrator	1	1	1	1	1
Human Resources Technician	0	1	1	1	1
Secretary (Conf)	1	0	0	0	0
	2	2	2	2	2

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. None.

Fund Summary

Fund: 710

Human Resources Department

Internal Service Fund

Worker's Compensation

Description:

The City is self-insured for Worker's Compensation.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Beginning Working Capital Balance					
July 1	1,253,412	1,522,492	888,166	975,570	1,090,848
RESOURCES					
Revenue					
Worker's Compensation Premium	4,382,077	4,536,286	5,327,528	5,561,841	5,839,912
Interest	70,778	25,638	13,875	30,000	40,000
Other Revenue	82	150	-	-	-
<i>Total Revenue</i>	4,452,937	4,562,074	5,341,403	5,591,841	5,879,912
Fund Transfers In from					
General Fund - Misc	-	300,000	-	-	-
<i>Total Transfers In</i>	-	300,000	-	-	-
Total Resources	4,452,937	4,862,074	5,341,403	5,591,841	5,879,912
Fund Expenditures					
Salary & Benefits	209,351	230,847	223,910	236,566	243,844
Charges (to)/from other programs	51,247	21,123	54,729	87,098	89,711
<i>Net Staffing Expense</i>	260,598	251,970	278,639	323,664	333,555
Worker's Compensation Expense	3,263,239	4,655,023	4,168,185	4,440,220	4,590,530
Maintenance & Utilities	-	-	-	-	-
Supplies & Services	505,442	351,869	552,170	532,385	547,214
Internal Service Fees	-	19,781	25,609	26,318	26,147
Capital Outlay	-	-	-	-	-
<i>Net Operating Expense</i>	3,768,681	5,026,673	4,745,964	4,998,923	5,163,891

Fund Summary Continued

Fund: 710

Human Resources Department

Internal Service Fund

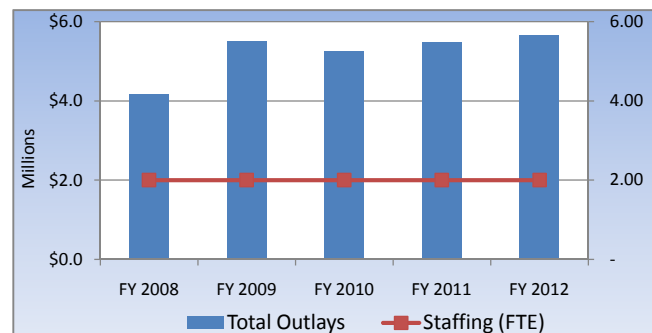
Worker's Compensation

Continued

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Fund Transfers Out to					
General Fund - Cost Allocation	151,220	213,667	224,350	147,998	152,438
Liability Insurance Premium	3,358	4,090	5,046	5,978	6,277
<i>Total Transfers Out</i>	154,578	217,757	229,396	153,976	158,715
Total Outlays	4,183,857	5,496,400	5,253,999	5,476,563	5,656,161
Net Change	269,080	(634,326)	87,404	115,278	223,751
Ending Working Capital Balance					
JUNE 30	1,522,492	888,166	975,570	1,090,848	1,314,599
FY 2011 Major Budget Items:			FY 2011 Significant Budget Changes:		
1. \$87,098 staffing charge from other programs.			1. \$272,035 increase to Worker's Comp expense.		
2. \$4,440,220 worker's compensation expense.					

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: None
FY 2011 Outlays Change: \$222,564



Fund Summary

Fund: 740

Human Resources Department

Internal Service Fund

Employee Benefits

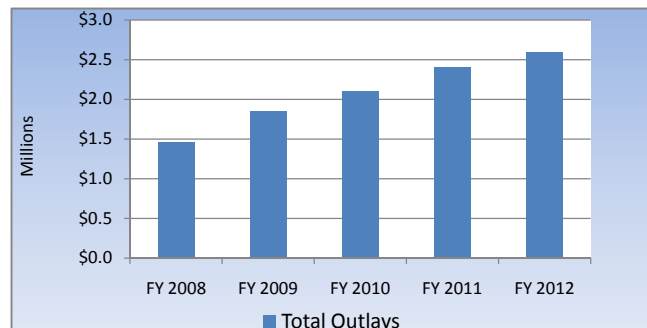
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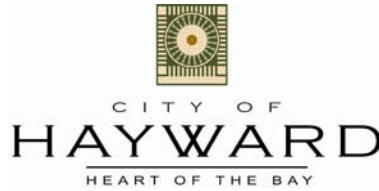
Funds employee retiree medical

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Beginning Working Capital Balance					
July 1	-	-	-	135,000	784,047
RESOURCES					
Revenue					
General Fund Subsidy	1,463,525	1,855,183	-	-	-
Fire - Payroll Contribution	-	-	135,000	135,000	135,000
Police - City Paid 1% for	-	-	-	232,616	232,816
Retiree Medical Premium	-	-	-	2,685,181	2,734,525
	1,463,525	1,855,183	135,000	3,052,797	3,102,341
Fund Transfers In					
Transfer from General Fund	-	-	2,100,000	-	-
	-	-	2,100,000	-	-
Total Resources	1,463,525	1,855,183	2,235,000	3,052,797	3,102,341
OUTLAYS					
Expenditures					
Admin Fee	37,200	48,000	60,000	78,750	82,688
Police	595,650	780,418	870,870	900,000	973,440
Fire	313,500	500,268	658,735	700,000	757,120
Misc	658,350	720,386	510,395	725,000	784,160
Retiree Medical Expense	1,463,525	1,855,183	2,100,000	2,403,750	2,597,408
Total Outlays	1,463,525	1,855,183	2,100,000	2,403,750	2,597,408
Net Change	-	-	135,000	649,047	504,933
Ending Working Capital Balance					
JUNE 30	-	-	135,000	784,047	1,288,980
FY 2011 Major Budget Items:			FY 2011 Significant Budget Changes:		
1. Contributions from public safety presented here.			1. In FY 2011, benefit rate charged on a per employee basis. In FY 2010, outlays funded with a fund transfer from the General Fund.		
2. Retiree Medical Premium charged per employee.					

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: N/A
FY 2011 Outlays Change: \$303,750





Library and Community Services Department

Director: Sean Reinhart

Department Mission Statement

The mission of the Library and Neighborhood Services Department is to preserve and enhance the quality of life for the Hayward community through neighborhood-oriented services, community-based problem solving, and information and resources that are relevant, accessible, and responsive to the community.

Library and Community Services Department

	Core Services	Performance Measures
Library and Community Services Administration	• Serve as City/Community liaison • Foster grant development and management • Administer and maintain Library Commission proceedings • Manage, implement, and evaluate department programs and activities • Administer department budget	1. Meet department budget and grant reporting deadlines 100% of the time 2. Receive feedback from customers that reflect above average customer satisfaction with department services 90% of the time 3. Bring in new grants and volunteer/intern resources in an amount equal to at least 10% of total department general fund budget
Library Operations and Systems	• Deliver excellent customer service • Manage two public library facilities • Acquire, catalog, organize, circulate, and maintain library materials collection • Maintain the library website and electronic resource collections • Manage the Integrated Library System	1. Fulfill 90% of library customers' materials requests within 4 business days 2. Increase customer use of electronic payment systems by 10%, reflecting increased customer satisfaction with library operations, services and systems
Library Public Services	• Deliver excellent customer service • Manage library collections • Develop educational and cultural programs • Manage and implement the Hayward Literacy Plus program • Support the efforts of local schools to achieve Academic Excellence	1. Improve student test scores in library Homework Support Centers by 10%, reflecting accuracy and effectiveness of tutor training and instruction 2. Increase circulation of library materials 9%, reflecting increased customer satisfaction with the quality and selection of library collections

Library and Community Services Department

Grant Programs and Technical Assistance	• Deliver excellent customer service • Manage and implement the Community Development Block Grant Program (CDBG) • Manage and implement the Social Services Grant Program • Provide technical assistance to community service organizations in relation to the above programs • Provide technical assistance and support to other city departments for community-related projects, e.g. Mural Art Program, Community Preservation / Synchronized Multi Agency Safe Housing (SMASH), etc. • Administer and maintain Citizens Advisory and Human Services Commission proceedings	1. Meet federal Community Development Block Grant (CDBG) reporting deadlines 100% of the time 2. Maintain 100% compliance with federal CDBG program regulations, procurement regulations, labor standards regulations, and environmental review 3. Facilitate six jointly-held strategic planning sessions with the Citizens Advisory and Human Services Commissions to increase the collective impact of the CDBG and Social Services Programs through improved coordination of those programs
Property Rehabilitation	• Deliver excellent customer service • Manage the Property Rehabilitation Program, including: - o Housing Rehabilitation Loans; and - o Minor Home Repair Grants	1. Make 20 - 25 housing rehabilitation loans and 30 - 60 minor home repair grants to improve accessibility and make health/safety repairs for income-eligible homeowners, including seniors and people who have disabilities 2. Maintain 100% compliance with applicable regulations and laws governing procurement processes

Paratransit	• Deliver excellent customer service • Manage and implement the Hayward Paratransit Program	1. Meet Alameda County Transportation Improvement Authority (ACTIA) grant reporting deadlines 100% of the time 2. Maintain 100% compliance with ACTIA contract guidelines with regard to service performance and financial reporting 3. Improve dispatch and route efficiency through the acquisition of appropriate technology 4. Receive feedback from customers that reflect above average customer satisfaction 90% of the time

FY2010 Departmental Performance

1. Increased circulation of library materials 13% with no increase in related expenditures (total circulation was 1,005,000 in FY 2009; projected total circulation in FY2010 is 1,138,000).
2. Developed and implemented a subscription library loan service which charges a flat monthly fee to borrow materials in lieu of charging individual late fee for past due materials.
3. Operated six volunteer programs with 300+ volunteers who contributed 15,000+ volunteer hours of service in support of department activities and fundraising. Total volunteer hours served in FY2010 currently exceeds FY 2009 volunteer hours served by 20%.
4. Worked in partnership with Hayward Unified School District to create joint-use school / public library facilities in local schools (pending grant approvals; pilot planned September, 2010).
5. Secured a \$101,750 grant from First 5 Alameda County (F5AC) to provide bilingual caregiver-child preschool classes for Spanish-speaking children in Hayward ages three and under.
6. Organized and executed a Summer Reading Game for 3,800 participating Hayward children to support and maintain their reading skills during the summer out-of-school months, funded with Friends of the Library donations.
7. Organized and executed the Big Read community-wide reading campaign, funded by a \$20,000 grant from National Endowment for the Arts.
8. Administered \$1.7 million in Community Development Block Grant funding (CDBG) to various nonprofit and governmental organizations in support of 25 projects (construction and program services) that serve low income Hayward residents in identified CDBG priority areas.
9. Administered \$400,000 in General Fund monies allocated to provide Social Services Program grant funding to private, nonprofit and public social services agencies for 24 projects that serve disadvantaged low- income Hayward residents.
10. Made 4 housing rehabilitation loans and 20 minor home repair grants for income-eligible homeowners, including seniors and people with disabilities.
11. Secured federal American Recovery and Reinvestment Act (ARRA) Community Development Block Grant Entitlement Grant (CDBG-R) funding in the amount of \$460,027 (three year stimulus funding), in support of projects that benefit low-income Hayward residents impacted by the economic recession.

12. Secured federal American Recovery and Reinvestment Act (ARRA) Emergency Shelter Grant (ESG) Homeless Prevention funding in the amount of \$703,342 (three year stimulus funding), for programs that benefit Hayward residents who are at risk of becoming homeless, or to “rapidly re-house” persons who have recently become homeless.

Library and Community Services Department

Significant Changes in FY2010

The previously existing Library and Neighborhood Services Department was restructured into a new Department of Library and Community Services consisting of Library Services, Community Development Block Grant (CDBG) and Social Services related funding programs, Paratransit, and the Property Rehabilitation Program. Other divisions that were previously assigned to the Library and Neighborhood Services Department were moved to the City Manager's Office. Specifically, the Community Preservation Division and the Neighborhood Partnership Program were restructured into an "Office of Neighborhood Services" within the City Manager's Office, moving 7 FTE's out of the former Library and Neighborhood Services Department into the City Manager's Office.

Library and Community Services Department FY2011 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
1. Augment and improve library / education services to Spanish speaking Hayward residents, especially children and job-seekers.			X		X	
2. Operate After-School Homework Help Centers for youth in support of the Council priority of Academic Excellence. Pursue opportunities to expand this model to local schools in partnership with HUSD.	X		X		X	
3. Develop systems and programs to expand library services to underserved neighborhoods (e.g. with book vending machines in public areas and/or schools).	X		X		X	
4. Increase subscriptions to the Fines-Free Library Loan program; continue to refine service in response to changing community needs and expectations.			X		X	

Library and Community Services Department FY2011 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
5. Administer Community Development Block Grant funding (CDBG) to nonprofit or governmental organizations for projects that serve low income Hayward residents in identified CDBG priority areas.		x	x		x	
6. Administer the City's Social Services Program grant funding to support private nonprofit and public social services agencies that serve disadvantaged low-income Hayward residents.		x	x		x	
7. Manage the City's Paratransit service for people who are unable to use other forms of public transportation because of a medical condition or disability.			x			

Library and Community Services Department FY2011 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
8. Administer the City's Housing Rehabilitation Programs for low-income homeowners aged 65 or older, or who are persons with disabilities.		x	x			
9. Administer federal ARRA CDBG-R funding to benefit low-income Hayward residents impacted by the economic recession, in compliance with federal regulations.			x		x	
10. Administer federal ARRA ESG Homeless Prevention funding for programs that benefit Hayward residents who are at risk of becoming homeless or to "rapidly re-house" persons who have recently become homeless.	x	x			x	
11. Continue to work with local homeless advocates and deal with homeless issues as they arise to the extent possible within available resources.	x	x				

Library and Community Services Department FY2011 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
12. Continue to work with local community organizations and other stakeholder agencies (e.g., HARD, HUSD, PG&E) to develop and strengthen the Hayward Community Gardens for the benefit of low- and middle-income Hayward residents, to the extent possible within available resources.		X	X	X		

FY2011 Core Service Objectives

1. Deliver innovative, excellent customer service that is responsive to the changing needs and expectations of the Hayward community.
2. Seek and secure external funding sources to build organizational capacity and enhance existing community assets.
3. Continue to provide Afterschool Homework Support Centers for youth in both library facilities, and pursue expansion opportunities in partnership with Hayward Unified School District.
4. Refine the Social Services and Community Development Block Grant Programs to include the strategic allocation of these resources in alignment with the City's Neighborhood Services Initiative. Develop a strategic plan for CDBG and Social Services; secure plan approval by Council.
5. Increase total volunteer hours served in support of Library and Community Services activities, to build capacity and empower community members to be partners in achieving their desired quality of life.
6. Lead effort to plan and fund a new Main Library.
7. Secure new grants and volunteer/intern resources in an amount equal to at least 10% of total department general fund budget. Develop a grant management system for the efficient and effective administration of grant resources.
8. Work together across divisions to integrate the activities of Library and Community Services.

Library and Community Services Department FY2012 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
1. Augment and improve library / education services to Spanish speaking Hayward residents, especially to children and job-seekers.			X		X	
2. Operate After-School Homework Centers for youth in support of the Council priority of Academic Excellence. Pursue opportunities to expand this model to local schools in partnership with HUSD.	X		X		X	
3. Develop systems and programs to expand library services to underserved neighborhoods (e.g. with book vending machines in public areas and/or schools).	X		X		X	
4. Increase subscriptions to the Fines-Free Library Loan program; continue to refine service in response to changing community needs and expectations.			X		X	

Library and Community Services Department FY2012 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
5. Administer Community Development Block Grant funding (CDBG) to nonprofit or governmental organizations for projects that serve low income Hayward residents in identified CDBG priority areas.		x	x			
6. Administer the City's Social Services Program grant funding to support private nonprofit and public social services agencies that serve disadvantaged low-income Hayward residents.		x	x			
7. Administer the City's Paratransit service for people who are unable to use other forms of public transportation because of a medical condition or disability.			x			

Library and Community Services Department FY2012 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
8. Administer the City's Housing Rehabilitation Programs for low-income homeowners aged 65 or older, or who are persons with disabilities.		x	x			
9. Administer federal ARRA CDBG-R funding to benefit low-income Hayward residents impacted by the economic recession, in compliance with federal regulations.			x		x	
10. Administer federal ARRA ESG Homeless Prevention funding for programs that benefit Hayward residents who are at risk of becoming homeless or to "rapidly re-house" persons who have recently become homeless.	x	x			x	
11. Continue to work with local homeless advocates and deal with homeless issues as they arise to the extent possible within available resources.	x	x				

**Library and
Community Services
Department
FY2012
Service Delivery
Outcomes**

SUPPORTED PRIORITY and/or INITIATIVE

	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
12. Continue to work with local community organizations and other stakeholder agencies (e.g., HARD, HUSD, PG&E) to develop and strengthen the Hayward Community Gardens for the benefit of low- and middle-income Hayward residents to the extent possible within available resources.		X	X	X		

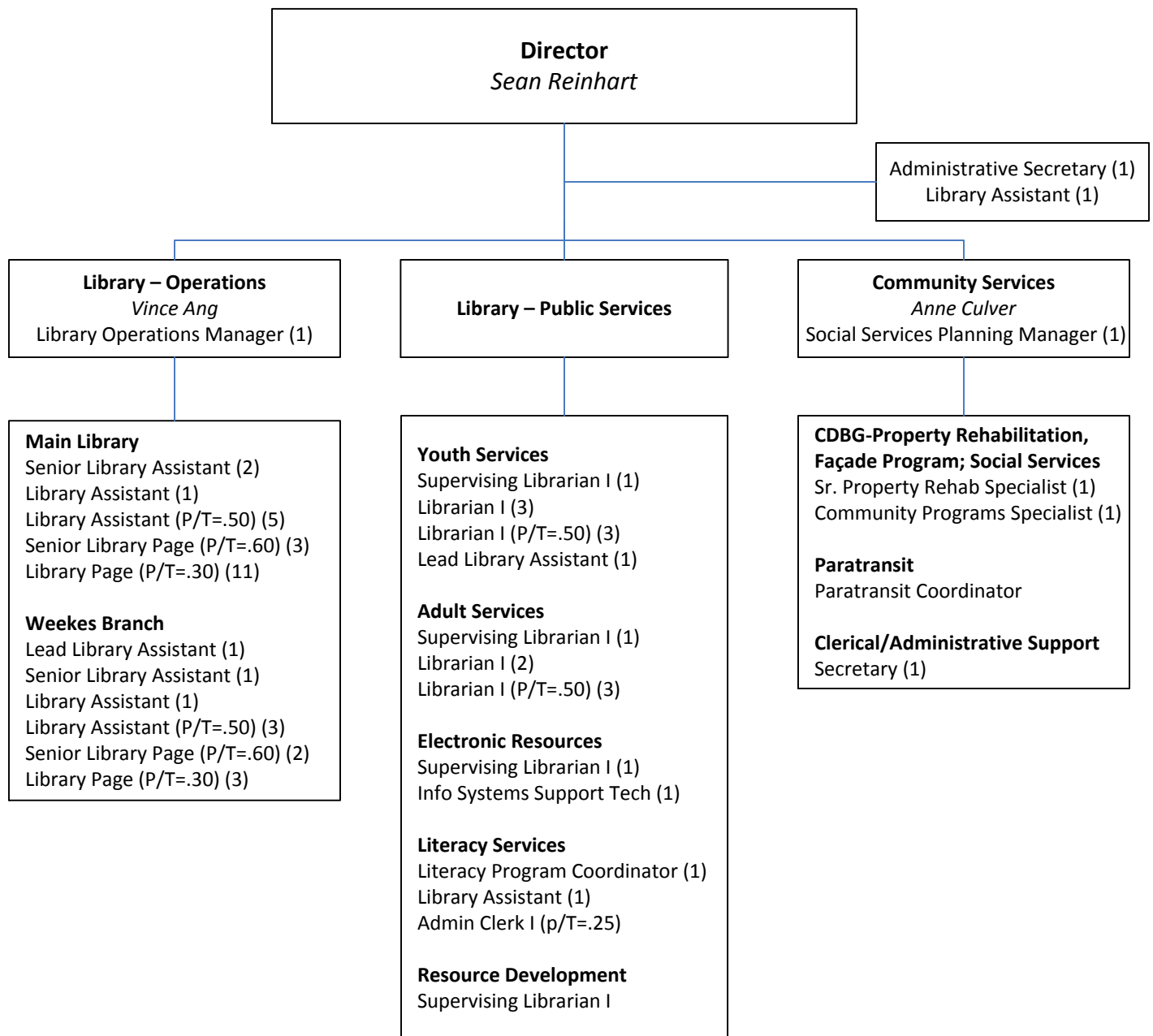
FY2012 Core Service Objectives

1. Deliver innovative, excellent customer service that is responsive to the changing needs and expectations of the Hayward community.
2. Seek and secure external funding sources to build organizational capacity and enhance existing community assets.
3. Continue to provide Afterschool Homework Support Centers for youth in both library facilities, and pursue expansion opportunities in partnership with HUSD.
4. Continue to refine the Social Services and Community Development Block Grant Programs to include the strategic allocation of these resources in alignment with the City's Neighborhood Services Initiative. Implement Council-approved a strategic plan and develop a robust evaluation system for CDBG and Social Services Grant Programs.
5. Increase total volunteer hours served in support of Library and Community Services activities, to build capacity and empower community members to be partners in achieving their desired quality of life.
6. Secure new grants and volunteer/intern resources in an amount equal to at least 15% of total department general fund budget. Implement a grant management system for the efficient and effective administration and evaluation of grant resources.
7. Lead effort to plan and fund a new Main Library.
8. Work together across divisions to integrate the activities of Library and Community Services.

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FY 2011 STAFFING
43.45 FTE

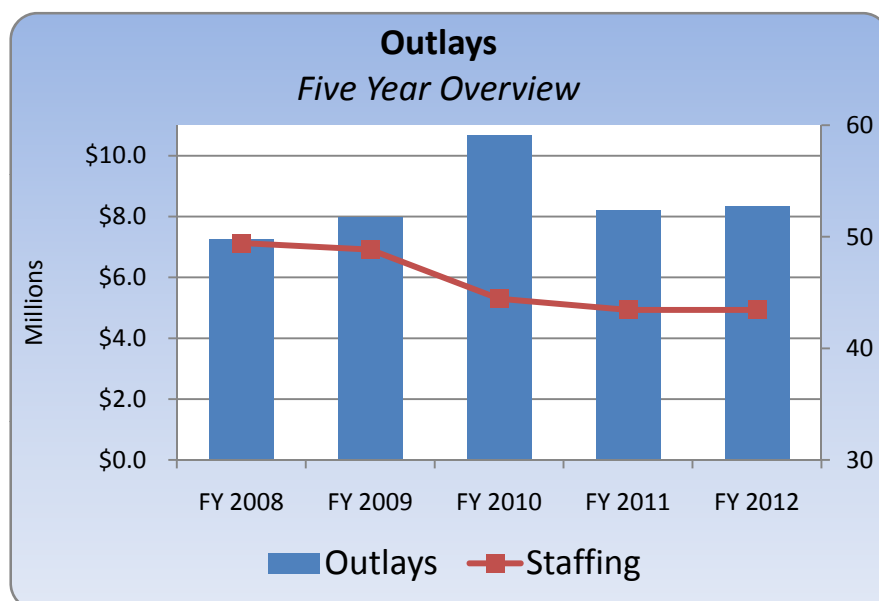
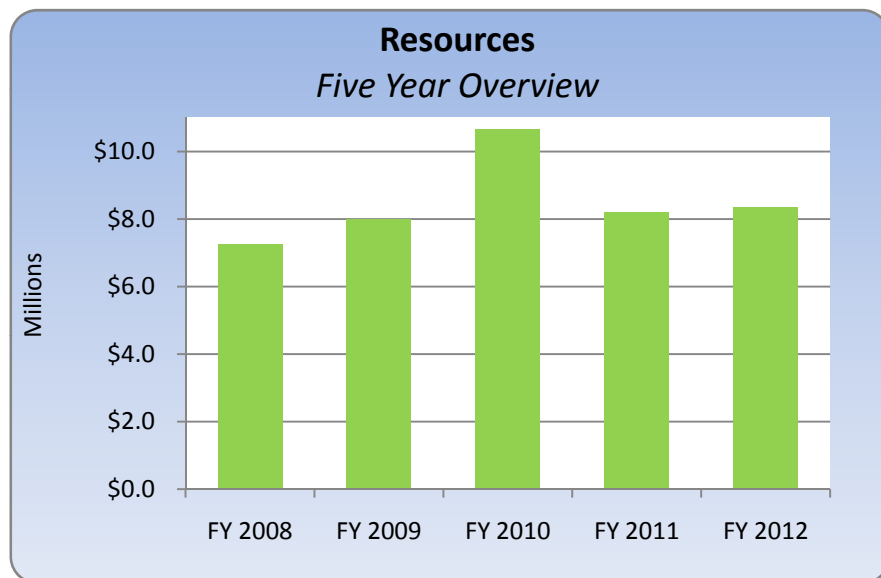
Library and Community Services



Library & Community Services Department Resources and Outlays

All Funds Summary

Resources, Outlays, and Staffing Over Last Five Years



Library & Community Services Department Overview

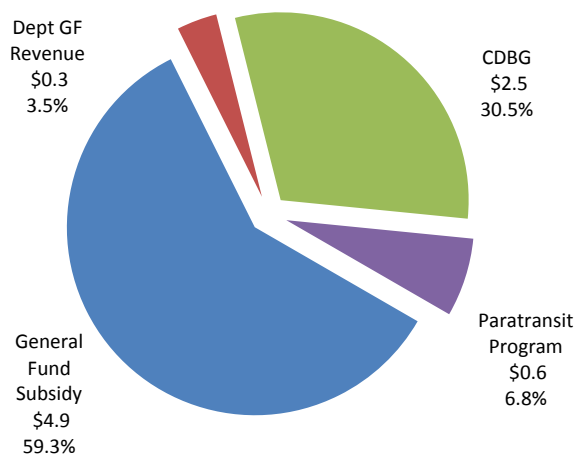
FY 2011

Outlays \$8.2 million, Staffing 43.45 FTE

FY 2011

Resources By Type

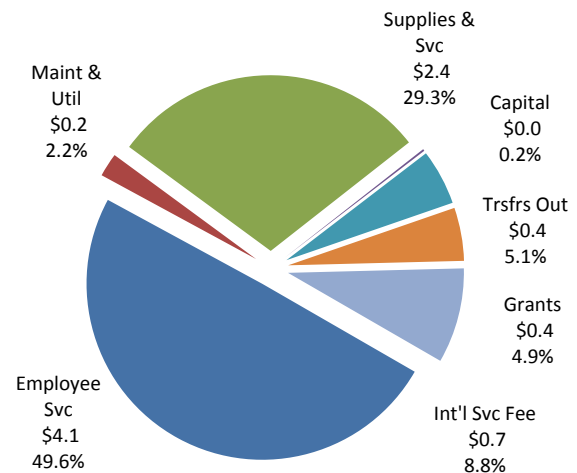
(in million's)



FY 2011

Expenditures By Type

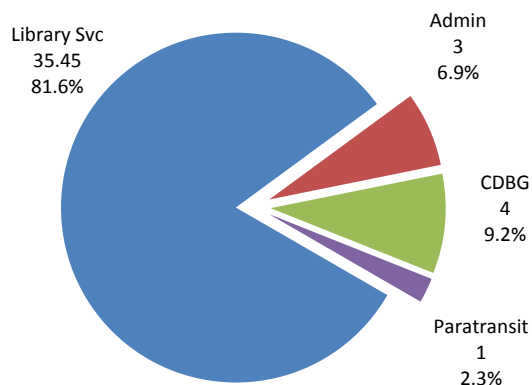
(in million's)



FY 2011

Staffing By Program

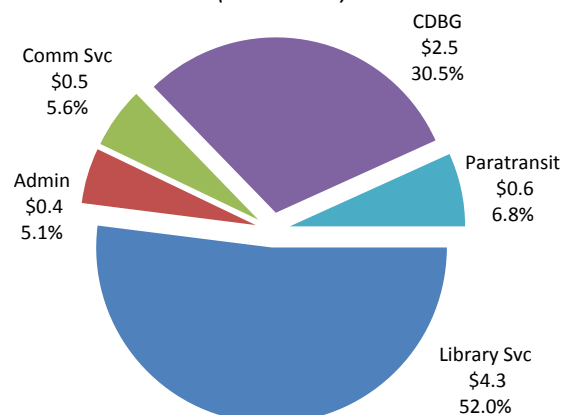
(By FTE)



FY 2011

Budget By Program

(in million's)



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Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
Library & Community Services Department					
ALL FUNDS SUMMARY					
Library & Neighborhood Services Director ¹	1	1	1	0	0
Library & Community Services Director ¹	0	0	0	1	1
Social Services Planning Manager	1	1	1	1	1
Senior Property Rehabilitation Specialist	1	1	1	1	1
Community Development Specialist	1	0	0	0	0
Administrative Analyst II	0	1	0	0	0
Property Rehabilitation Specialist ²	1	1	1	0	0
Library Operations Manager	1	1	1	1	1
Library Systems Manager	1	0	0	0	0
Supervising Librarian I	3	4	4	4	4
Paratransit Coordinator	1	1	1	1	1
Community Programs Specialist	1	1	1	1	1
Librarian II	0.5	0.5	0	0	0
Administrative Secretary	1	1	1	1	1
Information Systems Support Technician	1	1	1	1	1
Librarian I	8	8	8	8	8
Literacy Program Coordinator	1	1	1	1	1
Lead Library Assistant	3	3	3	3	3
Secretary	2	2	1	1	1
Senior Library Assistant	3	3	3	3	3
Library Assistant	9	9	8	8	8
Administrative Clerk I	0.25	0.25	0.25	0.25	0.25
Senior Library Page	3	3	3	3	3
Library Page	5.7	5.1	4.2	4.2	4.2
	49.45	48.85	44.45	43.45	43.45

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. Reclassification - 1.0 FTE Library & Neighborhood Services Director to 1.0 FTE Library & Community Services Director.
2. Decrease 1.0 FTE Property Rehabilitation Specialist.

Department Summary

All Funds Summary - By Category

Library & Community Services Department

All Funds

All Funds Summary - By Category

Funding:

General and Special Revenue funds.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue and Transfers In From Other Funds					
General Fund Revenue	271,273	423,057	333,993	283,977	244,845
Community & Econ Block Grant	1,714,272	2,682,714	2,686,291	2,489,292	2,568,196
Paratransit Program	948,843	614,047	843,091	551,500	551,500
Stimulus Grants	-	-	1,163,342	-	-
	2,934,388	3,719,818	5,026,717	3,324,769	3,364,541
(Contribution)/Use of Fund Balance					
Community & Econ Block Grant	425,542	(144,335)	688,113	9,195	53,495
Paratransit Program	(55,470)	150,671	106,567	3,314	6,320
	370,072	6,336	794,680	12,509	59,815
Fund Subsidy					
General Fund Subsidy	3,932,288	4,256,380	4,845,654	4,858,557	4,923,872
Total Resources	7,236,748	7,982,534	10,667,051	8,195,835	8,348,228
OUTLAYS					
Expenditures					
Salary & Benefits	3,698,134	3,569,356	3,955,341	3,999,492	4,093,104
Charges (to)/from other programs	213,301	171,497	(122,636)	64,785	66,728
<i>Net Staffing Expense</i>	3,911,435	3,740,853	3,832,705	4,064,277	4,159,832
Maintenance & Utilities	237,959	177,597	178,405	177,627	177,627
Supplies & Services	2,517,116	2,794,915	4,253,154	2,403,005	2,403,377
Stimulus Grant	-	-	1,163,342	-	-
Grants	540,375	452,750	410,000	400,000	400,000
Internal Service Fees	-	674,703	717,535	717,342	711,953
Project Costs	-	-	-	-	-
Capital	17,901	79,510	-	13,933	13,933
<i>Net Operating Expense</i>	3,313,351	4,179,475	6,722,436	3,711,907	3,706,890
Transfers to Other Funds	11,962	62,206	111,910	419,651	481,506
Total Outlays	7,236,748	7,982,534	10,667,051	8,195,835	8,348,228
Net Change	-	-	-	-	-

Department Summary

All Funds Summary - By Program

Library & Community Services Department

All Funds

All Funds Summary - By Program

Funding:

General and Special Revenue funds.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue and Transfers in from Other Funds					
General Fund Revenue	271,273	423,057	333,993	283,977	244,845
Community & Econ Block Grant	1,714,272	2,682,714	2,686,291	2,489,292	2,568,196
Paratransit Program	948,843	614,047	843,091	551,500	551,500
Stimulus Grants	-	-	1,163,342	-	-
	2,934,388	3,719,818	5,026,717	3,324,769	3,364,541
(Contribution)/Use of Fund Balance					
Community & Econ Block Grant	425,542	(144,335)	688,113	9,195	53,495
Paratransit Program	(55,470)	150,671	106,567	3,314	6,320
	370,072	6,336	794,680	12,509	59,815
Fund Subsidy					
General Fund Subsidy	3,932,288	4,256,380	4,845,654	4,858,557	4,923,872
Total Resources	7,236,748	7,982,534	10,667,051	8,195,835	8,348,228
OUTLAYS					
Expenditures and Transfers Out to Other Funds					
Administration	2,124	366,624	412,102	419,519	428,228
Library Services	3,620,101	3,850,310	4,299,053	4,262,092	4,278,035
Community Services	581,336	462,503	468,492	460,923	462,454
Community & Econ Block Grant	2,139,814	2,538,379	3,374,404	2,498,487	2,621,691
Paratransit Program	893,373	764,718	949,658	554,814	557,820
Stimulus Grants	-	-	1,163,342	-	-
Total Outlays	7,236,748	7,982,534	10,667,051	8,195,835	8,348,228
Net Change	-	-	-	-	-

Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.					
Library & Community Services Department*					
General Fund (100)					
Library & Neighborhood Services Director ¹	1	1	1	0	0
Library & Community Services Director ¹	0	0	0	1	1
Social Services Planning Manager	1	1	0	0	0
Administrative Analyst II	0	1	0	0	0
Library Operations Manager	1	1	1	1	1
Library Systems Manager	1	0	0	0	0
Supervising Librarian I	3	4	4	4	4
Community Programs Specialist	1	1	0	0	0
Librarian II	0.5	0.5	0	0	0
Administrative Secretary	1	1	1	1	1
Information Systems Support Technician	1	1	1	1	1
Librarian I	8	8	8	8	8
Literacy Program Coordinator	1	1	1	1	1
Lead Library Assistant	3	3	3	3	3
Secretary	1	1	0	0	0
Senior Library Assistant	3	3	3	3	3
Library Assistant	9	9	8	8	8
Administrative Clerk I	0.25	0.25	0.25	0.25	0.25
Senior Library Page	3	3	3	3	3
Library Page	5.7	5.1	4.2	4.2	4.2
	44.45	44.85	38.45	38.45	38.45

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. Reclassification - 1.0 FTE Library & Neighborhood Services Director to 1.0 FTE Library & Community Services Director.

* Neighborhood Services (NS) was reorganized into the City Manager's Department in FY 2010. For presentation purposes, NS is shown across all years in the City Manager Department for continuity of presentation.

Department Summary

Department: 100 - 3300

Library & Community Services Department

General Fund

General Fund Summary

Description:

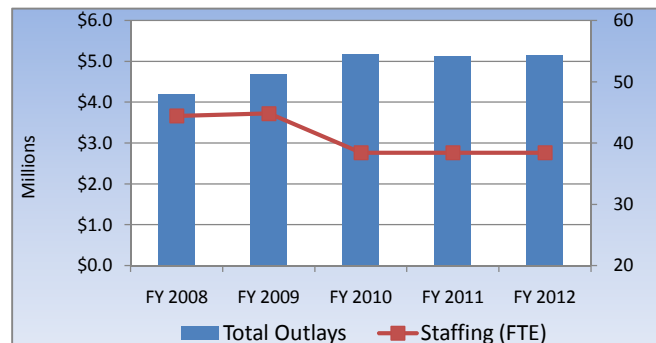
Administration, Library, and Community Services.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
Library Fines	103,347	107,703	89,760	106,555	123,386
Grants	164,353	311,488	244,233	177,422	121,459
Other Revenue	3,573	3,866	-	-	-
Total Resources	271,273	423,057	333,993	283,977	244,845
OUTLAYS					
Expenditures					
Salary & Benefits	3,174,404	3,029,812	3,156,015	3,231,595	3,302,503
Charges (to)/from other programs	(199,131)	(201,915)	52,723	51,048	52,579
<i>Net Staffing Expense</i>	<i>2,975,273</i>	<i>2,827,897</i>	<i>3,208,738</i>	<i>3,282,643</i>	<i>3,355,082</i>
Maintenance & Utilities	237,531	177,250	177,927	177,627	177,627
Supplies & Services	432,481	583,146	722,507	593,980	553,017
Grants	540,375	452,750	410,000	400,000	400,000
Internal Service Fees	-	558,884	660,475	674,351	669,058
Capital	17,901	79,510	-	13,933	13,933
<i>Net Operating Expense</i>	<i>1,228,288</i>	<i>1,851,540</i>	<i>1,970,909</i>	<i>1,859,891</i>	<i>1,813,635</i>
Total Outlays	4,203,561	4,679,437	5,179,647	5,142,534	5,168,717
General Fund Subsidy	3,932,288	4,256,380	4,845,654	4,858,557	4,923,872

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: None.

FY 2011 Outlays Change: (\$37,113)



Program Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
Library & Community Services Department - Library & Community Services Administration Program General Fund (100)					
Library & Neighborhood Services Director ¹	0	1	1	0	0
Library & Community Services Director ¹	0	0	0	1	1
Administrative Analyst II	0	1	0	0	0
Administrative Secretary	0	1	1	1	1
Library Assistant	0	1	1	1	1
	0	4	3	3	3

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. Reclassification - 1.0 FTE Library & Neighborhood Services Director to 1.0 FTE Library & Community Services Director.

Program Summary

Program: 100-3331

Library & Community Services Department

General Fund

Administration

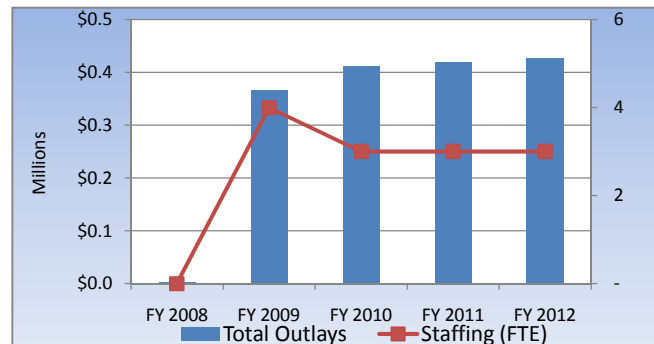
Description:

Department administration.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
None	-	-	-	-	-
Total Resources	-	-	-	-	-
OUTLAYS					
Expenditures					
Salary & Benefits	2,124	351,204	371,778	378,047	387,036
Charges (to)/from other programs	-	(30,290)	-	-	-
<i>Net Staffing Expense</i>	2,124	320,914	371,778	378,047	387,036
Maintenance & Utilities	-	-	-	-	-
Supplies & Services	-	2,560	-	-	-
Internal Service Fees	-	43,150	40,324	41,472	41,192
Capital	-	-	-	-	-
<i>Net Operating Expense</i>	-	45,710	40,324	41,472	41,192
Total Outlays	2,124	366,624	412,102	419,519	428,228
General Fund Subsidy	2,124	366,624	412,102	419,519	428,228
FY 2011 Major Budget Items: 1. \$41,472 Internal Service Fees. FY 2011 Significant Budget Changes: 1. None.					

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: None.
FY 2011 Outlays Change: \$7,417



Division Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
Library & Community Services Department - Library Services Division					
General Fund (100)					
Library & Neighborhood Services Director	1	0	0	0	0
Library Operations Manager	1	1	1	1	1
Library Systems Manager	1	0	0	0	0
Supervising Librarian I	3	4	4	4	4
Librarian II	0.5	0.5	0	0	0
Administrative Secretary	1	0	0	0	0
Information Systems Support Technician	1	1	1	1	1
Librarian I	8	8	8	8	8
Literacy Program Coordinator	1	1	1	1	1
Lead Library Assistant	3	3	3	3	3
Senior Library Assistant	3	3	3	3	3
Library Assistant	9	8	7	7	7
Administrative Clerk I	0.25	0.25	0.25	0.25	0.25
Senior Library Page	3	3	3	3	3
Library Page	5.7	5.1	4.2	4.2	4.2
	41.45	37.85	35.45	35.45	35.45

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. None.
2. Neighborhood Services was reorganized into the City Manager's Department in 2010. For presentation purposes, NS is shown across all years in the City Manager Department for continuity of presentation.

Division Summary

Division: 100-3310

Library & Community Services Department

General Fund

Library Services

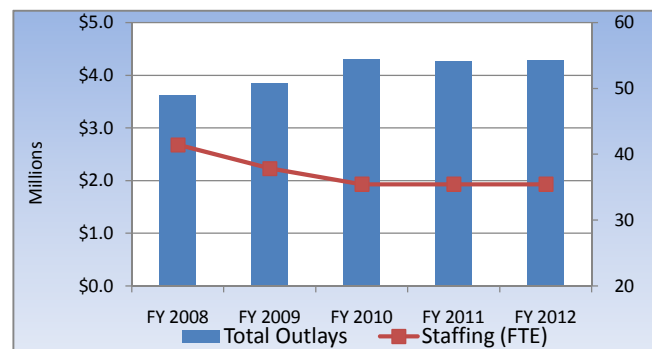
Description:

Library services.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
Library Fines	103,347	107,703	89,760	106,555	123,386
Grants	164,353	311,488	244,233	177,422	121,459
Other Revenue	3,573	3,866	-	-	-
Total Resources	271,273	423,057	333,993	283,977	244,845
OUTLAYS					
Expenditures					
Salary & Benefits	2,933,749	2,505,621	2,784,237	2,853,548	2,915,467
Charges (to)/from other programs	-	(5,391)	2,500	-	-
<i>Net Staffing Expense</i>	2,933,749	2,500,230	2,786,737	2,853,548	2,915,467
Maintenance & Utilities	237,531	177,508	177,877	177,577	177,577
Supplies & Services	187,455	241,470	269,887	205,850	174,307
Books & Materials	243,465	335,858	444,401	378,305	368,885
Internal Service Fees	-	515,734	620,151	632,879	627,866
Capital	17,901	79,510	-	13,933	13,933
<i>Net Operating Expense</i>	686,352	1,350,080	1,512,316	1,408,544	1,362,568
Total Outlays	3,620,101	3,850,310	4,299,053	4,262,092	4,278,035
General Fund Subsidy	3,348,828	3,427,253	3,965,060	3,978,115	4,033,190
FY 2011 Major Budget Items: \$632,879 Internal Service Fees. \$378,305 books and material. \$13,933 capital budget for a grant expenditure. FY 2011 Significant Budget Changes: - None.					

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: None.
FY 2011 Outlays Change: (\$36,961)



Division Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
Library & Community Services Department - Community Services Division					
General Fund (100)					
Social Services Planning Manager	1	1	0	0	0
Community Programs Specialist	1	1	0	0	0
Secretary	1	1	0	0	0
	3	3	0	0	0

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. None.

Division Summary

Division: 100-3320

Library & Community Services Department

General Fund

Community Services

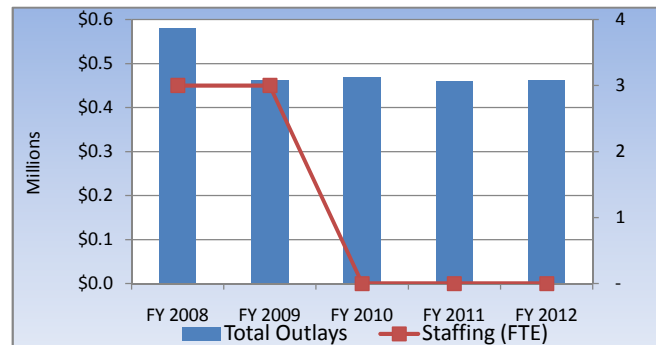
Description:

Social Services Program.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
None	-	-	-	-	-
Total Resources	-	-	-	-	-
OUTLAYS					
Expenditures					
Salary & Benefits	238,531	172,987	-	-	-
Charges (to)/from other programs	(199,131)	(166,234)	50,223	51,048	52,579
<i>Net Staffing Expense</i>	39,400	6,753	50,223	51,048	52,579
Maintenance & Utilities	-	(258)	50	50	50
Supplies & Services	1,561	3,258	8,219	9,825	9,825
Grants	540,375	452,750	410,000	400,000	400,000
Internal Service Fees	-	-	-	-	-
Capital	-	-	-	-	-
<i>Net Operating Expense</i>	541,936	455,750	418,269	409,875	409,875
Total Outlays	581,336	462,503	468,492	460,923	462,454
General Fund Subsidy	581,336	462,503	468,492	460,923	462,454
<u>FY 2011 Major Budget Items:</u> \$400,000 social services grants. \$51,048 staffing charge from other programs. <u>FY 2011 Significant Budget Changes:</u> - None.					

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: None.
FY 2011 Outlays Change: (\$7,569)



Fund Summary

225, 227, 229, 230, 231

Library & Community Services Department

Special Revenue Fund

Community & Economic Block Grant - By Category

Description:

Funds received from the U.S. Department of Housing and Urban Development.

Activities include providing housing, neighborhood facilities, and economic development serving low and moderate-income residents and downtown commercial building facade improvements.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Beginning Working Capital Balance					
July 1	1,115,694	690,152	834,487	146,374	137,179
RESOURCES					
Revenue					
Grants	1,385,935	2,426,458	2,400,000	1,852,157	1,852,157
Delayed Loan Payments	-	91,663	100,000	100,000	100,000
Principal Payments	101,058	50,159	112,358	156,537	173,600
Interest Earned	18,548	13,998	31,946	38,091	40,824
Other Revenue	208,731	100,436	1,837	2,500	2,500
	1,714,272	2,682,714	2,646,141	2,149,285	2,169,081
Transfers In From Other Funds					
From Com Econ Dev Blk Grant to Sm Bus Loans	-	-	-	150,000	150,000
From Revlvg Loan to Com Econ Dev Blk Grant	-	-	-	28,510	37,407
From Sm Bus Loan to Sm Bus Loan Delivery	-	-	40,150	161,497	211,708
	-	-	40,150	340,007	399,115
Total Resources	1,714,272	2,682,714	2,686,291	2,489,292	2,568,196
OUTLAYS					
Expenditures					
Salary & Benefits	420,372	429,038	685,472	645,078	664,180
Charges (to)/from other programs	321,786	373,437	(196,859)	48,470	49,924
<i>Net Staffing Expense</i>	742,158	802,475	488,613	693,548	714,104
Maintenance & Utilities	428	347	478	-	-
Supplies & Services	47,703	58,750	380,134	104,467	98,844
Internal Service Fees	-	102,391	49,729	35,550	35,473
Grants	1,337,563	1,512,210	2,355,371	1,259,068	1,306,034
Project Costs	-	-	-	-	-
<i>Net Operating Expense</i>	1,385,694	1,673,698	2,785,712	1,399,085	1,440,351

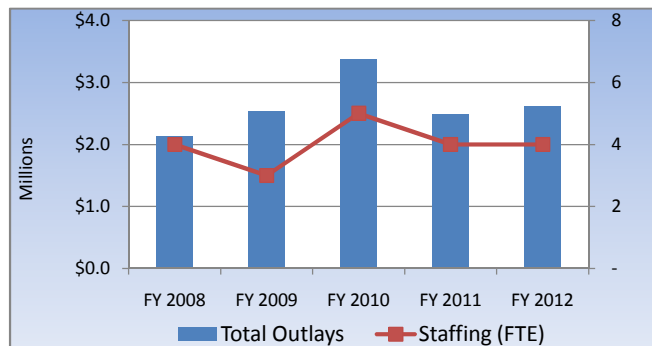
Community & Economic Block Grant - By Category

Continued

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Fund Transfers Out to					
From Com Econ Dev Blk Grant to Sm Bus Loans	-	-	-	150,000	150,000
From Revlvg Loan to Com Econ Dev Blk Grant	-	-	-	28,510	37,407
From Sm Bus Loan to Sm Bus Loan Delivery	-	-	40,150	161,497	211,708
Cost Allocation to General Fund	-	56,071	44,791	50,901	52,428
Liability Insurance Premium	11,962	6,135	15,138	14,946	15,693
	11,962	62,206	100,079	405,854	467,236
Total Outlays	2,139,814	2,538,379	3,374,404	2,498,487	2,621,691
Net Difference Gain (Use) of Fund Bal	(425,542)	144,335	(688,113)	(9,195)	(53,495)
Ending Working Capital Balance JUNE 30	690,152	834,487	146,374	137,179	83,684
FY 2011 Major Budget Items:			FY 2011 Significant Budget Changes:		
1. \$1,852,157 in grant revenue.			1. \$1,096,303 reduction in grant expenditures due to timing of expenditure and reimbursements.		

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: - 1.0 FTE
FY 2011 Outlays Change: (\$875,917)



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Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
Library & Community Services Department					
Community Development Block Grant Fund (225)					
Social Services Planning Manager	0	0	1	1	1
Senior Property Rehabilitation Specialist	1	1	1	1	1
Community Development Specialist	1	0	0	0	0
Property Rehabilitation Specialist ¹	1	1	1	0	0
Community Programs Specialist	0	0	1	1	1
Secretary	1	1	1	1	1
	4	3	5	4	4

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. Decrease 1.0 FTE Property Rehabilitation Specialist.

City Manager Department					
Small Business Loan Fund (227)					
Economic Development Coordinator	0	0	1	1	1
Economic Development Specialist	1	1	0	0	0
	1	1	1	1	1

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. None.

Note: Funding and staffing for the Small Business Loan program is reflected here, since funding is with CDBG funds. However, the Small Business Loan Program is administered by the Office of the City Manager.

Fund Summary Continued

Fund: 225, 227, 229, 230, 231

Library & Community Services Department

Special Revenue Fund

Community & Economic Block Grant - By Program

Description:

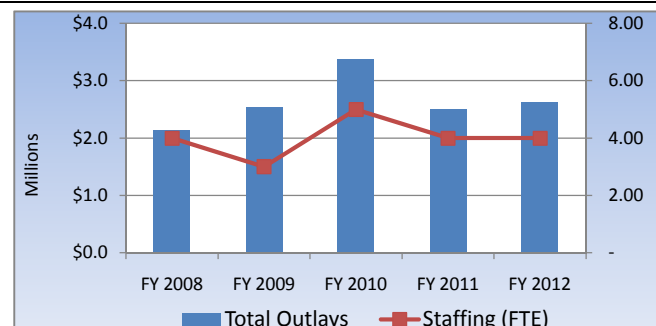
Funds received from the U.S. Department of Housing and Urban Development.

Activities include providing housing, neighborhood facilities, and economic development serving low and moderate-income residents and downtown commercial building facade improvements.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Beginning Working Capital Balance July 1	264,610	690,152	834,487	146,374	137,179
RESOURCES					
Revenue					
225 Comm Econ Dev Blk Grant	1,593,386	1,739,839	2,250,000	1,880,667	1,889,564
227 Small Business Loan Delivery	(4,926)	71,099	191,720	161,497	211,708
229 Revolving Loan Program	-	553,908	100,000	100,000	100,000
230 Rental Rehab Grant	-	-	-	-	-
231 Small Business Revolving Loan	125,812	317,868	144,571	347,128	366,924
Total Resources	1,714,272	2,682,714	2,686,291	2,489,292	2,568,196
OUTLAYS					
Expenditures					
225 Comm Econ Dev Blk Grant	1,902,645	2,048,490	2,781,961	1,858,895	1,868,168
227 Small Business Loan Delivery	137,159	189,683	172,293	199,585	204,408
229 Revolving Loan Program	-	-	100,000	128,510	137,407
230 Rental Rehab Grant	-	-	-	-	-
231 Small Business Revolving Loan	100,010	300,206	320,150	311,497	411,708
Total Outlays	2,139,814	2,538,379	3,374,404	2,498,487	2,621,691
Net Difference Gain (Use) of Fund Bal	(425,542)	144,335	(688,113)	(9,195)	(53,495)
Ending Working Capital Balance JUNE 30	690,152	834,487	146,374	137,179	83,684
FY 2011 Major Budget Items:			FY 2011 Significant Budget Changes:		
1. \$1.88M in Comm Dev Blk Grant Funds.			1. \$901,294 reduction in Comm Dev Blk Grant expenditures from FY 2010 due to timing of expenditure and reimbursements.		

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: - 1.0 FTE
FY 2011 Outlays Change: (\$875,917)



Community Development Block Grant Debt

Matt Jimenez Community Center (MJCC)

Provided funding to enable the City to acquire the facility, formerly known as the Boys and Girls Club. Operating costs for this facility are budgeted in the CDBG Fund, under the Library Department.

FY2011- Certificate of Participation and Lease Purchase Agreements						
Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2010	FY2011 Prin. & Int. Requirement
2004 Site Acquisition	09/01/04	09/20/16	4.66%	\$1,215,000	\$740,339	\$133,330

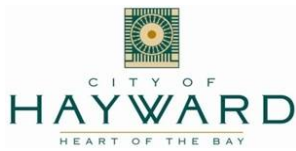
FY2012 - Certificate of Participation and Lease Purchase Agreements						
Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2011	FY2012 Prin. & Int. Requirement
2004 Site Acquisition	09/01/04	09/20/16	4.66%	\$1,215,000	\$640,358	\$133,330

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Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
Library & Community Services Department					
Paratransit Fund (246)					
Paratransit Coordinator	1	1	1	1	1
	1	1	1	1	1

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. None.



Fund Summary

Fund: 246

Library & Community Services Department

Special Revenue Fund

Measure B - Paratransit Program

Description:

Provision of door-to-door transportation for older adults and persons with disabilities.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Year End Estimate	FY 2011 Adopted	FY 2012 Proposed
Beginning Working Capital Balance July 1	222,575	278,045	127,374	20,807	17,493
RESOURCES					
Revenue					
Interest	3,427	2,159	1,000	1,500	1,500
Measure B	942,093	611,888	842,091	550,000	550,000
Other Revenue	3,323	-	-	-	-
Total Resources	948,843	614,047	843,091	551,500	551,500
OUTLAYS					
Expenditures					
Salary & Benefits	103,358	110,506	113,854	122,819	126,421
Charges (to)/from other programs	90,646	(25)	21,500	(34,733)	(35,775)
<i>Net Staffing Expense</i>	194,004	110,481	135,354	88,086	90,646
Maintenance & Utilities	-	-	-	-	-
Contract Services	699,369	640,809	795,142	445,490	445,482
Internal Service Fees	-	13,428	7,331	7,441	7,422
Capital	-	-	-	-	-
<i>Net Operating Expense</i>	699,369	654,237	802,473	452,931	452,904

Fund Summary

Fund: 246

Library & Community Services Department

Special Revenue Fund

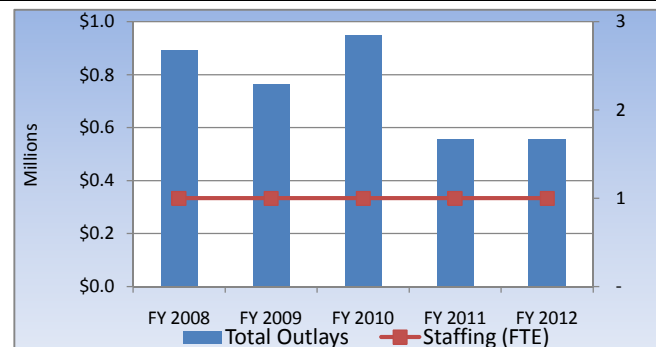
Measure B - Paratransit Program

Continued

	FY 2008 Actual	FY 2009 Actual	FY 2010 Year End Estimate	FY 2011 Adopted	FY 2012 Proposed
Fund Transfers Out					
Cost Allocation to GF	-	-	9,308	10,808	11,132
Liability Insurance Premium	-	-	2,523	2,989	3,138
<i>Total Transfers Out</i>	-	-	11,831	13,797	14,270
Total Outlays	893,373	764,718	949,658	554,814	557,820
Net Difference Gain (Use) of Fund Bal	55,470	(150,671)	(106,567)	(3,314)	(6,320)
Ending Working Capital Balance JUNE 30	278,045	127,374	20,807	17,493	11,173
FY 2011 Major Budget Items:			FY 2011 Significant Budget Changes:		
1. \$445,490 in contract services.			1. \$349,652 reduction in contract services due to decrease in Measure B funds.		

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: None.
FY 2011 Outlays Change: (\$394,844)



Grant Program Summary

Fund: 221-5051, 5053-5055

Library & Community Services Department

Special Revenue Fund

Stimulus Grants

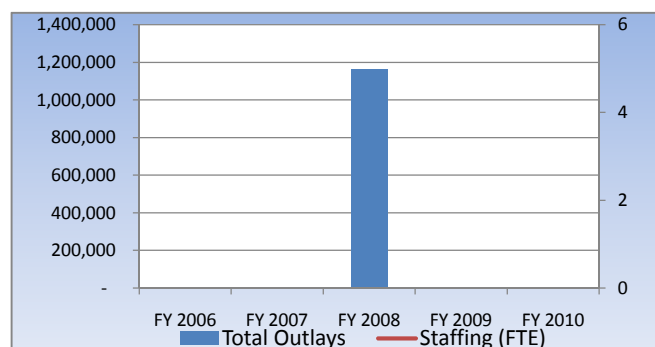
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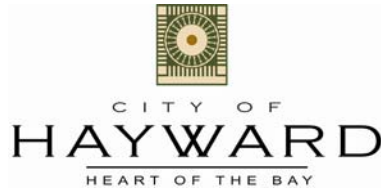
Create suitable living environments, provide decent affordable housing and create economic opportunities, for persons of low and moderate income.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
Grant	-	-	1,163,342	-	-
Total Resources	-	-	1,163,342	-	-
OUTLAYS					
Expenditures					
Salary & Benefits	-	-	81,000	-	-
Charges (to)/from other programs	-	-	-	-	-
<i>Net Staffing Expense</i>	-	-	81,000	-	-
Projects (Grants and Loans)	-	-	1,082,342	-	-
<i>Net Operating Expense</i>	-	-	1,082,342	-	-
Total Outlays	-	-	1,163,342	-	-
Net Change	-	-	-	-	-
FY 2011 Major Budget Items:			FY 2011 Significant Budget Changes:		
1. N/A			1. One time grant in FY 2010.		

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: N/A
FY 2011 Outlays Change: (\$1,163,342)





Maintenance Services Department

Director: Matt McGrath

Department Mission Statement

The mission of the Maintenance Services Department is to provide for the maintenance of City streets, landscaping, facilities, and City vehicles/equipment. The department's emphasis will be to support the City Council's priorities related to cleanliness and the Neighborhood Services Initiative (NSI) and to enhance, the quality of life for City residents.

Maintenance Services Department

	Core Services	Performance Measures
Streets Maintenance	• Perform street and sidewalk repair • Shopping cart removal • Storm water management and urban runoff control activities • Street sweeping program • Install and maintain street symbols, striping, curb painting, and City street signs • Provide assistance to the Keep Hayward Clean and Green Task Force	1. Retain possession of service request 100% of the time until closed 2. Secure or repair all hazardous street and sidewalk issue within 24 hours 3. Enforce “No Parking” during street sweeping 100% of the time 4. Remove illegal dumping within 72 hours
Facilities Maintenance	• Maintain and repair City – owned buildings and facilities • Administer and direct maintenance, janitorial, and security services contracts • Maintain Citywide HVAC system • Manage internal and external use of City Hall • Maintain 3 City-owned parking structures • Provide graffiti removal on public right of way and City facilities.	1. Retain possession of service request 100% of the time until closed 2. Change HVAC filters 3 times per year 3. Exercise major Emergency Generators monthly, and service annually 4. Respond HVAC issues within 24 hours 5. Abate graffiti within 48 hours
Landscape Maintenance	• Maintain landscaping for City-owned properties • Administer the landscape contracts for ten Landscape Assessment Districts • Maintain City street trees • Maintain irrigation systems • Participate in community activities	1. Retain possession of service request 100% of the time until closed 2. CRM surveys show a above average response 95% of the time 3. Secure all hazardous Landscape conditions within 24 hours 4. Respond and or inspect all CRM request within 48 hours

Maintenance Services Department

Fleet Management	• Maintain and repair fleet of 361 City vehicles • Operation, maintenance, and replacement of mobile radio units • Manage vehicle orders and take delivery of new vehicles • Provide for disposal of surplus vehicles and parts • Perform truck/trailer inspections (over 26 Gross Vehicle Weight) to comply with Biennial Inspection of Terminals (BIT) program audits by the California Highway Patrol	1. Retain possession of service request 100% of the time until closed 2. Ensure 100% of emergency road service calls are responded to within 30 minutes during business hours and within one hour after hours 3. Ensure the HPD Patrol Division does not have more than eight vehicles out of service at one time

Maintenance Services Department

FY2010 Departmental Performance

1. Replaced roof at Streets and Water building at the Corporation Yard.
2. Placed Centennial Hall planters on Winton and Mission Blvd medians.
3. Completed Median Improvement Program on Winton, Jackson, and Harder corridors.
4. Applied clear coat to City Hall for protection.
5. Installed new HVAC units at Streets and Water divisions and Fire Stations 3 and 4.
6. Supported KHCG monthly cleanups, attend monthly meetings, facilitated the purchase of supplies, and managed inventory for the task force.
7. Completed 100% of smog, aerial certifications, and BIT inspections on time.
8. Retrofited flatbed truck with pressure washer to aid in Graffiti abatement

Maintenance Services Department

Significant Changes in FY2010

1. Centennial Hall was closed and surplus items were dispersed, reassigned, or sold. Wiley mural was formally appraised, and the art work securely packaged, transported, and stored.

Maintenance Services Department FY2011 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
1. Street – Assist Keep Hayward Clean and Green Task Force by supporting monthly meetings and assisting in the removal of debris during Task Force clean-up events.		X	X			
2. Continue to monitor and communicate with City stores to maintain success with reduced number of shopping carts on City streets.		X	X			
3. Fleet – Ongoing analysis of City fleet to ensure excess vehicles are identified and either sold or reassigned where best utilized.					X	
4. Fleet – Lease two new street sweepers, one new Engine for the HFD, 10 police patrol vehicles, and 4 diesel dump trucks.	x	x	x		X	

Maintenance Services Department FY2011 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
5. Landscape –Focus efforts in downtown area, A to D street and Watkins to Second street, including muni lots. Clean and manicure landscaping, and medians including the trimming of the trees, and planting a tree in every empty tree well, approximately 50 new trees in the downtown area.	X	X	X			
6. Streets – Focus efforts in downtown area, A to D street and Watkins to Second street, including muni lots. Replacing or repairing all faded, damaged City signs, repainting of street symbols. Patching pavement and sidewalks as needed.	X	X	X			
7. Facilities – Focus efforts in downtown area, A to D street and Watkins to Second street, including muni lots. Remove all graffiti in this area.	X	X	X			

Maintenance Services Department FY2011 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
8. Fleet – Improve corridor appearance by providing equipment and training to Department staff assigned to clean downtown areas.		X	X			
9. Streets – Expand the street sweeping ticket-writing program by posting additional streets to improve the effectiveness of street sweeping.		X	X		X	
10. Streets –Continue to utilize the surveillance cameras to deter illegal dumping and graffiti by moving them to strategic locations determined by staff to be “hot spots.”	X	X	X			
11. Landscape – Plant 200 new trees.		X	X			
12. Facilities – Security and demolition of Centennial Hall	X	X		X	X	

FY2011 Core Service Objectives

1. Landscape - Hold the 25th Arbor Day and qualify for our 24th recognition as a Tree City USA.
2. Streets - Post additional streets for street sweeping to improve the street sweeping service.
3. Facilities - Replace Fire Station #2 emergency generator.
4. Facilities - Coordinate City's 2010 Blues Festival.
5. Fleet – Continue to gather data from GPS units in fleet vehicles.
6. Continue to support KHCG monthly cleanups by removing collected debris.

Maintenance Services Department FY2012 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
1. Streets – Assist Keep Hayward Clean and Green Task Force by supporting monthly meetings and assisting in the removal of debris during Task Force clean-up events.		X	X			
2. Fleet – Evaluate the use of alternative fuel vehicles.				x	x	
3. GPS-Continue to explore the expansion of more GPS units on the fleet, for increased fuel savings, reduced maintenance costs, safety, and accountability of assets.				X	x	
4. Facilities – Coordinate and manage building management projects. Encourage the use of sustainable and recycled products in these maintenance projects.				X	x	
5. Fleet – Make recommendation about surplus vehicles, as necessary to obtain cost savings without negatively impacting City operations.					X	
6. Streets –Work on corridor appearance by focusing efforts on Hesperian Blvd from Industrial north to HWY	X	X	X			

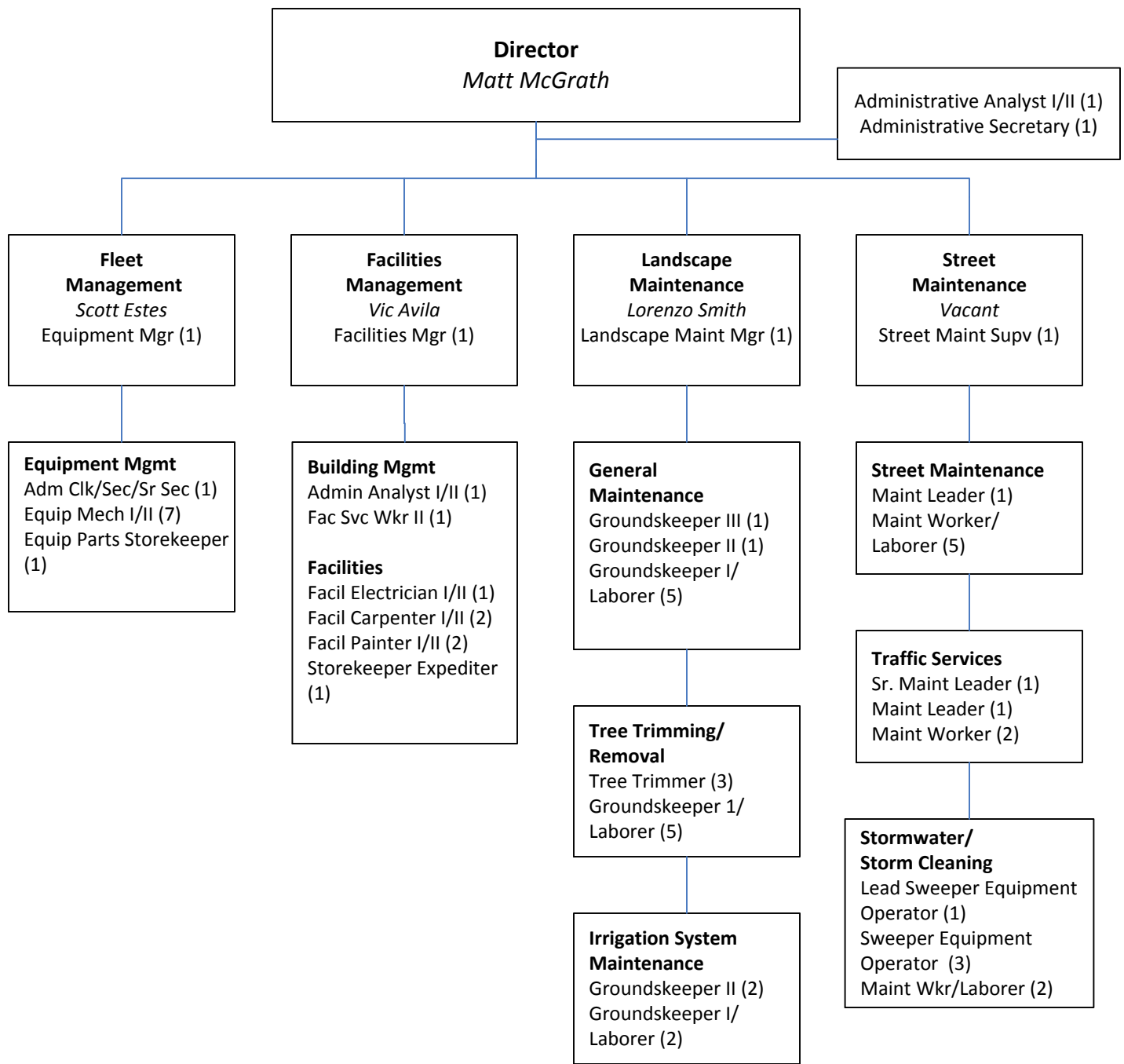
Maintenance Services Department FY2012 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
92. Re visit the Tennyson road corridor. Replace or repair all faded, or damaged City signs Patch sidewalks, and street. Repaint curbs and street symbols.						
7. Landscape – Work on corridor appearance by focusing efforts on Hesperian Blvd from Industrial north to HWY 92 and re visiting the Tennyson road corridor, by cleaning medians and planting new trees in tree wells without trees.	X	X	X			
8. Facilities – Work on corridor appearance by focusing efforts on Hesperian Blvd from Industrial north to HWY 92 and re visiting the Tennyson road corridor, staff will focus efforts in eliminating all graffiti.	X	X	X			

FY2012 Core Service Objectives

1. Landscape - Hold the 26th Arbor Day and qualify for the 25th recognition as a Tree City USA.
2. Streets - Abate graffiti within 48 hours.
3. Facilities - Coordinate City's 2011 Blues Festival.
4. Facilities - Replace underground storage tank fuel lines at Fire Stations.
5. Streets - Assist KHCG monthly cleanups by removing collected debris.
6. Fleet - Complete 100% of smog, aerial certifications and BIT inspection

FY 2011 STAFFING
59.0 FTE

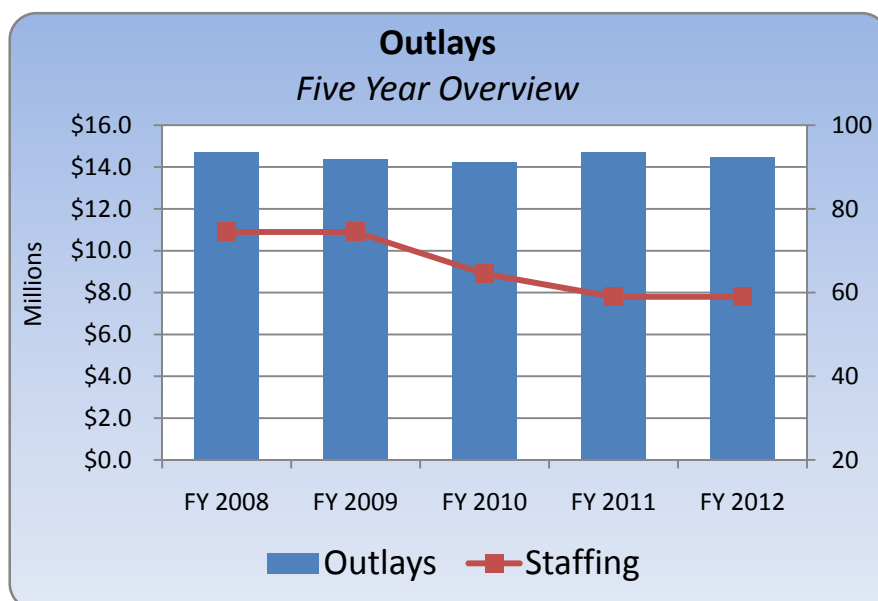
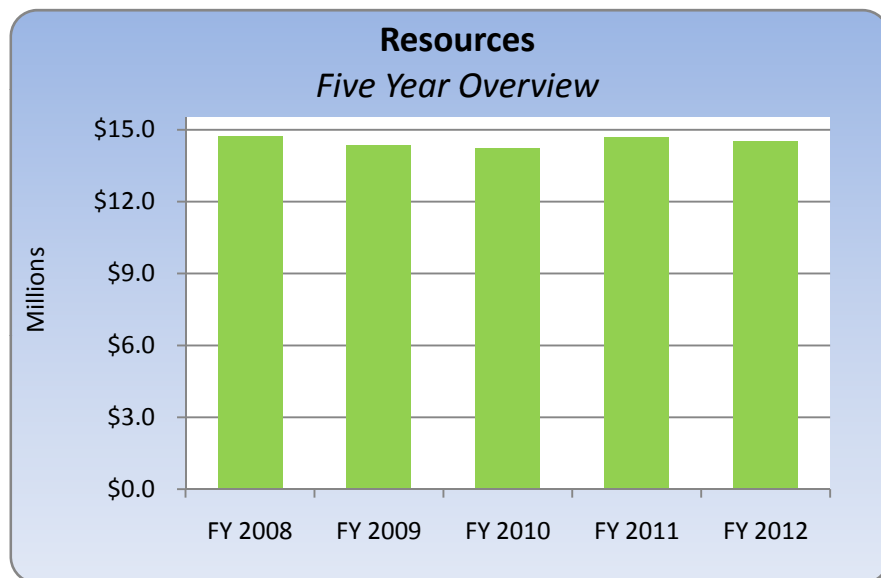
Maintenance Services



Maintenance Services Department Resources and Outlays

All Funds Summary

Resources, Outlays, and Staffing Over Last Five Years



Maintenance Services Department Overview

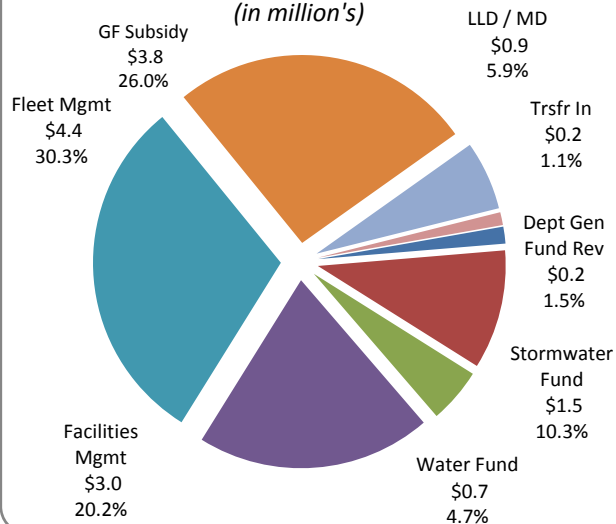
FY 2011

Outlays \$14.7 million, Staffing 59 FTE

FY 2011

Resources By Type

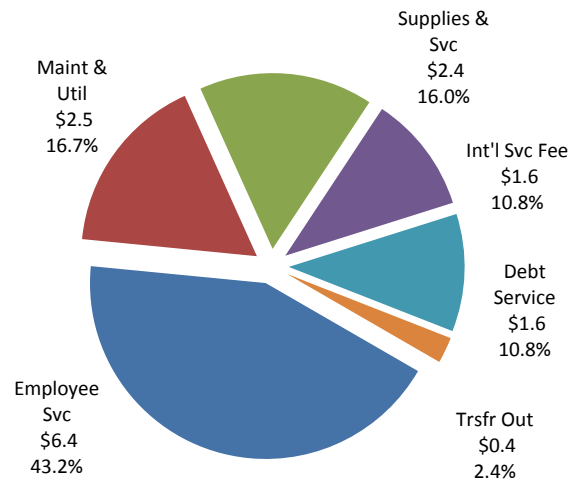
(in million's)



FY 2011

Expenditures By Type

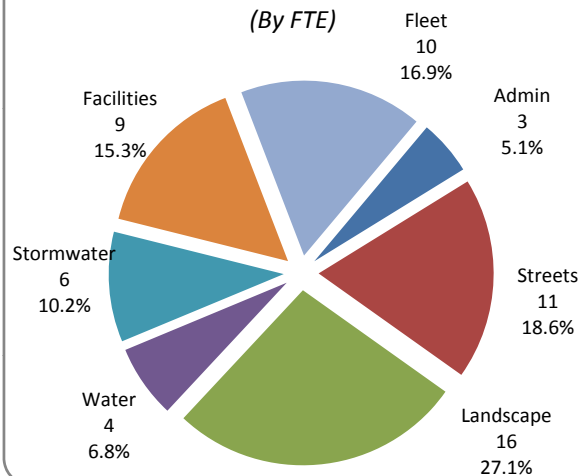
(in million's)



FY 2011

Staffing By Program

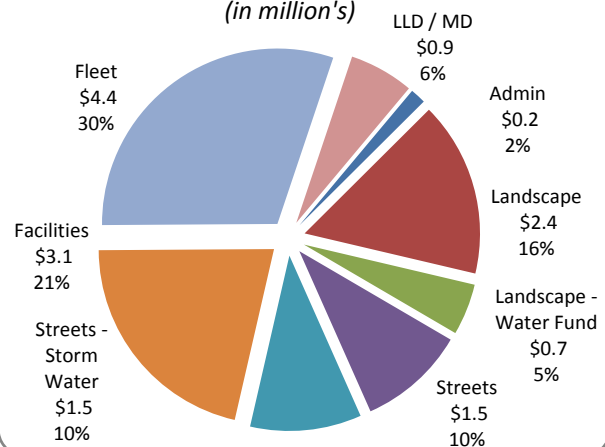
(By FTE)



FY 2011

Budget By Program

(in million's)



Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
Maintenance Services Department					
ALL FUNDS SUMMARY					
Director Of Maintenance Services	0	1	1	1	1
Equipment Manager	1	1	1	1	1
Facilities & Building Manager	1	1	1	1	1
Landscape Maintenance Manager	1	1	1	1	1
Streets Maintenance Manager	1	0	0	0	0
Equipment Maintenance Supervisor	1	1	0	0	0
Streets Maintenance Supervisor	1	1	1	1	1
Landscape Maintenance Supervisor	1	1	0	0	0
Facilities Lead Worker	1	1	0	0	0
Administrative Analyst II ¹	1	2	2	2	2
Electrician II	2	2	1	1	1
Auditorium Coordinator	1	1	0	0	0
Senior Maintenance Leader	1	1	1	1	1
Groundskeeper III	1	1	1	1	1
Facilities Painter II	1	1	1	1	1
Facilities Carpenter II	2	2	2	2	2
Equipment Mechanic II	5	5	7	7	7
Administrative Secretary	0	1	1	1	1
Lead Sweeper Equipment Operator ²	0	0	0	1	1
Facilities Painter I	1	1	1	1	1
Tree Trimmer	3	3	3	3	3
Maintenance Leader	2	2	2	2	2
Groundskeeper III	3	3	3	3	3
Equipment Mechanic I	3	3	0	0	0
Senior Secretary	3	1	1	1	1
Sweeper Equipment Operator ^{2,3}	5	5	5	3	3
Maintenance Worker ⁴	8	8	8	9	9
Auditorium Lead Worker ¹	1	1	0	0	0
Equipment Parts Storekeeper	1	1	1	1	1
Storekeeper - Expediter	1	1	1	1	1
Groundskeeper I	16	16	12	12	12
Facilities Service Worker II	1	1	1	1	1
Equipment Service Attendant	1	1	0	0	0

Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.					
Facilities Service Worker I ¹	3	3	0	0	0
Administrative Clerk I ¹	0.5	0.5	0	0	0
	74.5	74.5	59	59	59

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. Decrease 5.50 FTE positions due to Centennial Hall closure in October 2009.
2. Reclassification - 1.0 FTE Sweeper Equipment Operator to 1.0 FTE Lead Sweeper Equipment Operator.
3. Decrease 1.0 FTE Sweeper Equipment Operator.
4. Increase 1.0 FTE Maintenance Worker.

Department Summary

All Funds Summary - By Category

Maintenance Services Department

All Funds

All Funds Summary - By Category

Funding:

General Fund; Water Fund; Stormwater Fund; Facilities Mgmt Fund; Centennial Hall; and Mgmt Fleet Fund.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
General Fund Revenue	123,130	34,244	54,025	213,681	215,928
Stormwater Revenue	11,272	4,425	-	-	-
Facilities Revenue	138,207	2,784,734	3,171,363	3,248,584	3,215,371
Centennial Hall Revenue	298,246	290,726	65,000	-	-
Fleet Revenue	4,365,573	4,697,660	4,518,098	4,546,556	4,249,954
LLD/MD	1,150,850	813,290	775,102	791,759	791,752
	6,087,278	8,625,079	8,583,588	8,800,580	8,473,005
(Contribution)/Use of Fund Balance					
Facilities	(0)	411,701	(329,436)	(281,686)	(36,158)
Centennial Hall	62,192	(64,758)	(62,269)	-	-
Fleet Management	102,417	(521,559)	(458,124)	(97,981)	(95,938)
LLD/MD	(563,468)	(135,220)	295,041	82,703	82,710
	(398,859)	(309,836)	(554,788)	(296,964)	(49,386)
Fund Subsidy					
General Fund Subsidy - Maint Svc	3,619,577	3,604,887	3,776,278	3,826,294	3,835,710
General Fund Subsidy - Facilities	3,294,537	-	-	-	-
Stormwater Fund Subsidy - Streets	1,182,481	1,153,009	1,498,171	1,507,809	1,532,705
Water Fund Subsidy - Landscape	541,521	656,753	571,726	696,996	706,903
	8,638,116	5,414,648	5,846,175	6,031,099	6,075,318
Transfers In From Other Funds	391,136	628,450	348,521	163,000	-
Total Resources	14,717,671	14,358,341	14,223,496	14,697,715	14,498,937
OUTLAYS					
Expenditures					
Salary & Benefits	7,270,644	6,714,659	6,505,621	6,512,474	6,690,721
Charges (to)/from other programs	(397,205)	(484,884)	(333,952)	(160,867)	(156,372)
<i>Net Staffing Expense</i>	6,873,439	6,229,775	6,171,669	6,351,607	6,534,349
Maintenance & Utilities	2,789,561	2,384,828	2,607,772	2,456,000	2,384,816
Supplies & Services	2,394,594	2,147,697	2,102,662	2,355,269	2,354,487
Internal Service Fees	1,007,929	1,700,538	1,555,314	1,593,832	1,525,037
Debt Service	1,134,287	1,231,575	1,297,483	1,589,628	1,323,847
Capital Outlay	229,138	152,051	73,111	-	-
<i>Net Operating Expense</i>	7,555,509	7,616,689	7,636,342	7,994,729	7,588,187
Transfers Out to Other Funds	288,723	511,877	415,485	351,379	376,401
Total Outlays	14,717,671	14,358,341	14,223,496	14,697,715	14,498,937
Net Change	-	-	-	-	-

**All Funds Summary - By Program****Funding:**

General Fund; Water Fund; Stormwater Fund; Facilities Mgmt Fund; Centennial Hall; and Mgmt Fleet Fund.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
Administration - General Fund	-	-	-	-	-
Landscape - General Fund	7,415	1,171	6,000	6,500	6,500
Streets - General Fund	115,715	33,073	48,025	207,181	209,428
Streets - Stormwater	11,272	4,425	-	-	-
Facilities - Internal Svc Fund	138,207	2,784,734	3,266,763	3,411,584	3,215,371
Centennial Hall - Enterprise Fund	298,246	290,726	65,000	-	-
Fleet Management - Internal Svc Fun	4,365,573	4,697,660	4,518,098	4,546,556	4,249,954
LLD/MD - Special Revenue Fund	1,150,850	813,290	775,102	791,759	791,752
	6,087,278	8,625,079	8,678,988	8,963,580	8,473,005
(Contribution)/Use of Fund Balance					
Facilities	(0)	411,701	(329,436)	(281,686)	(36,158)
Centennial Hall	62,192	(64,758)	(62,269)	-	-
Fleet Management	102,417	(521,559)	(458,124)	(97,981)	(95,938)
LLD/MD	(563,468)	(135,220)	295,041	82,703	82,710
	(398,859)	(309,836)	(554,788)	(296,964)	(49,386)
Fund Subsidy					
Gen Fund Subsidy - Maint Svc	3,619,577	3,604,887	3,776,278	3,826,294	3,835,710
Gen Fund Subsidy - Facilities	3,294,537	-	-	-	-
Gen Fund Subsidy - Centennial Hall	391,136	628,450	253,121	-	-
Water Fund Subsidy - Landscape	541,521	656,753	571,726	696,996	706,903
Stormwater Subsidy - Streets	1,182,481	1,153,009	1,498,171	1,507,809	1,532,705
	9,029,252	6,043,098	6,099,296	6,031,099	6,075,318
Total Resources	14,717,671	14,358,341	14,223,496	14,697,715	14,498,937
OUTLAYS					
Expenditures					
Administration - Gen Fund	4,481	201,351	188,269	209,195	210,428
Landscape - Gen Fund	2,453,639	2,102,707	2,291,496	2,373,054	2,388,060
Landscape - Water Fund	541,521	656,753	571,726	696,996	706,903
Streets - Gen Fund	1,284,587	1,335,072	1,350,538	1,457,726	1,453,150
Streets - Stormwater Fund	1,193,753	1,157,434	1,498,171	1,507,809	1,532,705
Facilities	3,432,744	3,196,435	2,937,327	3,129,898	3,179,213
Centennial Hall	751,574	854,418	255,852	-	-
Fleet	4,467,990	4,176,101	4,059,974	4,448,575	4,154,016
LLD/MD	587,382	678,070	1,070,143	874,462	874,462
Total Outlays	14,717,671	14,358,341	14,223,496	14,697,715	14,498,937
Net Change	-	-	-	-	-

Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
Maintenance Services Department General Fund (100)					
Director Of Maintenance Services	0	1	1	1	1
Landscape Maintenance Manager	1	1	1	1	1
Streets Maintenance Manager	1	0	0	0	0
Streets Maintenance Supervisor	1	1	1	1	1
Landscape Maintenance Supervisor	1	1	0	0	0
Administrative Analyst II	0	1	1	1	1
Senior Maintenance Leader	1	1	1	1	1
Groundskeeper III	1	1	1	1	1
Administrative Secretary	0	1	1	1	1
Tree Trimmer	3	3	3	3	3
Maintenance Leader	2	2	2	2	2
Groundskeeper II	1	1	1	1	1
Senior Secretary	2	0	0	0	0
Maintenance Worker ¹	6	6	6	7	7
Groundskeeper I	14	14	10	10	10
	34	34	29	30	30

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. Increase 1.0 FTE Maintenance Worker.

Department Summary

Department: 100 - 3500

Maintenance Services Department

General Fund

General Fund Summary

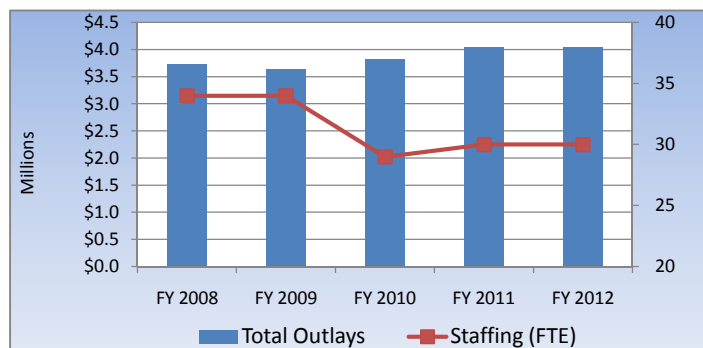
Description:

Administration, Landscape Maintenance, and Street Maintenance.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
Interest & Rents	60,181	29,877	47,525	56,181	58,428
Fees & Service Charges	21,638	(4,155)	6,000	156,000	156,000
Other Revenue	41,311	8,522	500	1,500	1,500
Total Resources	123,130	34,244	54,025	213,681	215,928
OUTLAYS					
Expenditures					
Salary & Benefits	3,295,993	3,053,135	3,132,205	3,279,715	3,359,380
Charges (to)/from other programs	(567,950)	(800,420)	(719,602)	(668,173)	(688,222)
<i>Net Staffing Expense</i>	2,728,043	2,252,715	2,412,603	2,611,542	2,671,158
Maintenance & Utilities	212,620	226,227	265,880	258,362	258,362
Supplies & Services	211,707	201,974	241,357	240,846	240,846
Internal Service Fees	573,866	958,214	910,463	929,225	881,272
Capital Outlay	16,471	-	-	-	-
<i>Net Operating Expense</i>	1,014,664	1,386,415	1,417,700	1,428,433	1,380,480
Total Outlays	3,742,707	3,639,130	3,830,303	4,039,975	4,051,638
General Fund Subsidy	3,619,577	3,604,887	3,776,278	3,826,294	3,835,710

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: +1.0 FTE
FY 2011 Outlays Change: \$209,672



Program Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
Maintenance Services Department - Maintenance Services Administration Program					
General Fund (100)					
Director Of Maintenance Services	0	1	1	1	1
Administrative Analyst II	0	1	1	1	1
Administrative Secretary	0	1	1	1	1
	0	3	3	3	3

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. None.

Program Summary

Program: 100-3501, 100-2657

Maintenance Services Department

General Fund

Administration

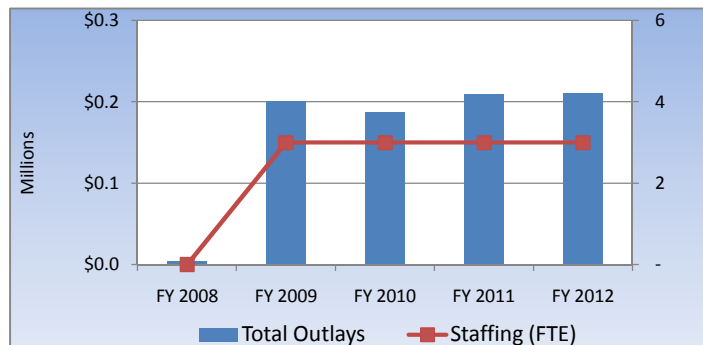
Description:

Department administration.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
None	-	-	-	-	-
Total Resources	-	-	-	-	-
OUTLAYS					
Expenditures					
Salary & Benefits	2,213	348,570	395,345	423,968	433,169
Charges (to)/from other programs	-	(184,462)	(238,493)	(263,353)	(271,255)
<i>Net Staffing Expense</i>	2,213	164,108	156,852	160,615	161,914
Maintenance & Utilities	2,016	-	2,016	2,016	2,016
Supplies & Services	252	8,509	6,725	6,725	6,725
Internal Service Fees	-	28,734	22,676	39,839	39,773
Capital Outlay	-	-	-	-	-
<i>Net Operating Expense</i>	2,268	37,243	31,417	48,580	48,514
Total Outlays	4,481	201,351	188,269	209,195	210,428
General Fund Subsidy	4,481	201,351	188,269	209,195	210,428
<u>FY 2011 Major Budget Items:</u> 1. \$263,353 staffing credit from charges to other programs. <u>FY 2011 Significant Budget Changes:</u> 1. \$16,800 in vehicle service charges added to int'l svc fees as a placeholder; will be redistributed in FY 2011 when vehicle reassigned to another department.					

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: None.
FY 2011 Outlays Change: \$20,926



Division Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.					
Maintenance Services Department - Street Maintenance Division					
General Fund (100)					
Streets Maintenance Manager	1	0	0	0	0
Streets Maintenance Supervisor	1	1	1	1	1
Senior Maintenance Leader	1	1	1	1	1
Maintenance Leader	2	2	2	2	2
Senior Secretary	1	0	0	0	0
Maintenance Worker ¹	6	6	6	7	7
	12	10	10	11	11

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. New Position - 1.0 FTE Maintenance Worker.

Street Maintenance

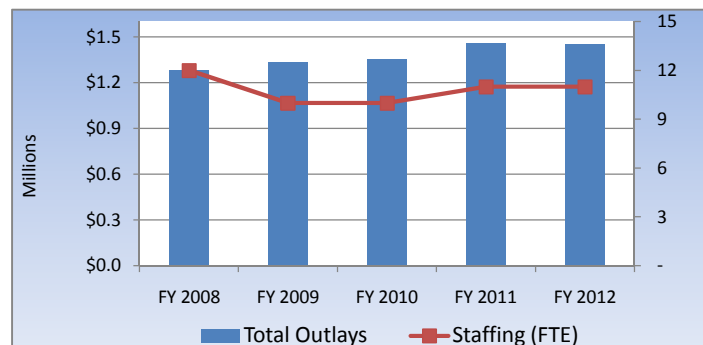
Description:

General field maintenance, street patching, sidewalk repair, and traffic services.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
Interest & Rents	60,181	29,877	47,525	56,181	58,428
Fees & Service Charges	14,244	(5,191)	-	150,000	150,000
Other Revenue	41,290	8,387	500	1,000	1,000
Total Resources	115,715	33,073	48,025	207,181	209,428
OUTLAYS					
Expenditures					
Salary & Benefits	1,335,328	1,116,370	1,117,156	1,244,965	1,274,147
Charges (to)/from other programs	(470,636)	(360,908)	(333,669)	(345,186)	(355,543)
<i>Net Staffing Expense</i>	864,692	755,462	783,487	899,779	918,604
Maintenance & Utilities	26,279	42,568	67,913	60,395	60,395
Supplies & Services	118,566	124,230	145,009	145,009	145,009
Internal Service Fees	258,579	412,812	354,129	352,543	329,142
Capital Outlay	16,471	-	-	-	-
<i>Net Operating Expense</i>	419,895	579,610	567,051	557,947	534,546
Total Outlays	1,284,587	1,335,072	1,350,538	1,457,726	1,453,150
General Fund Subsidy	1,168,872	1,302,000	1,302,513	1,250,545	1,243,722
FY 2011 Major Budget Items: 1. \$345,186 staffing credit from charges to other programs. 2. \$352,543 Internal Service Fees.					
FY 2011 Significant Budget Changes: 1. +1.0 FTE Maintenance Worker funded by citation revenue.					

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: +1.0 FTE
FY 2011 Outlays Change: \$107,188



Division Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.					
Maintenance Services Department - Landscape Division					
General Fund (100)					
Landscape Maintenance Manager	1	1	1	1	1
Landscape Maintenance Supervisor	1	1	0	0	0
Groundskeeper III	1	1	1	1	1
Tree Trimmer	3	3	3	3	3
Groundskeeper II	1	1	1	1	1
Senior Secretary	1	0	0	0	0
Groundskeeper I	14	14	10	10	10
	22	21	16	16	16

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. None.

Landscape Maintenance

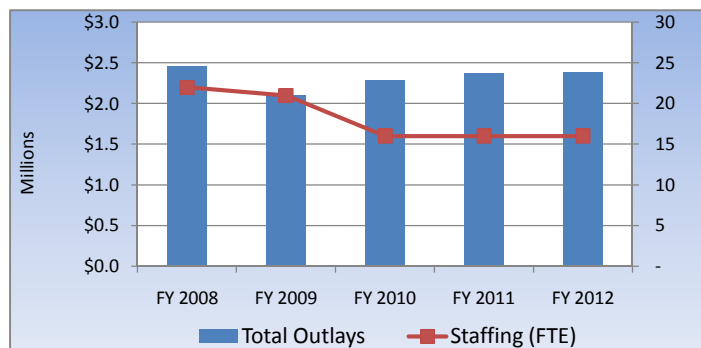
Description:

General fund landscape and tree trimming/removal activities.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
Fees & Service Charges	7,394	1,036	6,000	6,000	6,000
Other Revenue	21	135	-	500	500
Total Resources	7,415	1,171	6,000	6,500	6,500
Outlays					
Expenditures					
Salary & Benefits	1,958,452	1,588,195	1,619,704	1,610,782	1,652,064
Charges (to)/from other programs	(97,314)	(255,050)	(147,440)	(59,634)	(61,424)
<i>Net Staffing Expense</i>	1,861,138	1,333,145	1,472,264	1,551,148	1,590,640
Maintenance & Utilities	184,325	183,659	195,951	195,951	195,951
Supplies & Services	92,889	69,235	89,623	89,112	89,112
Internal Service Fees	315,287	516,667	533,658	536,843	512,357
Capital Outlay	-	-	-	-	-
<i>Net Operating Expense</i>	592,501	769,562	819,232	821,906	797,420
Total Outlays	2,453,639	2,102,707	2,291,496	2,373,054	2,388,060
General Fund Subsidy	2,446,224	2,101,536	2,285,496	2,366,554	2,381,560
FY 2011 Major Budget Items:			FY 2011 Significant Budget Changes:		
1. \$59,634 staffing credit from charges to other programs.			1. None.		
2. \$536,843 Internal Service Fees.					

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: None.
FY 2011 Outlays Change: \$81,558



Program Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
Maintenance Services Department - Landscape Program					
Water Fund (621)					
Groundskeeper II	2	2	2	2	2
Groundskeeper I	2	2	2	2	2
	4	4	4	4	4

Staffing Changes from FY 2010 to FY 2011:

1. None.

Landscape Maintenance (Water Fund)

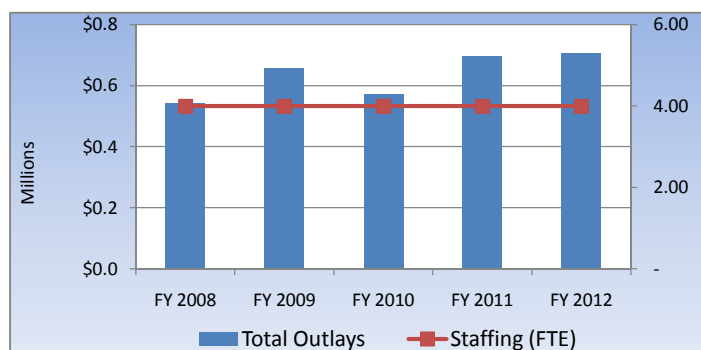
Description:

Water Conservation. The Water fund is presented in the Public Works section.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
None	-	-	-	-	-
Total Resources	-	-	-	-	-
Outlays					
Expenditures					
Salary & Benefits	374,974	374,298	391,219	399,212	411,722
Charges (to)/from other programs	(21,400)	86,450	(86,953)	13,804	14,218
<i>Net Staffing Expense</i>	353,574	460,748	304,266	413,016	425,940
Maintenance & Utilities	148,886	146,293	168,749	168,749	168,749
Supplies & Services	19,635	15,889	19,856	19,856	19,856
Internal Service Fees	19,426	33,823	78,855	95,375	92,358
Capital Outlay	-	-	-	-	-
<i>Net Operating Expense</i>	187,947	196,005	267,460	283,980	280,963
Total Outlays	541,521	656,753	571,726	696,996	706,903
Water Fund Subsidy	541,521	656,753	571,726	696,996	706,903
<u>FY 2011 Major Budget Items:</u> 1. \$95,375 Internal Service Fees. <u>FY 2011 Significant Budget Changes:</u> 1. \$15,483 of Internal Service fees for vehicle replacement contribution.					

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: None.
FY 2011 Outlays Change: \$125,270



Division Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.					
Maintenance Services Department - Street Maintenance Division					
Stormwater Fund (602)					
Lead Sweeper Equipment Operator ¹	0	0	0	1	1
Sweeper Equipment Operator ^{1,2}	5	5	5	3	3
Maintenance Worker	2	2	2	2	2
	7	7	7	6	6

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. Reclassification - 1.0 FTE Sweeper Equipment Operator to 1.0 FTE Lead Sweeper Equipment Operator.
2. Decrease 1.0 FTE Sweeper Equipment Operator.

Street Maintenance (Stormwater Fund)

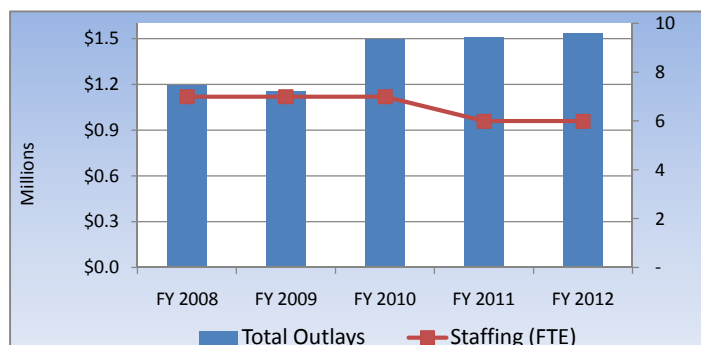
Description:

Storm drain maintenance and street cleaning/sweeping. The Stormwater Fund is presented in its entirety the Public Works section.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
Other Revenue	-	1,232	-	-	-
Interest and Rents	11,272	3,193	-	-	-
Total Resources	11,272	4,425	-	-	-
OUTLAYS					
Expenditures					
Salary & Benefits	695,393	640,592	702,761	624,898	643,560
Charges (to)/from other programs	116,567	194,379	408,411	433,652	446,663
<i>Net Staffing Expense</i>	811,960	834,971	1,111,172	1,058,550	1,090,223
Maintenance & Utilities	12,143	2,538	18,644	18,644	18,644
Supplies & Services	60,457	71,659	116,534	116,534	116,534
Internal Service Fees	309,193	248,265	251,821	314,081	307,304
Capital Outlay	-	-	-	-	-
<i>Net Operating Expense</i>	381,793	322,463	386,999	449,259	442,482
Total Outlays	1,193,753	1,157,434	1,498,171	1,507,809	1,532,705
Stormwater Fund Subsidy	1,182,481	1,153,009	1,498,171	1,507,809	1,532,705
FY 2011 Major Budget Items: \$433,652 staffing charge from other programs. \$314,081 Internal Service Fees. FY 2011 Significant Budget Changes: \$75,190 of Internal Service Fees are for vehicle replacement contribution.					

Outlays and Staffing over the past five years.

FY 2011 Staffing Change: -1.0 FTE, Reclass 1.0 FTE
FY 2011 Outlays Change: \$9,638



Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
Maintenance Services Department					
Facilities Fund (720)					
Facilities & Building Manager	1	1	1	1	1
Facilities Lead Worker	1	1	0	0	0
Administrative Analyst II	1	1	1	1	1
Electrician II	2	2	1	1	1
Facilities Painter II	1	1	1	1	1
Facilities Carpenter II	2	2	2	2	2
Facilities Painter I	1	1	1	1	1
Storekeeper - Expediter	1	1	1	1	1
Facilities Service Worker II	1	1	1	1	1
	11	11	9	9	9

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. None.

Facilities Internal Services Debt

2001-02 ABAG Lease Revenue Bonds

In FY2002, the City issued \$7.5 million in principal for ABAG Lease Revenue Bonds, Series 2001-02, at rates of 3% to 5% of which part of the proceeds were used to finance the cost of acquiring equipment, building energy retrofitting, and to refund and retire various capital lease and certificate of participation obligations. This bond issue was divided up and is repayable by various funds. The Facilities Internal Services Fund share of the debt is reflected in the table.

2005 Solar Power Electrical Generating System

In FY2008, this financing provided funding to enable the City to enter into a lease purchase agreement to purchase solar power electrical generating system for the City's Barnes Court warehouse, which will provide "green energy" to that facility. The total cost of the project was \$1.8 million of which \$900,000 was paid by Pacific Gas & Electric under the Self Generation Incentive Program authorized by the California Public Utilities Commission.

FY2011 – Maintenance Services and Lease Purchase Agreements

Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2010	FY2011 Prin. & Int. Requirement
2002- ABAG Energy Retrofit Rfdg	12/01/01	12/01/12	5.0%	\$730,000	\$250,000	\$90,200
2005 Solar Power Energy	03/01/05	03/15/30	4.5%	\$1,035,000	\$920,000	\$73,888
Total				\$1,765,000	\$1,170,000	\$164,088

FY2012 – Maintenance Services and Lease Purchase Agreements

Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2011	FY2012 Prin. & Int. Requirement
2002- ABAG Energy Retrofit Rfdg	12/01/01	12/01/12	5.0%	\$730,000	\$170,000	\$86,500
2005 Solar Power Energy	03/01/05	03/15/30	4.5%	\$1,035,000	\$890,000	\$72,538
Total				\$1,765,000	\$1,060,000	\$159,038

Facilities Management

Description:

Management of City facilities.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Beginning Working Capital Balance July 1	260,175	-	(151,526)	177,910	459,596
RESOURCES					
Revenue					
Facilities Service Fee	-	2,674,121	3,073,358	3,150,584	3,114,029
Interest & Rents	74,169	83,574	83,005	83,000	85,892
Fees & Service Charges	64,017	27,039	15,000	15,000	15,450
Other Revenue	21	-	-	-	-
General Fund Subsidy	3,294,537	-	-	-	-
	<u>3,432,744</u>	<u>2,784,734</u>	<u>3,171,363</u>	<u>3,248,584</u>	<u>3,215,371</u>
Transfer In					
From General Fund	-	-	95,400	163,000	-
	<u>-</u>	<u>-</u>	<u>95,400</u>	<u>163,000</u>	<u>-</u>
Total Resources	3,432,744	2,784,734	3,266,763	3,411,584	3,215,371
OUTLAYS					
Expenditures					
Salary & Benefits	1,144,608	1,110,694	1,054,028	1,096,410	1,128,272
Charges (to)/from other programs	16,741	(13,825)	-	-	11,119
<i>Net Staffing Expense</i>	<u>1,161,349</u>	<u>1,096,869</u>	<u>1,054,028</u>	<u>1,096,410</u>	<u>1,139,391</u>
Maintenance	731,757	611,324	526,604	456,537	456,538
Utilities	1,057,205	763,714	680,948	786,948	786,948
Supplies & Services	296,785	268,562	212,264	292,038	292,038
Internal Service Fees	77,423	140,807	140,886	133,668	125,390
Capital Outlay	18,775	-	-	-	-
Debt Service Payments	89,450	86,300	88,400	164,088	159,038
<i>Net Operating Expense</i>	<u>2,271,395</u>	<u>1,870,707</u>	<u>1,649,102</u>	<u>1,833,279</u>	<u>1,819,952</u>

Facilities Management

Continued

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Fund Transfers Out to					
General Fund - Cost Allocation	-	135,000	136,251	105,035	108,187
Liability Insurance Premium	-	22,496	22,708	30,174	31,683
Debt Svc - Solar Panels	-	71,363	75,238	-	-
Transfer to Capital	-	-	-	65,000	80,000
	-	228,859	234,197	200,209	219,870
Total Outlays	3,432,744	3,196,435	2,937,327	3,129,898	3,179,213
Net Change	0	(411,701)	329,436	281,686	36,158
Ending Working Capital Balance JUNE 30	260,175	(151,526)	177,910	459,596	495,754

Note: FY 2008 are shown for comparison. Facility program was formerly in the General Fund, in the Finance Department.

Note: Former phone system changed to VoIP System in FY 09. Debt Service for VoIP purchase is now budgeted in Tech Svc Dept.

FY 2011 Major Budget Items:

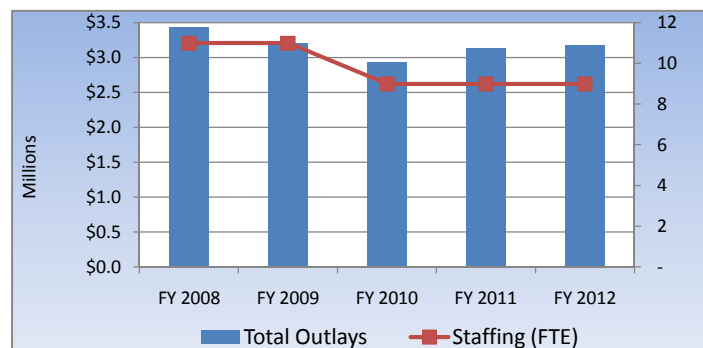
1. \$786,948 utility expense.

FY 2011 Significant Budget Changes:

1. \$65,000 transfer to capital replacement fund.

Outlays and Staffing over the past five years.

FY 2011 Staffing Change: None.
 FY 2011 Outlays Change: \$192,571



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Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
Maintenance Services Department					
Centennial Hall Fund (660)					
Administrative Analyst II ¹	0	0	1	0	0
Auditorium Coordinator	1	1	0	0	0
Auditorium Leadworker ¹	1	1	1	0	0
Facilities Service Worker ¹	3	3	3	0	0
Administrative Clerk I ¹	0.5	0.5	0.5	0	0
	5.5	5.5	5.5	0	0

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. Decrease 5.50 FTE positions due to Centennial Hall closure in October 2009.

Fund Summary

Maintenance Services Department

Fund: 660

Enterprise Fund

Centennial Hall

Description:

Centennial Hall. Closed October 2009.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Beginning Working Capital Balance					
July 1	(51,375)	(100,778)	(36,020)	26,249	26,249
RESOURCES					
Revenue					
Interest & Rents	293,948	288,183	65,000	-	-
Other Revenue	4,298	2,543	-	-	-
	298,246	290,726	65,000	-	-
Fund Transfers In from					
General Fund - Subsidy	391,136	628,450	253,121	-	-
	391,136	628,450	253,121	-	-
Total Resources	689,382	919,176	318,121	-	-
OUTLAYS					
Expenditures					
Salary & Benefits	433,979	356,998	131,981	-	-
Charges (to)/from other programs	297	1,109	-	-	-
<i>Net Staffing Expense</i>	434,276	358,107	131,981	-	-
Maintenance & Utilities	107,185	96,430	46,474	-	-
Supplies & Services	97,312	94,655	24,720	-	-
Internal Service Fees	-	193,124	52,677	-	-
Capital Outlay	-	-	-	-	-
<i>Net Operating Expense</i>	204,497	384,209	123,871	-	-

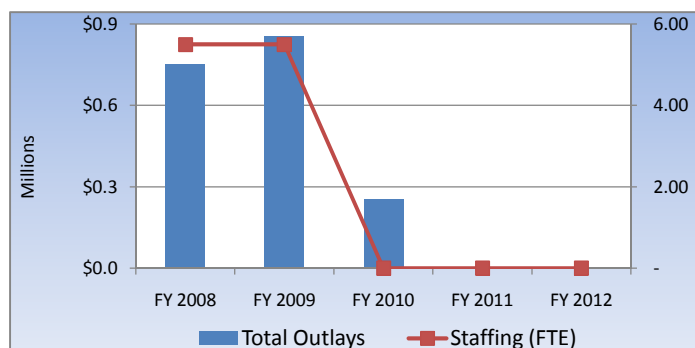
Centennial Hall

Continued

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Fund Transfers Out to					
Liability Insurance Premium	12,801	12,102	-	-	-
General Fund - Cost Allocation	100,000	100,000	-	-	-
	112,801	112,102	-	-	-
Total Outlays	751,574	854,418	255,852	-	-
Net Change	(62,192)	64,758	62,269	-	-
Ending Working Capital Balance JUNE 30	(100,778)	(36,020)	26,249	26,249	26,249
<u>FY 2011 Major Budget Items:</u>			<u>FY 2011 Significant Budget Changes:</u>		
1. None.			1. Closed in October 2009.		

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: -5.50 FTE
FY 2011 Outlays Change: (\$255,852)



Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
Maintenance Services Department					
Fleet Fund (730)					
Equipment Manager	1	1	1	1	1
Equip Maintenance Supervisor	1	1	0	0	0
Equipment Mechanic II	5	5	7	7	7
Equipment Mechanic I	3	3	0	0	0
Senior Secretary	1	1	1	1	1
Equipment Parts Storekeeper	1	1	1	1	1
Equipment Service Attendant	1	1	0	0	0
	13	13	10	10	10

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. None.

Fleet Internal Service Fund Debt

2001-02 ABAG Lease Revenue Bonds

In FY2002, the City issued \$7.5 million in principal for ABAG Lease Revenue Bonds, Series 2001-02, at rates of 3% to 5% of which part of the proceeds were used to finance the cost of acquiring fire apparatus equipment, building energy retrofitting, and to refund and retire various capital lease and certificate of participation obligations. This bond issue was divided up and is repayable by various funds. The Fleet Internal Service Fund share of the debt is reflected in the table.

2005 and 2007 Equipment Lease

The Fleet Fund entered in capital lease purchase agreements for acquiring various trucks and public safety vehicles.

2009 Sewer Loan Advance

The Fleet Fund received funding for various utility vehicles specifically for the Wastewater Fund.

2011 and 2012 (Planned) Equipment Leases

The Fleet Fund expects to enter in lease purchase agreements for acquiring various trucks and public safety vehicles.

FY2011 – Maintenance Services and Lease Purchase Agreements						
Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2010	FY2011 Prin. & Int. Requirement
2002 ABAG Fire Apparatus	12/01/01	12/01/11	5.0%	\$1,745,000	\$410,000	\$214,750
2005 Equip Lease-Trucks	01/30/06	01/30/11	3.92%	\$1,656,763	\$357,565	\$368,111
2007 Equip Lease	07/27/07	07/27/12	4.06%	\$1,290,863	\$575,277	\$327,256
2009 Fleet Loan from Sewer	10/20/09	012/31/16	2.0%	\$1,000,000	\$1,000,000	\$160,119
2011 (Planned) Equip Lease	FY 2011	FY 2018	4.0%	\$1,850,710	\$0	\$344,028
Total				\$7,543,336	\$2,342,842	\$1,414,264

FY2012 – Maintenance Services and Lease Purchase Agreements						
Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2011	FY2012 Prin. & Int. Requirement
2002 ABAG Fire Apparatus	12/01/01	12/01/11	5.0%	\$1,745,000	\$210,000	\$215,250
2007 Equip Lease	07/27/07	07/27/12	4.06%	\$1,290,863	\$268,294	\$220,366
2009 Fleet Loan from Sewer	10/20/09	012/31/16	2.0%	\$1,000,000	\$857,143	\$157,262
2011 (Planned) Equip Lease	FY 2011	FY 2018	4.0%	\$1,850,710	\$1,506,682	\$344,028
2012 (Planned) Equip Lease	FY 2012	FY 2019	4.0%	\$1,034,124	\$0	\$213,769
Total				\$6,920,697	\$2,842,119	\$1,150,675

Fund Summary

Fund: 730

Maintenance Services Department

Internal Service Fund

Fleet Management

Description:

Operation, maintenance of City fleet, including debt service.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Beginning Working Capital Balance July 1		(912,183)	(720,546)	(262,422)	(164,441)
RESOURCES					
Revenue					
Vehicle Maint/Operating Rate	4,225,582	4,531,207	4,518,098	4,546,556	4,249,954
Interest	63,248	5,967	-	-	-
Fire Mutual Aid Reimb	-	98,123	-	-	-
Other Revenue	76,743	62,363	-	-	-
Total Resources	4,365,573	4,697,660	4,518,098	4,546,556	4,249,954
OUTLAYS					
Expenditures					
Salary & Benefits	1,325,697	1,178,942	1,093,427	1,112,239	1,147,787
Charges (to)/from other programs	452	(6,282)	-	-	-
<i>Net Staffing Expense</i>	1,326,149	1,172,660	1,093,427	1,112,239	1,147,787
Maintenance & Utilities	193,411	161,347	219,900	385,380	314,195
Supplies & Services	145,165	75,377	65,768	60,851	60,181
Fuel	916,108	732,342	680,884	754,972	761,077
Auto Parts	444,485	439,827	415,901	436,940	430,723
Internal Service Fees	28,021	126,306	120,612	121,483	118,713
Debt Service Payments	1,044,837	1,145,275	1,209,083	1,425,540	1,164,809
Capital	193,892	152,051	73,111	-	-
<i>Net Operating Expense</i>	2,965,919	2,832,525	2,785,259	3,185,166	2,849,698

Fleet Management

Continued

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Fund Transfers Out to					
Liability Insurance Premium	40,922	35,916	35,599	41,296	43,361
General Fund - Cost Allocation	135,000	135,000	145,689	109,874	113,170
	175,922	170,916	181,288	151,170	156,531
Total Outlays	4,467,990	4,176,101	4,059,974	4,448,575	4,154,016
Net Change	(102,417)	521,559	458,124	97,981	95,938
Ending Working Capital Balance JUNE 30	(912,183)	(720,546)	(262,422)	(164,441)	(68,503)

FY 2011 Major Budget Items:

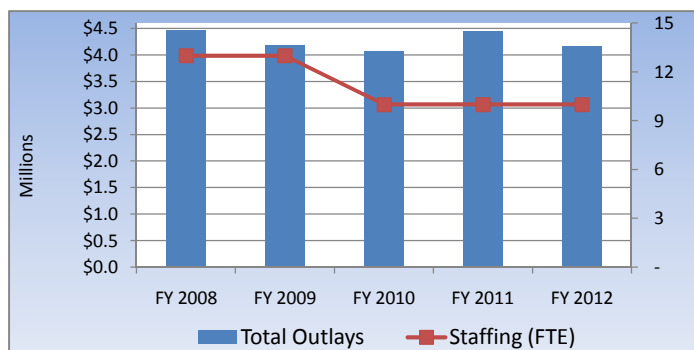
1. \$754,972 fuel.
2. \$436,940 auto parts.

FY 2011 Significant Budget Changes:

1. \$200,000 diesel retrofit per EPA requirements.
2. \$269,696 debt service for fire truck acquisition.

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: None.
 FY 2011 Outlays Change: \$388,601



Landscape & Lighting Districts and Maintenance Districts Summary

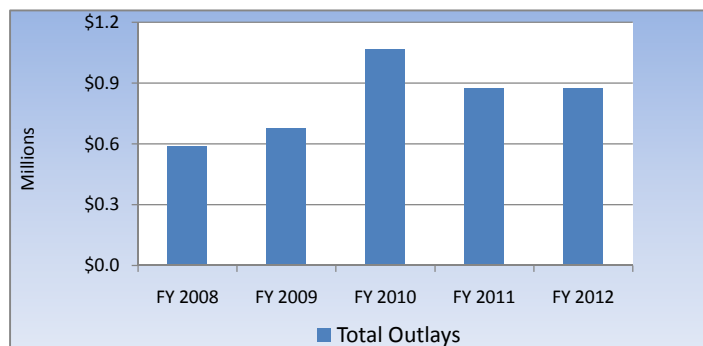
Description:

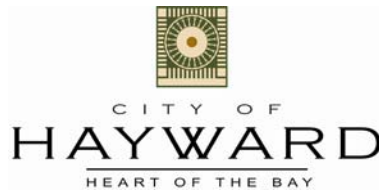
Landscape & Lighting, and Maintenance Districts.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Beginning Working Capital Balance July 1	1,696,060	2,259,528	2,394,748	2,099,707	2,017,004
Fund Revenue					
Special Assessments	1,051,269	741,098	775,102	791,759	791,752
Interest and Rents	99,581	72,192	-	-	-
Other Revenue	-	-	-	-	-
Total Resources	1,150,850	813,290	775,102	791,759	791,752
Fund Expenditures					
Salary & Benefits	-	-	-	-	-
Charges (to)/from other programs	58,088	53,704	64,192	59,850	59,850
<i>Net Staffing Expense</i>	58,088	53,704	64,192	59,850	59,850
Maintenance & Utilities	326,354	376,955	680,573	381,380	381,380
Supplies & Services	\$202,940	247,411	325,378	433,232	433,232
Capital Expenditure	-	-	-	-	-
<i>Net Operating Expense</i>	529,294	624,366	1,005,951	814,612	814,612
Total Outlays	587,382	678,070	1,070,143	874,462	874,462
Net Change	563,468	135,220	(295,041)	(82,703)	(82,710)
Ending Working Capital Balance JUNE 30	2,259,528	2,394,748	2,099,707	2,017,004	1,934,294
FY 2011 Major Budget Items:			FY 2011 Significant Budget Changes:		
1. \$59,850 staff charges from other programs.			1. None.		

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: N/A
FY 2011 Outlays Change: (\$195,681)





Mayor & City Council Department

Mayor: Michael Sweeney
Council Member: Kevin Dowling
Council Member: Barbara Halliday
Council Member: Olden Henson
Council Member: Anna May
Council Member: Bill Quirk
Council Member: Francisco Zermeño

Department Mission Statement

The mission of the Hayward City Council is to represent the residents of Hayward, provide policy and programmatic direction to the City and City staff, and ensure staff accountability for carrying out policies that are responsive to the needs of the community.

**Mayor & City Council
Department**

	Core Services	Performance Measures
Mayor and City Council	• Provide policy, legislation, and program priority direction to the City Manager. • Act as Chairperson and Board members of the Hayward Redevelopment Agency. • Respond to constituent issues. • Hear and decide land-use appeals and related land-use issues. • Monitor fiscal health and stability of the organization. • Develop and/or track and respond to Federal & State legislation. • Represent City on Regional Boards, Commissions, and Agencies. • Provide direction to the City Manager, the City Attorney, and the City Clerk.	

FY2010 Departmental Performance

1. Actively worked to address the City's Fiscal Crisis by approving cost-saving amendments to employee contracts and placing a revenue enhancement measure on the May 2009 ballot for voter approval to preserve essential city services, including public safety. Measure necessary to address projected \$10 million deficit next year.
2. Executive Recruitment: Recruited and hired a new City Clerk; hired a new City Manager.
3. Provided support to volunteer group: Keep Hayward Clean and Green Task Force.
4. Strengthened the City's commitment to sustainability by adopting a Green Building Ordinance and a Civic Bay-friendly Landscaping Ordinance; and by supporting the preparation of a Climate Action Plan.
5. Continued vigorous opposition to the proposed East Shore Power Plant by attending hearings of the California Energy Commission, communicating with legislators, and providing opportunities for residents to provide input and information into the hearing process.
6. Participated in the Local Alternative Transportation Improvement Program (LATIP).
7. Continued participation in the Neighborhood Partnership Program and sponsored and attended neighborhood improvement meetings.
8. Continued to work with Alameda County Transportation Improvement Authority (ACTIA) on the I-880/SR 92 Reliever Route Project.
9. Provided annual funding to further develop and strengthen the Eden Social Services Information and Referral Hotline: the 2-1-1 program in Alameda County.
10. Three meetings held with BART Board Members and BART Police Department staff to discuss various concerns and how to impact conditions at Downtown Hayward BART Station. Agreement reached on local ordinance enforcement. More visible presence at downtown station observed. Council approved resolution of concerns to BART Board at December 16, 2008 Council meeting.
11. Continued focus by Hayward Local Agencies Committee (HLAC) on school safety issues. Beginning of school training provided to Hayward Unified School District (HUSD) staff for first time.
12. Adopted new Administrative Citation structure, fee schedule, enforcement and appeal procedures.
13. The consolidated public nuisance ordinance will make enforcement more efficient.
14. Held Historic Preservation Ordinance work session in January 2009. Inventory being completed.

15. No smoking ordinance in 2010.
16. Adopted Climate Action Plan in July 2009.
17. Participated on Bay Area Water Supply and Conservation Agency (BAWSCA) and Stopwaste.org.
18. Assured Hayward voting presence on the new Alameda County Transportation Commission.
19. Approved and funded the Route 238 Corridor Settlement Agreement.
20. Adopted Neighborhood Partnership Program Strategic Plan in 2010.

Significant Changes in FY2010

The Community Promotions Program was moved to the Economic Development Division of the City Manager's Office.

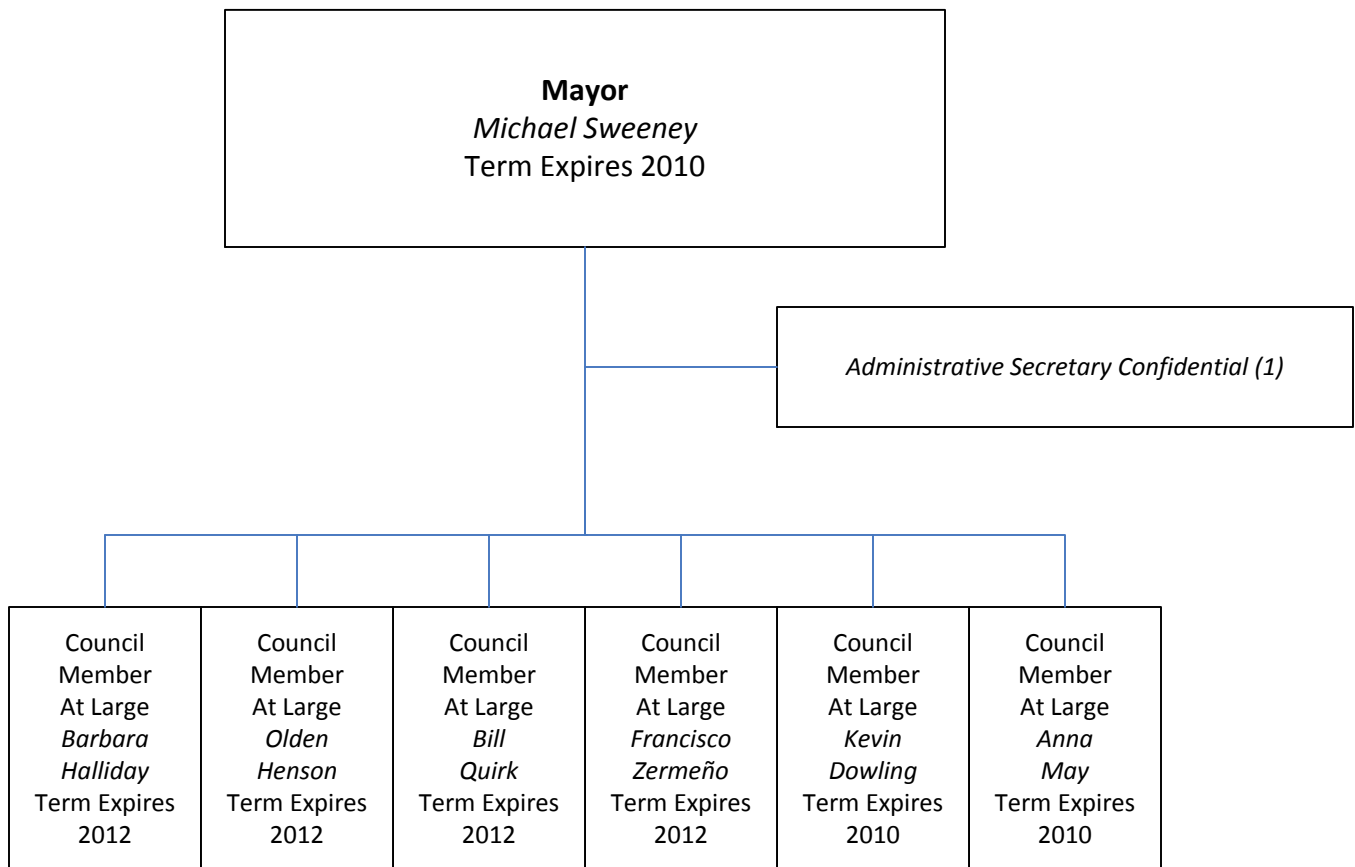
Mayor & City Council Department
FY2011 and
FY2012
Service Delivery Outcomes

1. Take policy action in the following areas:

Crime and Public Safety - BART Safety Station - Crime Prevention through Environmental Design - School Safety Partnerships, Youth Master Plan - Video Surveillance Alternatives - Disaster Preparedness - Implement Field Offices, North & South - SMASH Program - Revenue for Public Safety Staffing - Gang Injunction Implementation - Strengthened Enforcement Organizational Health - Performance Accountability - Technology Strategic Plan - Permit Center Improvements - CRM Software Implementation - Boards, Commissions & Council Committee Review Land Use and Sustainability - Historic Preservation Ordinance - South Hayward BART Plan Revisited - City Center Project - Route 238 Land Use Study - Mt. Eden Annexation, Phase II - Climate Action Plan - Environmental Landscape Requirements - Residential Solar Funding & Commercial Solar Program - Facilities Planning; Arts, Cultural Center, Animal Control, Station 7, PD, Library - Mission Corridor Specific Plan - Recycled Water Use Evaluation, Conservation - 'Seniors Only' Mobile Home Park Ordinance - Housing Element Update	Cleanliness - Neighborhood Partnership Program - Administrative Citation Program Overhaul - Blight Elimination through RDA - Consolidated Public Nuisance Ordinance - Volunteer Programming Enhancements - Public Art Program - New Ordinance Implementation and Enforcement - Neighborhood Services Strategic Plan - Street Sweeping & Parking Enforcement - Revenue for Cleanliness Efforts - Bank of Car Sales in Public Row - Support of KHCG Task Force Fiscal Stability - Revenue Measure - Long Range Financial Planning - Financial Management Capacity - Targeted Economic Development, Film & Media - Fiscal Crisis Management - Business Visitation Program, Chamber Partnerships - Buy Hayward First Program - Retail Attraction Strategy

FY 2011 STAFFING
8.0 FTE

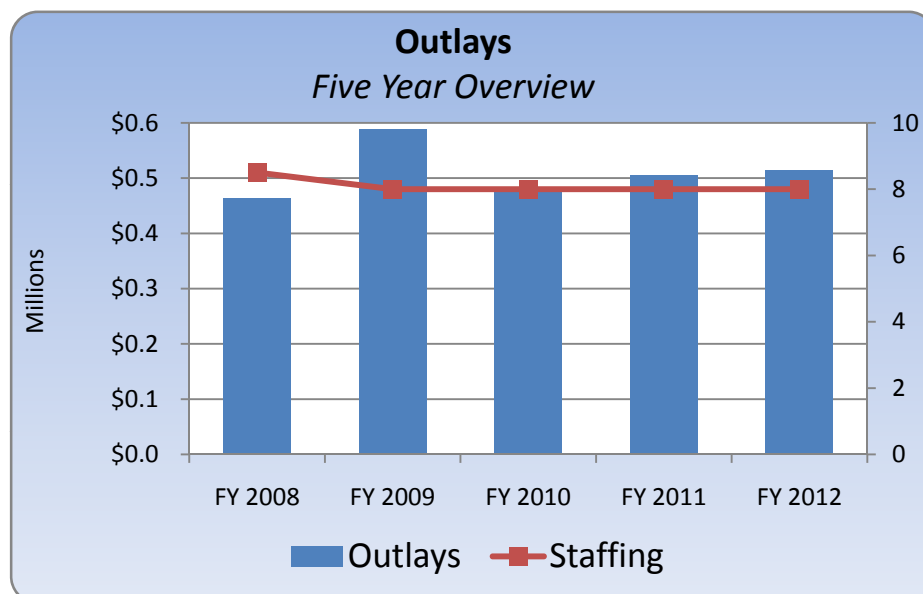
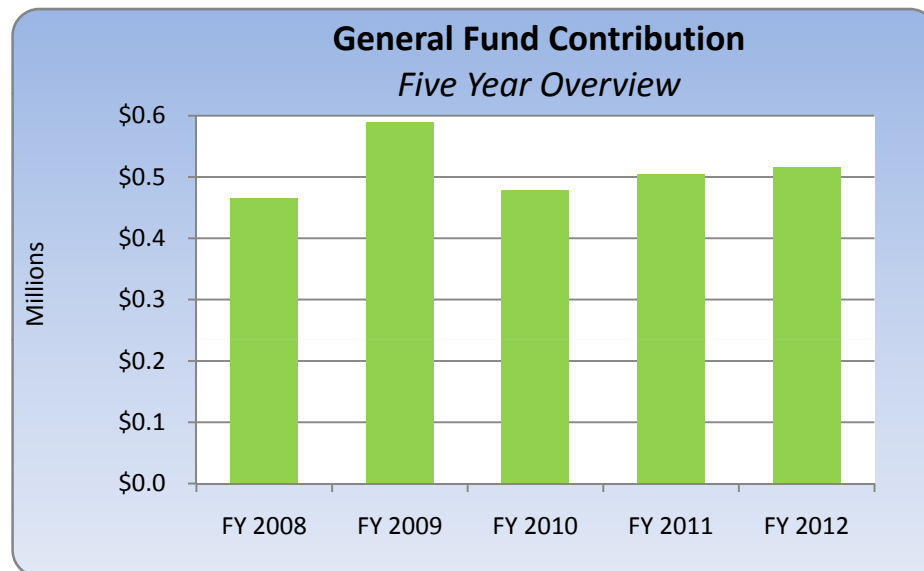
Mayor & City Council



Mayor & City Council Department Resources and Outlays

All Funds Summary

Resources, Outlays, and Staffing Over Last Five Years



Mayor & City Council Department Overview

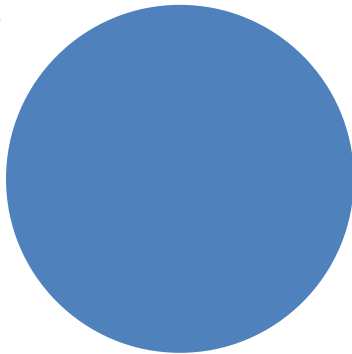
FY 2011

Outlays \$0.5 million, Staffing 8.0 FTE

FY 2011

Resources By Type

General
Fund
Subsidy
\$0.5
100%



FY 2011

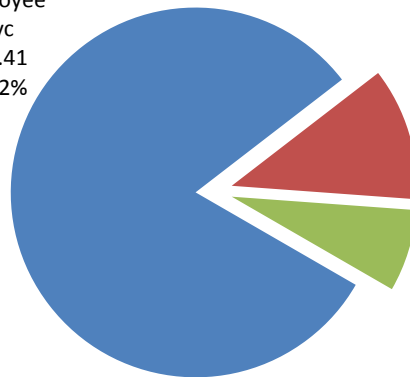
Expenditures By Type

(in million's)

Employee
Svc
\$0.41
81.2%

Supplies &
Svc
\$0.06
11.6%

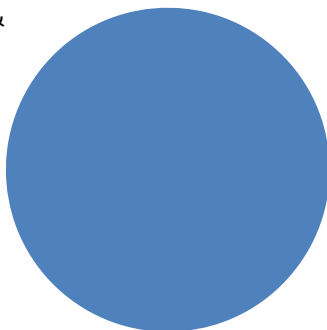
Int' Svc Fee
\$0.04
7.2%



FY 2011

Staffing By Program

Mayor &
Council
8
100.0%

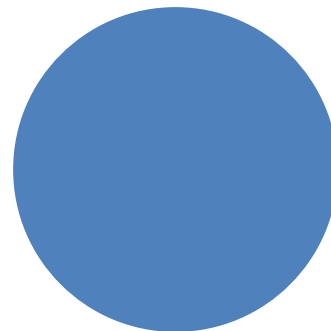


FY 2011

Budget By Program

(in million's)

Mayor &
Council
\$0.50
100.0%



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Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.					
Mayor & Council Department					
ALL FUNDS SUMMARY					
Mayor	1	1	1	1	1
City Council	6	6	6	6	6
Administrative Secretary (Conf)	1	1	1	1	1
Technical Assistant	0.5	0	0	0	0
	8.5	8	8	8	8

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. None.

Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.					
Mayor & Council Department General Fund (100)					
Mayor	1	1	1	1	1
City Council	6	6	6	6	6
Administrative Secretary (Conf)	1	1	1	1	1
Technical Assistant	0.5	0	0	0	0
	8.5	8	8	8	8

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. None.

Department Summary

Department: 100-1100

Mayor & Council Department

General Fund

Office of the Mayor and City Council

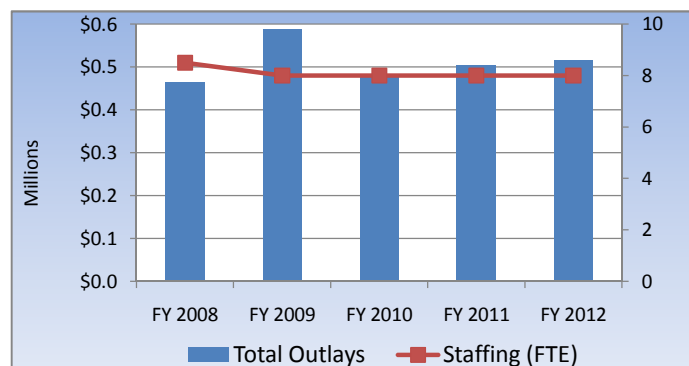
Description:

Office of the Mayor and City Council.

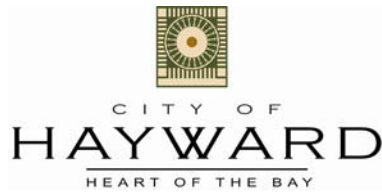
	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
None	-	-	-	-	-
Total Resources	-	-	-	-	-
OUTLAYS					
Expenditures					
Salary & Benefits	435,157	384,404	380,548	409,908	420,335
Charges (to)/from other programs	293	569	-	-	-
<i>Net Staffing Expense</i>	435,450	384,973	380,548	409,908	420,335
Maintenance & Utilities	39	-	-	-	-
Supplies & Services	13,864	39,534	62,142	58,628	58,628
Internal Service Fees	-	29,691	35,308	36,233	36,014
Community Promotions	14,932	135,349	-	-	-
Capital Outlay	-	-	-	-	-
<i>Net Operating Expenses</i>	28,835	204,573	97,450	94,861	94,642
Total Outlays	464,285	589,547	477,998	504,769	514,977
General Fund Subsidy	464,285	589,547	477,998	504,769	514,977
<u>FY 2011 Major Budget Items:</u> 1. \$25,400 City membership dues. <u>FY 2011 Significant Budget Changes:</u> 1. None.					

Outlays and Staffing over the past five years.

FY 2011 Staffing Change: None.
FY 2011 Outlays Change: \$26,771



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Police Department

Director: Chief Ron Ace

Department Mission Statement

We, the members of the Hayward Police Department, are committed to being responsive to our community in the delivery of quality services. Recognizing our responsibility to maintain order, while affording dignity and respect to every individual, our objective is to improve the quality of life through a community partnership which promotes safe, secure neighborhoods.

	Core Services	Performance Measures
Field Operations	• Respond to calls from the community ranging from life threatening incidents to crimes in progress to citizen complaints • Provide directed patrol services focused on reducing criminal activity and improving the quality of life in our communities • Enhance the directed patrol services by creating sub-beats. Assign officers a smaller geographical area to concentrate their directed patrols • Investigate crime • Investigate traffic collisions • Manage enforcement-related traffic safety throughout the City • Provide neighborhood liaisons through the District Commands to facilitate crime prevention, problem solving, and self-sufficiency • Aggressively address neighborhood complaints of illegal drug use and sales • Maximize neighborhood safety through ongoing directed enforcement activities targeting gang-related and violent street crimes • Advancement of community partnerships (Neighborhood Partnership Program, Community Academy, Business Academy, Multi-housing Crime Free Training) • Advancement of multi-agency partnerships (Synchronized Multi Agency Safe Housing Operations)	1. Officers will arrive on scene for Priority 1 calls within 5 minutes of the time of dispatch 90% of the time 2. Ninety percent of all patrol officers will initiate a crime reduction or neighborhood improvement project within their respective beat or sub-beat 3. Emphasize proactive anti-gang enforcement by the Special Duty Unit with the goal of maintaining the current rate of gang related arrests and probation/parole searches 4. Emphasize traffic & D.U.I. enforcement with the goal of achieving a 3% reduction in injury and in alcohol related collisions 5. Increase D.U.I. enforcement with the goal of increasing the number of drunken driving arrests by 10% 6. Increase the number of community partnerships by 10% 7. Increase the number of Neighborhood Block Captains by 20%

Special Operations	• Follow-up investigation of major crimes • Evaluate and investigate establishments for vice and alcohol code compliance • Manage the Law Enforcement Accreditation Process • Conduct crime scene evidence collection and processing • Catalog, store, and dispose of evidence • Conduct uniformed school campus patrols • Provide youth and family counseling services • Provide homeland security liaison and coordination with federal, State, & local agencies	1. Improve the clearance rate in Murder, Rape, Robbery and Burglary cases handled by investigators 2. Decrease the number of alcohol related violations by licensed establishments by 10% 3. Complete the CALEA assessment process, and achieve accreditation 4. Decrease the number of evidence items stored beyond legally required periods by 10% 5. Increase the number of juvenile truancy violators diverted from judicial sanctions by 10% 6. Maintain active involvement in Hayward related homeland security cases, which would otherwise be handled solely by federal agencies
Support Operations	• Provide around-the-clock 911 and non-emergency answering services • Prioritize and dispatch appropriate police and fire responses • Provide temporary detention of persons arrested • Receive, process, and maintain criminal and other public records • Process warrants, subpoenas, and civil orders per State and local mandates • Enforce City, State, and federal laws involving animals, animal licensing and rabies prevention • Provide adoption services and assistance in resolving animal related issues • Maintain an active volunteer program that supplements the Animal Shelter's operation	1. Dispatch Priority 1 calls for service within 5 minutes 90% of the time 2. Meet our goal of re-contacting citizens waiting for non-emergency police response if their call is holding over 30 minutes 80% of the time 3. Meet state and local mandated records reporting requirements 85% of the time 4. Increase adoption/rescue rate of animals by 5% 5. Increase active volunteer staff at Animal Services by 5%

FY2010 Departmental Performance

1. Completed implementation of the Photo-Red Light system. As of April 1, 2010, monitoring and enforcement at ten selected intersection approaches were fully operational.
2. Maintained the Volunteer Ambassador Program at approximately the same level as last year, with a focus on the downtown area.
3. Broadened the Senior Safety Education program through proactive outreach efforts in areas where senior citizens are most highly concentrated (i.e. mobile home parks, senior living apartments).
4. Expanded efforts to interdict drug trafficking by establishing an undercover narcotics investigative team. Using the existing Street Narcotics Team, this replaces high profile enforcement with covert investigation strategies, which target mid-level dealers.
5. Created a partnership with the Identity Theft Council, a non-profit group of security experts who assist identity theft victims in Hayward. We expect to complete this objective in FY2011 with the implementation of an online reporting system.
6. Continued exploring the provision of on-line crime prevention and security information to the community.
7. Explored providing online crime prevention and security information to the public. Intend to develop an online database for viewing community crime trends. This can empower our neighborhoods with a resource to help them engage in crime prevention efforts, particularly with regard to property crimes.
8. Implemented a policy of re-contacting 911 callers who were put on hold (>:30 for priority 2 calls and >:60 for priority 3 calls) due to activity levels on the street. This function will be built into the new CAD/RMS, and will alert dispatchers to citizens receiving a delayed police response.
9. Completed a needs analysis and purchased a new CAD/RMS system. Implementation will continue through 2010/2011.

Core Service Objectives

1. Field Operations - Completed an evaluation of our 3/12 beat officer staffing and other patrol schedules. This was accomplished by a committee comprised of several sworn officer ranks. In consideration of the needs of the community, adequate supervision, the patrol team concept, and officer training, the committee recommended maintaining the existing schedule configurations.

2. Field Operations - Continuing to explore alternative police reporting options for the purpose of increasing the officer's availability in the field.
3. Field Operations - Created an in-house, automated system linking officers working on projects, other beat officers and the District Commanders. Known as the "Neighborhood Forum," it allows project officers and District Commanders to share information on neighborhood projects/concerns and solicit assistance from other officers. Each project creates a "thread" which is updated and monitored until the issue is abated.
4. Field Operations – Postponed examining the Police Officer Crime Scene Tech concept due to other, higher level priorities.
5. Field Operations - Improved our disaster preparedness training capability by qualifying two in-house trainer/instructors in NIMS (National Incident Management System).
6. Special Operations – Created an Investigative Gang Unit. The unit's focus on investigation will augment our existing prevention, intervention, and enforcement components. The use of gang injunctions will be a primary tool in addressing gang violence.
7. Special Operations – Worked closely with federal, State, and local law enforcement on Homeland Security issues. Our dedicated Terror Liaison detective actively participated and led national and international drug and terrorist investigations.
8. Special Operations – Actively and continuously sought out information on available funding for Homeland Security and Emergency Preparedness purposes.
9. Support Services – Implementation of a quality assurance program in dispatch that seeks feedback from the community requires information systems support that is not currently available. This goal has been put on hold pending full implementation of the new CAD/RMS system

Other accomplishments

1. District Command Operations
 - a. Refined the District Command concept including working with the community and City staff to address quality of life and crime related issues,
 - b. Conducted SMASH operations, which address crime and quality of life issues at a particular residence or small area.
 - c. Conducted Community and Business Academies to provide information and knowledge to our residents and businesses

- d. Built partnerships using the Neighborhood Partnership Program and the Multi-housing Crime Free program.
- 2. Patrol Operations
 - a. Provided public safety first response to calls from the community ranging from life threatening to minor citizen complaints.
 - b. Investigated crimes and write criminal incident reports
 - c. Supported District Operations by identifying and responding to community oriented issues on their respective beats and/or accepting assignments on pressing neighborhood issues.
- 3. Special Enforcement
 - a. Provided an aggressive response to gang and drug activity in our neighborhoods.
- 4. Gang Related
 - a. Investigators and School Resource Officers jointly presented a series of gang-related community education meetings to over 400 students, parents, and teachers.
 - b. Special Operations and HUSD staff provided several Gang Violence Prevention and other safety presentations in Schools.
- 5. Community
 - a. Vice /Compliance officer attended Planning Commission meetings to provide staff support.
 - b. Investigators, counselors and other supervisors made several presentations at community academies facilitated by District Commanders.
- 6. Schools
 - a. Facilitated the adoption of a new truancy ordinance, which created a tool addressing truancy and curfew violators with provisions for follow-up and accountability.
 - b. Created protocols for shared access to new state-of-the-art camera networks at all HUSD campuses and Chabot College.
 - c. Implemented HPD/HUSD Multidisciplinary Intervention Teams (MDI) at three HUSD high schools.
- 7. Domestic Violence
 - a. Increased turn-around time for re-contacting domestic violence victims.
- 8. Evidence Management
 - a. Implemented improved Property-Evidence practices and procedures based on Commission on Accreditation for Law Enforcement Agencies (CALEA), International Association of Property and Evidence (IAPE), and California P.O.S.T. standards.

- b. Enhanced evidence storage operations by increasing physical security measures at the offsite storage facility, limiting access to the in-house evidence vault, and acquiring warehousing equipment required to ensure occupational safety.
- c. Expanded the use of bar coding to improve chain of custody record keeping of criminal evidence.
- d. Increased the frequency and breadth of the evidence purging process, and implemented stronger protocols for the destruction process of purged contraband.

9. Animal Services

- a. Improved shelter supervision by reclassifying the Veterinary Technician position to Kennel Supervisor.
- b. Enhanced responsiveness to calls for service and community education needs by filling the vacant Animal Control Officer position.

Significant Changes in FY2010

Created and filled nine new police officer positions using federal Recovery Act funding. Six of these positions were added to Patrol, and three are assigned to Gang Enforcement duties.

Filled nine police officer positions, which were being held vacant pending the outcome of Measure A. This increased staffing is allowing the assignment of four police officers to the District Offices and one to the Alameda County Narcotics Taskforce.

Restructured the Street Narcotics Team into a Narcotics Investigation Unit. This change shifts the mission from street level enforcement to the investigation and prosecution of mid-level dealers.

Improved Property Unit accountability by reclassifying existing, rotating Community Service Officer positions into permanent Property Technician positions, and by replacing a police officer special assignment positions with a permanent civilian Property & Evidence Manager.

Police Department FY2011 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
1. Increase staffing of the District Command by four police officer positions.	X		X			
2. Continue to improve our ability to respond to natural and man-made disasters.	X					
3. Work with H.U.S.D. on community related issues.	X		X			
4. Develop online crime prevention resources accessible to the community through the Internet.	X		X			
5. Develop a means to make crime trend data more readily available to the public.	X		X			
6. Provide online reporting of identity theft via the Internet.	X		X			
7. Complete the implementation of the new CAD/RMS system.	X		X		X	X

Police Department FY2012 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
1. Provide more timely information on neighborhood crime patterns to officers by using mapping applications.	X		X			
2. Continue to explore alternative police reporting options to increase officer discretionary time.	X		X			
3. Decrease the turnaround time in contacting victims of less violent crimes.	X		X			
4. Improve domestic violence services, through grant funding, by creating a multidisciplinary Domestic Violence Response Team.	X					
5. Fine tune the integration of the new CAD/RMS system.	X		X		X	X
6. Restore CSO staffing to the District Offices (4 total)	X		X			
7. Restore 3 Crime Scene Tech positions to provide one dedicated tech for each Patrol Shift.	X					

FY2011 Core Service Objectives

1. Identify at least two significant gang cases that meet the criteria and complete injunction process on them.
2. Develop a diversion program that targets younger kids who are at risk for joining gangs.
3. Receive official award of accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA).

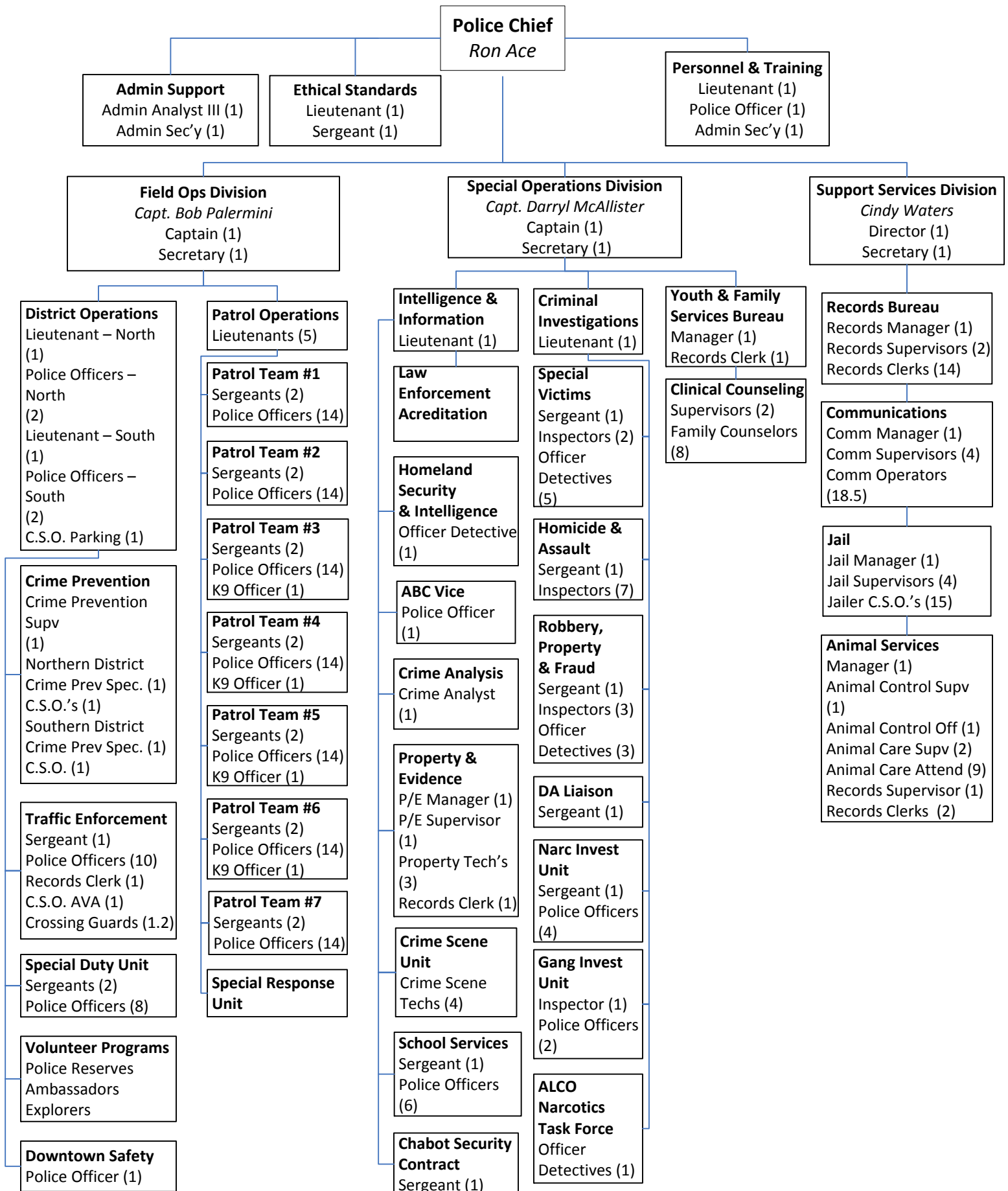
FY2012 Core Service Objectives

1. Continue and expand Gang Awareness Training to reach at least 500 members of the community.
2. Respond to crime trends by identifying, investigating, and solving burglaries in real time, and providing support to the burglary prevention efforts of District and Patrol operations
3. Improve domestic violence services, through grant funding, by creating a multidisciplinary Domestic Violence Response Team.

Police Department

FY 2011 STAFFING

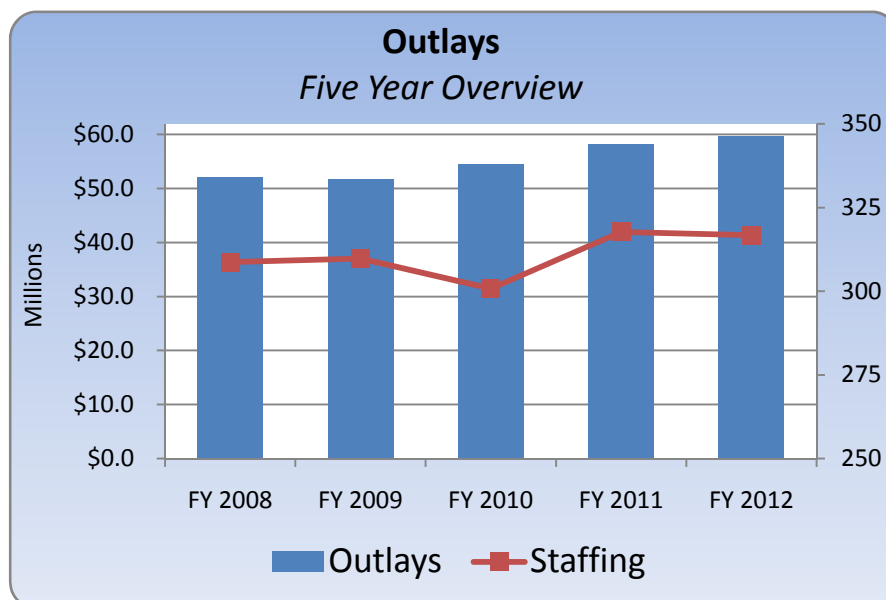
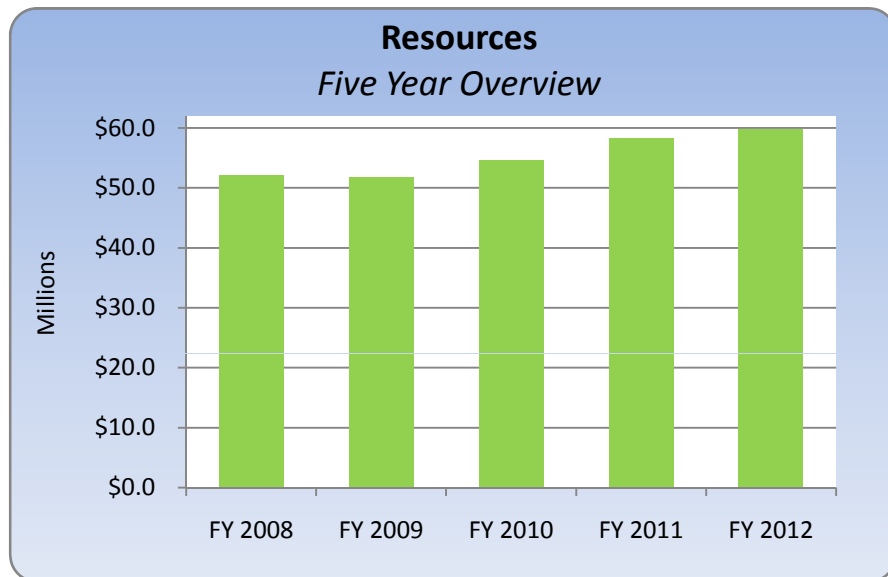
317.70 FTE



Police Department Resources and Outlays

All Funds Summary

Resources, Outlays, and Staffing Over Last Five Years



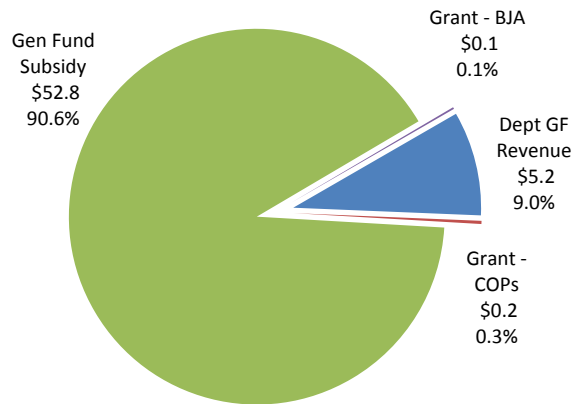
Police Department Overview

FY 2011

Outlays \$58.3 million, Staffing 317.7 FTE

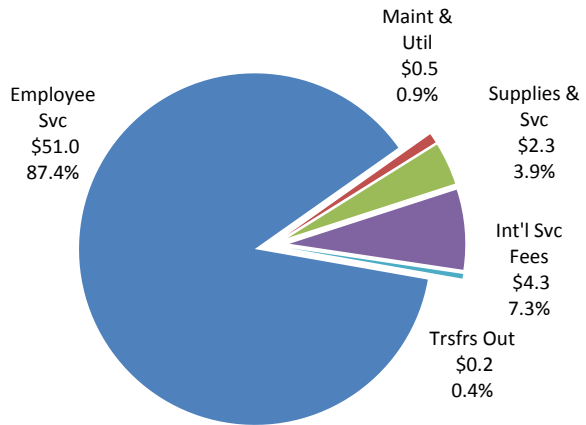
FY 2011

Resources By Type (in million's)



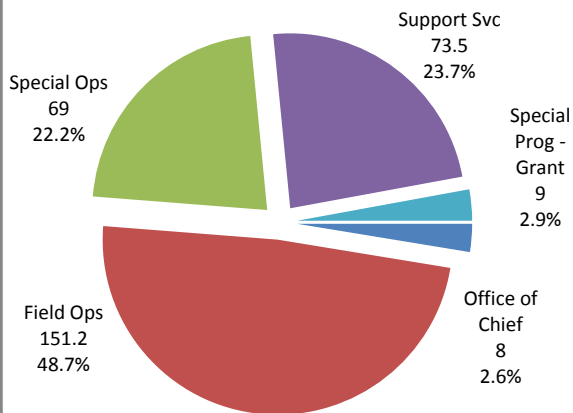
FY 2011

Expenditures By Type (in million's)



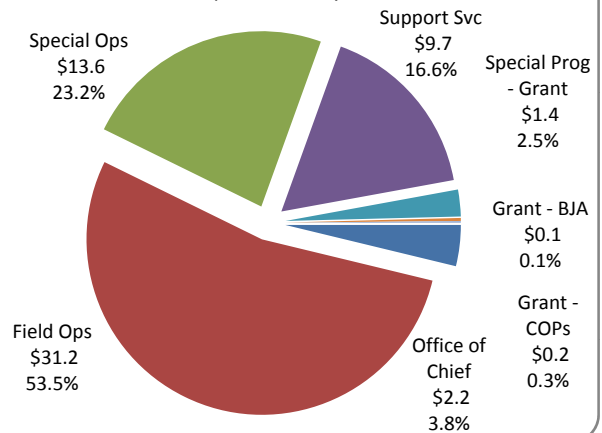
FY 2011

Staffing By Program (By FTE)



FY 2011

Budget By Program (in million's)



Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
Police Department					
ALL FUNDS SUMMARY					
Chief Of Police	1	1	1	1	1
Police Captain	3	2	2	2	2
Operations Support Director	1	1	1	1	1
Police Lieutenant	9	11	11	11	11
Youth & Family Services Manager	0	1	1	1	1
Police Sergeant ¹	23	22	24	25	25
Inspector	14	14	13	13	13
Police Officer ²	140	141	140	149	149
Counseling Supervisor	2	2	2	2	2
Administrative Analyst III	1	1	2	2	2
Animal Services Manager	1	1	1	1	1
Communications Manager	0	1	1	1	1
Jail Manager	0	1	1	1	1
Records Manager	0	1	1	1	1
Property/Evidence Manager ³	0	0	0	1	1
Property & Evidence Supervisor	1	1	1	1	1
Administrative Analyst II	1	1	0	0	0
Communications Supervisor	1	4	4	4	4
Family Counselor I	9	8	8	8	8
Jail Supervisor	1	4	4	4	4
Police Records Supervisor	1	0	0	0	0
Communications Operator ⁴	14.5	14.5	14.5	18.5	18.5
Police Identification Specialist	1	1	0	0	0
Senior Communications Operator	4	0	0	0	0
Veterinary Technician	1	1	0	0	0
Crime Prevention Supervisor	0	1	1	1	1
Senior Crime Prevention Specialist	1	0	0	0	0
Administrative Secretary	2	2	2	2	2
Animal Services Supervisor	0	1	1	1	1
Records Supervisor	0	3	3	3	3
Crime Scene Technician	5	5	4	4	4
Senior Jailer	4	0	0	0	0
Community Service Officer ⁵	26	26	22	19	19
Crime Prevention Specialist	2	2	2	2	2
Property Technician ⁵	0	0	0	3	3
Animal Control Officer	2	2	1	1	1
Secretary	3	3	3	3	3
Police Records Clerk II ⁶	21	21	19	19	18

Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.					
Senior Animal Control Officer	1	0	0	0	0
Senior Police Records Clerk	3	0	0	0	0
Animal Shelter Supervisor	0	1	2	2	2
Animal Care Attendant ⁷	7	7	7	9	9
Senior Animal Care Attendant	1	0	0	0	0
Traffic Safety Assistant	1.2	1.2	1.2	1.2	1.2
	308.7	309.7	300.7	317.7	316.7

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. Increase 1.0 FTE Police Sergeant position.
2. New Positions - Grant Funded - 9.0 FTE Police Officers.
3. New Position - 1.0 FTE Property/Evidence Manager.
4. Increase 4.0 FTE Communication Operator positions.
5. Reclassification - 3.0 FTE Community Service Officers to 3.0 FTE Property Technician.
6. Decrease 1.0 FTE Police Records Clerk in FY 2012 due to implementation of updated CAD/RMS.
7. Increase 2.0 FTE Animal Care Attendant positions.

Department Summary

All Funds Summary - By Category

Police Department

All Funds

All Funds Summary - By Category

Funding:

General Fund, Special Revenue, and Enterprise funds.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue and Transfers in from Other Funds					
General Fund Revenue	3,108,905	3,453,366	4,814,385	5,236,495	5,423,802
Community Oriented Policing Grant	288,038	100,259	110,000	157,658	183,610
Byrnes Grant	61,358	21,200	85,942	85,942	85,942
Narcotic Asset Seizure	35,488	30,640	1,150	-	-
	3,493,789	3,605,465	5,011,477	5,480,095	5,693,354
(Contribution)/Use of Fund Balance					
Community Oriented Policing Grant	(5,818)	5,818	-	-	-
Byrnes Grant	(20,220)	60,015	-	-	-
Narcotic Asset Seizure	45,259	26,643	42,804	-	-
	19,221	92,476	42,804	-	-
Fund Subsidy					
General Fund Subsidy	48,586,483	48,093,784	49,467,101	53,034,392	54,074,607
Total Resources	52,099,493	51,791,725	54,521,382	58,514,487	59,767,961
OUTLAYS					
Expenditures By Expense Category					
Salary & Benefits	44,758,280	43,526,304	44,634,565	48,739,353	50,155,697
Overtime	3,110,007	2,356,885	2,799,332	2,454,800	2,513,623
Charges (to)/from other programs	(10,582)	(4,120)	-	-	-
<i>Net Staffing Expense</i>	47,857,705	45,879,069	47,433,897	51,194,153	52,669,320
Maintenance & Utilities	486,959	388,701	639,583	512,718	512,718
Supplies & Services	1,533,151	1,649,947	2,344,695	2,279,383	2,188,383
Internal Service Fees	1,600,416	3,444,073	3,809,383	4,284,633	4,127,988
Capital	297,904	242,643	97,882	-	-
<i>Net Operating Expense</i>	3,918,430	5,725,364	6,891,543	7,076,734	6,829,089
Transfers to other funds	323,358	187,292	195,942	243,600	269,552
Total Outlays	52,099,493	51,791,725	54,521,382	58,514,487	59,767,961
Net Change	-	-	-	-	-

Department Summary

All Funds Summary - By Program

Police Department

All Funds

All Funds Summary - By Program

Funding:

General Fund and Special Revenue funds.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue and Transfers in from Other Funds					
Office of the Chief	72,111	95,593	77,770	52,000	52,000
Field Operations	486,734	469,458	660,400	1,342,844	1,460,142
Special Operations	1,027,934	1,358,932	1,835,293	1,391,265	1,403,090
Support Services	1,193,773	1,141,060	1,054,199	1,098,386	1,098,570
Special Programs	328,353	388,323	1,186,723	1,352,000	1,410,000
Community Oriented Policing Grant	288,038	100,259	110,000	157,658	183,610
Byrnes Grant	61,358	21,200	85,942	85,942	85,942
Narcotic Asset Seizure	35,488	30,640	1,150	-	-
	3,493,789	3,605,465	5,011,477	5,480,095	5,693,354
(Contribution)/Use of Fund Balance					
Community Oriented Policing Grant	(5,818)	5,818	-	-	-
Byrnes Grant	(20,220)	60,015	-	-	-
Narcotic Asset Seizure	45,259	26,643	42,804	-	-
	19,221	92,476	42,804	-	-
Fund Subsidy					
General Fund Subsidy	48,586,483	48,093,784	49,467,101	53,034,392	54,074,607
Total Resources	52,099,493	51,791,725	54,521,382	58,514,487	59,767,961
OUTLAYS					
Expenditures and Transfer Out to Other Funds					
Office of the Chief	2,492,198	2,248,045	2,157,901	2,205,827	2,249,273
Field Operations	31,099,468	29,118,214	29,421,247	31,389,664	32,103,119
Special Operations	8,993,516	10,741,467	11,774,601	13,551,155	13,866,420
Support Services	8,430,691	9,067,631	9,597,637	9,689,758	9,799,932
Special Programs (Grants)	679,515	371,793	1,330,100	1,434,483	1,479,665
Community Oriented Policing Grant	282,220	106,077	110,000	157,658	183,610
Byrnes Grant	41,138	81,215	85,942	85,942	85,942
Narcotic Asset Seizure	80,747	57,283	43,954	-	-
Total Outlays	52,099,493	51,791,725	54,521,382	58,514,487	59,767,961
Net Change	-	-	-	-	-

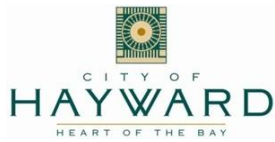
Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.					
Police Department General Fund (100)					
Chief Of Police	1	1	1	1	1
Police Captain	3	2	2	2	2
Operations Support Director	1	1	1	1	1
Police Lieutenant	9	11	11	11	11
Youth & Family Services Manager	0	1	1	1	1
Police Sergeant ¹	23	22	24	25	25
Inspector	14	14	13	13	13
Police Officer ²	140	141	140	149	149
Counseling Supervisor	2	2	2	2	2
Administrative Analyst III	1	1	2	2	2
Animal Services Manager	1	1	1	1	1
Communications Manager	0	1	1	1	1
Jail Manager	0	1	1	1	1
Records Manager	0	1	1	1	1
Property/Evidence Manager ³	0	0	0	1	1
Property & Evidence Supervisor	1	1	1	1	1
Administrative Analyst II	1	1	0	0	0
Communications Supervisor	1	4	4	4	4
Family Counselor I	9	8	8	8	8
Jail Supervisor	1	4	4	4	4
Police Records Supervisor	1	0	0	0	0
Communications Operator ⁴	14.5	14.5	14.5	18.5	18.5
Police Identification Specialist	1	1	0	0	0
Senior Communications Operator	4	0	0	0	0
Veterinary Technician	1	1	0	0	0
Crime Prevention Supervisor	0	1	1	1	1
Senior Crime Prevention Specialist	1	0	0	0	0
Administrative Secretary	2	2	2	2	2
Animal Services Supervisor	0	1	1	1	1
Records Supervisor	0	3	3	3	3
Crime Scene Technician	5	5	4	4	4
Senior Jailer	4	0	0	0	0
Community Service Officer ⁵	26	26	22	19	19
Crime Prevention Specialist	2	2	2	2	2
Property Technician ⁵	0	0	0	3	3
Animal Control Officer	2	2	1	1	1
Secretary	3	3	3	3	3
Police Records Clerk II ⁶	21	21	19	19	18

Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.					
Senior Animal Control Officer	1	0	0	0	0
Senior Police Records Clerk	3	0	0	0	0
Animal Shelter Supervisor	0	1	2	2	2
Animal Care Attendant ⁷	7	7	7	9	9
Senior Animal Care Attendant	1	0	0	0	0
Traffic Safety Assistant	1.2	1.2	1.2	1.2	1.2
	308.7	309.7	300.7	317.7	316.7

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. Increase 1.0 FTE Police Sergeant position.
2. New Positions - Grant Funded - 9.0 FTE Police Officers.
3. New Position - 1.0 FTE Property/Evidence Manager.
4. Increase 4.0 FTE Communication Operator positions.
5. Reclassification - 3.0 FTE Community Service Officers to 3.0 FTE Property Technician.
6. Decrease 1.0 FTE Police Records Clerk in FY 2012 due to implementation of updated CAD/RMS.
7. Increase 2.0 FTE Animal Care Attendant positions.

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Department Summary

Department: 100-1800

Police Department

General Fund

General Fund Summary

Description:

Office of the Chief, Field Ops Special Ops Spt Svcs, and Spec Progs.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
Licenses & Permits	223,604	271,144	239,953	287,383	287,383
Photo Red Light	-	234,196	529,000	1,085,000	1,200,000
Interest & Rents	3,600	1,795	-	-	-
Intergovernmental	1,837,034	1,875,935	3,047,707	2,756,681	2,825,975
Fees & Service Charges	949,046	1,062,310	993,780	1,104,131	1,107,144
Other Revenue	95,620	7,986	3,945	3,300	3,300
Total Resources	3,108,905	3,453,366	4,814,385	5,236,495	5,423,802
OUTLAYS					
Expenditures					
Salary & Benefits	44,758,280	43,526,304	44,634,565	48,739,353	50,155,697
Overtime	3,110,007	2,356,885	2,799,332	2,454,800	2,513,623
Charges (to)/from other programs	(10,582)	(4,120)	-	-	-
<i>Net Staffing Expense</i>	47,857,705	45,879,069	47,433,897	51,194,153	52,669,320
Maintenance & Utilities	486,959	388,701	639,583	512,718	512,718
Supplies & Services	1,493,100	1,630,389	2,344,159	2,279,383	2,188,383
Internal Service Fees	1,600,416	3,444,073	3,809,383	4,284,633	4,127,988
Capital	257,208	204,918	54,464	-	-
<i>Net Operating Expense</i>	3,837,683	5,668,081	6,847,589	7,076,734	6,829,089
Total Outlays	51,695,388	51,547,150	54,281,486	58,270,887	59,498,409
General Fund Subsidy	48,586,483	48,093,784	49,467,101	53,034,392	54,074,607

Division Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.					
Police Department - Office of the Chief Division					
General Fund (100)					
Chief Of Police	1	1	1	1	1
Police Lieutenant	2	2	2	2	2
Police Sergeant	0	0	1	1	1
Inspector	1	1	0	0	0
Police Officer	1	1	1	1	1
Administrative Analyst III	1	1	1	1	1
Administrative Secretary	2	2	2	2	2
	8	8	8	8	8

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. None.

Division Summary

Division: 100-1801

Police Department

General Fund

Office of the Chief

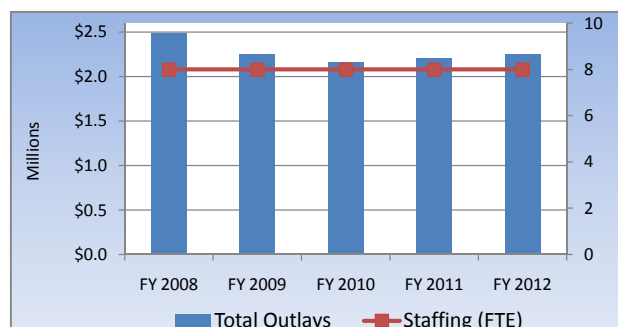
Description:

Office of the Chief, Office of Ethical Standards, and Human Resources.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
Licenses & Permits	-	-	-	-	-
Intergovernmental	72,111	95,593	77,770	52,000	52,000
Fees & Svc Charges	-	-	-	-	-
Other Revenue	-	-	-	-	-
Total Resources	72,111	95,593	77,770	52,000	52,000
OUTLAYS					
Expenditures					
Salary & Benefits	1,742,333	1,563,909	1,466,234	1,575,834	1,624,798
Overtime	60,593	18,516	113,705	18,000	18,000
Charges (to)/from other programs	98,776	79,151	-	-	-
<i>Net Staffing Expense</i>	1,901,702	1,661,576	1,579,939	1,593,834	1,642,798
Maintenance & Utilities	10,553	14,213	14,900	12,500	12,500
Supplies & Services	528,511	410,399	438,247	466,137	466,137
Internal Service Fees	51,432	161,857	124,815	133,356	127,838
Capital	-	-	-	-	-
<i>Net Operating Expense</i>	590,496	586,469	577,962	611,993	606,475
Total Outlays	2,492,198	2,248,045	2,157,901	2,205,827	2,249,273
General Fund Subsidy	2,420,087	2,152,452	2,080,131	2,153,827	2,197,273
FY 2011 Major Budget Items: \$120,000 Uniforms & Equipment. \$133,356 Internal Service Fees. \$130,000 Training. FY 2011 Significant Budget Changes: - Dept'l budget redistribution to better match costs with benefitting programs.					

Outlays and Staffing over the past five years.

FY 2011 Staffing Change: None
FY 2011 Outlays Change: \$47,926



Division Staffing Summary (FY 2008 - 2012)

	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
Police Department - Field Operations Division					
General Fund (100)					
Police Captain	1	1	1	1	1
Police Lieutenant	6	7	7	7	7
Police Sergeant	18	17	17	17	17
Police Officer ¹	120	119	120	116	116
Crime Prevention Supervisor	1	1	1	1	1
Community Service Officer	7	7	4	4	4
Crime Prevention Specialist	2	2	2	2	2
Secretary	1	1	1	1	1
Police Records Clerk II	1	1	1	1	1
Traffic Safety Assistant	1.2	1.2	1.2	1.2	1.2
	158.2	157.2	155.2	151.2	151.2

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. Reallocate 4.0 FTE Police Officers to Special Operations Division.

Division Summary

Division: 100-1802

Police Department

General Fund

Field Operations

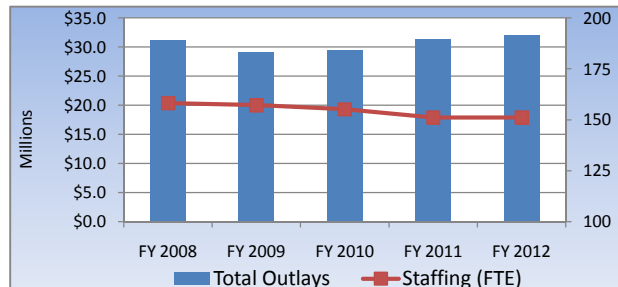
Description:

Patrol, Special Enforcement, Community Services, and Abandoned Vehicle. Includes Photo Red Light revenue and contract expense.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
Licenses and Permits	14,529	28,588	22,167	31,682	31,682
Photo Red Light	-	234,196	529,000	1,085,000	1,200,000
Intergovernmental	227,030	67,817	2,500	1,700	1,700
Fees & Service Charges	155,966	136,717	106,093	223,662	225,960
Other Revenue	89,209	2,140	640	800	800
Total Resources	486,734	469,458	660,400	1,342,844	1,460,142
OUTLAYS					
Expenditures					
Salary & Benefits	27,891,406	25,634,974	24,907,783	26,694,505	27,441,297
Overtime	2,298,043	1,523,365	1,852,461	1,607,000	1,665,823
Charges (to)/from other programs	(307,571)	(353,498)	-	-	-
<i>Net Staffing Expense</i>	29,881,878	26,804,841	26,760,244	28,301,505	29,107,120
Maintenance & Utilities	4,991	9,321	9,548	16,400	16,400
Supplies & Services	78,484	321,292	622,318	794,344	794,344
Internal Service Fees	1,123,299	1,851,616	2,029,137	2,277,415	2,185,255
Capital	10,816	131,144	-	-	-
<i>Net Operating Expense</i>	1,217,590	2,313,373	2,661,003	3,088,159	2,995,999
Total Outlays	31,099,468	29,118,214	29,421,247	31,389,664	32,103,119
General Fund Subsidy	30,612,734	28,648,756	28,760,847	30,046,820	30,642,977
FY 2011 Major Budget Items: 1. \$2,277,415 Internal Service Fees. 2. \$1,607,000 Overtime.					
FY 2011 Significant Budget Changes: 1. Dept'l budget redistribution to better match costs with benefitting programs.					

Outlays and Staffing over the past five years.

FY 2011 Staffing Change: -4.0 FTE
FY 2011 Outlays Change: \$1,968,417



Division Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.					
Police Department - Special Operations Division					
General Fund (100)					
Police Captain	2	1	1	1	1
Police Lieutenant	1	2	2	2	2
Police Sergeant ¹	5	5	6	7	7
Inspector	13	13	13	13	13
Police Officer ²	20	21	19	23	23
Youth & Family Services Manager	1	1	1	1	1
Counseling Supervisor	2	2	2	2	2
Administrative Analyst III	0	0	1	1	1
Property/Evidence Supervisor ³	0	0	0	1	1
Property & Evidence Supervisor	1	1	1	1	1
Administrative Analyst II	1	1	0	0	0
Family Counselor I	9	8	8	8	8
Police Identification Specialist	1	1	0	0	0
Crime Scene Technician	5	5	4	4	4
Community Service Officer ⁴	4	4	3	0	0
Property Technician ⁴	0	0	0	3	3
Secretary	1	1	1	1	1
Police Records Clerk II	3	3	2	2	2
	69	69	64	70	70

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. Increase 1.0 FTE Police Sergeant position.
2. Reallocate 4.0 FTE Police Officers from Special Operations Division.
3. New Position - 1.0 FTE Property/Evidence Manager.
4. Reclassification - 3.0 FTE Community Service Officers to 3.0 FTE Property Technician.

Division Summary

Division: 100-1803

Police Department

General Fund

Special Operations

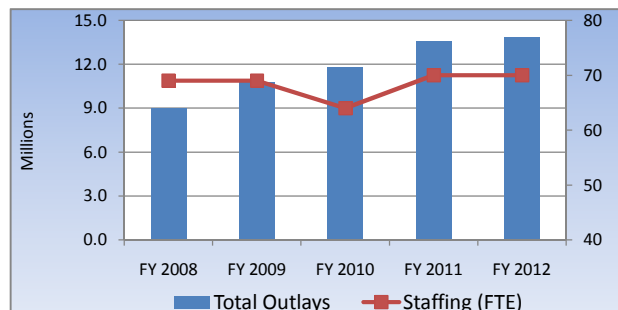
Description:

Criminal Investigations, Crime Analysis, Intel & Information Property & Evidence, Crime Scene Unit, and Youth & Family Services.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
Licenses & Permits	-	23,420	24,339	19,843	19,843
Intergovernmental	979,176	1,256,781	1,770,145	1,331,385	1,342,495
Fees & Service Charges	46,894	78,731	40,809	40,037	40,752
Other Revenue	1,864	-	-	-	-
Total Resources	1,027,934	1,358,932	1,835,293	1,391,265	1,403,090
OUTLAYS					
Expenditures					
Salary & Benefits	7,863,263	9,096,165	9,814,466	11,489,155	11,841,304
Overtime	416,944	499,546	339,320	508,800	508,800
Charges (to)/from other programs	(63,803)	(9,904)	-	-	-
<i>Net Staffing Expense</i>	8,216,404	9,585,807	10,153,786	11,997,955	12,350,104
Maintenance & Utilities	39,764	40,296	49,615	60,963	60,963
Supplies & Services	401,740	387,608	671,163	537,157	537,157
Internal Service Fees	283,110	708,494	845,573	955,080	918,196
Capital	52,498	19,262	54,464	-	-
<i>Net Operating Expense</i>	777,112	1,155,660	1,620,815	1,553,200	1,516,316
Total Outlays	8,993,516	10,741,467	11,774,601	13,551,155	13,866,420
General Fund Subsidy	7,965,582	9,382,535	9,939,308	12,159,890	12,463,330
FY 2011 Major Budget Items: 1. \$955,080 Internal Service Fees. 2. \$508,800 overtime.					
FY 2011 Significant Budget Changes: 1. Dept'l budget redistribution to better match costs with benefitting programs.					

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: +6.0 FTE
FY 2011 Outlays Change: \$1,776,554



Division Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.					
Police Department - Support Services Division					
General Fund (100)					
Operations Support Director	1	1	1	1	1
Animal Services Manager	1	1	1	1	1
Communications Manager	0	1	1	1	1
Jail Manager	0	1	1	1	1
Records Manager	0	1	1	1	1
Communications Supervisor	1	4	4	4	4
Jail Supervisor	1	4	4	4	4
Communications Operator ¹	14.5	14.5	14.5	18.5	18.5
Senior Communications Operator	4	0	0	0	0
Veterinary Technician	1	1	0	0	0
Animal Services Supervisor	0	1	1	1	1
Records Supervisor	1	3	3	3	3
Senior Jailer	4	0	0	0	0
Community Service Officer	15	15	15	15	15
Animal Control Officer	2	2	1	1	1
Secretary	1	1	1	1	1
Police Records Clerk II ²	17	17	16	16	15
Senior Animal Control Officer	1	0	0	0	0
Senior Police Records Clerk	3	0	0	0	0
Animal Shelter Supervisor	0	1	2	2	2
Animal Care Attendant ³	7	7	7	9	9
Senior Animal Care Attendant	1	0	0	0	0
	75.5	75.5	73.5	79.5	78.5

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. Increase 4.0 FTE Communication Operator positions.
2. Decrease 1.0 FTE Police Records Clerk in FY 2012 due to implementation of updated CAD/RMS.
3. Increase 2.0 FTE Animal Care Attendant positions.

Division Summary

Division: 100-1804

Police Department

General Fund

Support Services

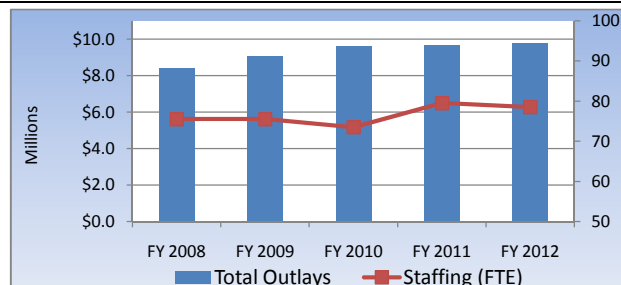
Description:

Police Records Management, Jail, Animal Services Bureau, Public Safety.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
Licenses & Permits	209,075	219,136	193,447	235,858	235,858
Interest & Rents	3,600	1,795	-	-	-
Intergovernmental	230,364	67,421	10,569	19,596	19,780
Fees & Service Charges	746,186	846,862	846,878	840,432	840,432
Other Revenue	4,547	5,846	3,305	2,500	2,500
Total Resources	1,193,773	1,141,060	1,054,199	1,098,386	1,098,570
OUTLAYS					
Expenditures					
Salary & Benefits	6,967,627	7,231,256	7,209,263	7,545,376	7,768,633
Overtime	334,427	315,458	493,846	321,000	321,000
Charges (to)/from other programs	41,631	29,283	-	-	-
<i>Net Staffing Expense</i>	7,343,685	7,575,997	7,703,109	7,866,376	8,089,633
Maintenance & Utilities	431,651	324,871	565,520	422,855	422,855
Supplies & Services	439,025	444,657	519,150	481,745	390,745
Internal Service Fees	142,575	722,106	809,858	918,782	896,699
Capital	73,755	-	-	-	-
<i>Net Operating Expense</i>	1,087,006	1,491,634	1,894,528	1,823,382	1,710,299
Total Outlays	8,430,691	9,067,631	9,597,637	9,689,758	9,799,932
General Fund Subsidy	7,236,918	7,926,571	8,543,438	8,591,372	8,701,362
FY 2011 Major Budget Items: 1. \$918,782 Internal Service Fees. 2. \$321,000 overtime.					
FY 2011 Significant Budget Changes: 1. Dept'l budget redistribution to better match costs with benefitting programs.					

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: +6.0 FTE
FY 2011 Outlays Change: \$92,121



Division Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.					
Police Department - Special Programs					
General Fund (100)					
Police Officer ¹	0	0	0	9	9
	0	0	0	9	9

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. New Positions - Grant Funded - 9.0 FTE Police Officers, added October 2009.

Division Summary

Division: 100 - 1805

Police Department

General Fund

Special Programs (Grants)

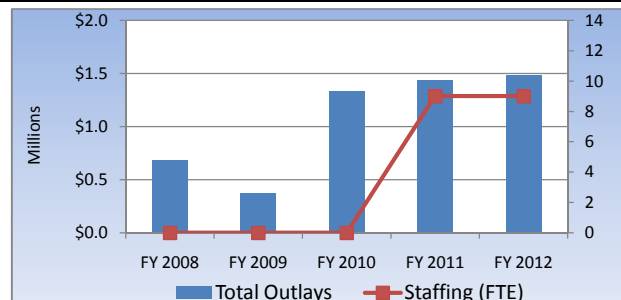
Description:

Temporary grants.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
Grant Revenue	328,353	388,323	1,186,723	1,352,000	1,410,000
Total Resources	328,353	388,323	1,186,723	1,352,000	1,410,000
OUTLAYS					
Expenditures					
Salary & Benefits	293,651	-	1,236,819	1,434,483	1,479,665
Charges (to)/from other programs	220,385	250,848	-	-	-
Net Staffing Expense	514,036	250,848	1,236,819	1,434,483	1,479,665
Maintenance & Utilities	-	-	-	-	-
Supplies & Services	45,340	66,433	93,281	-	-
Internal Service Fees	-	-	-	-	-
Capital	120,139	54,512	-	-	-
Net Operating Expense	165,479	120,945	93,281	-	-
Total Outlays	679,515	371,793	1,330,100	1,434,483	1,479,665
General Fund Subsidy	351,162	(16,530)	143,377	82,483	69,665
FY 2011 Major Budget Items:	FY 2011 Significant Budget Changes:				
1. Nine Police Officers.	1. Continuation of COPS Hiring Recovery Program.				

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: +9.0 FTE Officers in Oct 2009
FY 2011 Outlays Change: \$104,383



Fund Summary

Fund: 278

Police Department

Special Revenue Fund

Citizen's Option for Public Safety Grant

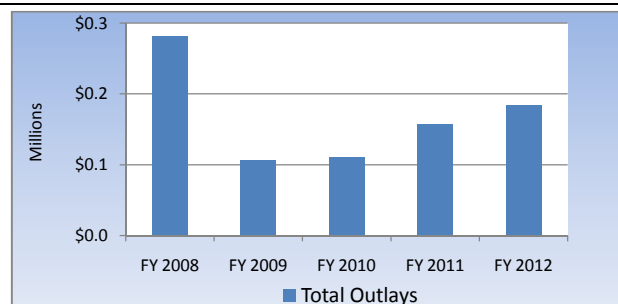
Description:

Grant funds are required to be deposited into a special revenue fund.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Beginning Working Capital Balance July 1	-	-	-	-	-
RESOURCES					
Revenue					
Interest	3,746	259	-	-	-
Intergovernmental	284,292	100,000	110,000	157,658	183,610
Total Resources	288,038	100,259	110,000	157,658	183,610
OUTLAYS					
Fund Transfers Out to					
Trsfr to General Fund	282,220	106,077	110,000	157,658	183,610
	282,220	106,077	110,000	157,658	183,610
Total Outlays	282,220	106,077	110,000	157,658	183,610
Net Change	5,818	(5,818)	-	-	-
Ending Working Capital Balance JUNE 30	5,818	-	-	-	-
FY 2011 Major Budget Items: 1. Grant funds transferred to Gen Fund to pay for program expenditures.					
FY 2011 Significant Budget Changes: 1. Increase in grant funding amount.					

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: N/A
FY 2011 Outlays Change: \$47,658



Fund Summary

Fund: 273

Police Department

Special Revenue Fund

Byrne Justice Assistance Grant

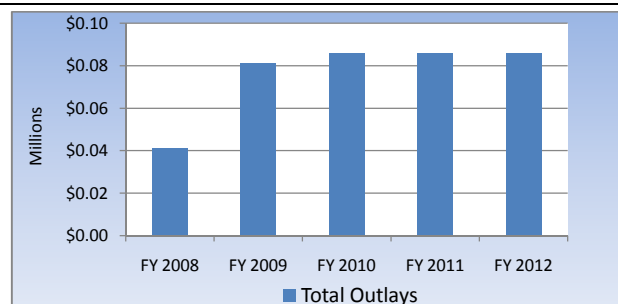
Description:

Grant revenue transferred to offset General Fund expense.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Beginning Working Capital Balance					
July 1	39,795	60,015	-	-	-
RESOURCES					
Revenue					
Interest	1,343	-	-	-	-
Intergovernmental	60,015	21,200	85,942	85,942	85,942
Total Resources	61,358	21,200	85,942	85,942	85,942
OUTLAYS					
Expenditures					
Salary & Benefits	-	-	-	-	-
Charges (to)/from other programs	-	-	-	-	-
Net Staffing Expense	-	-	-	-	-
Maintenance & Utilities	-	-	-	-	-
Supplies & Services	-	-	-	-	-
Internal Service Fees	-	-	-	-	-
Capital	-	-	-	-	-
Net Operating Expense	-	-	-	-	-
Fund Transfers Out					
Trsfr to General Fund	41,138	81,215	85,942	85,942	85,942
	41,138	81,215	85,942	85,942	85,942
Total Outlays	41,138	81,215	85,942	85,942	85,942
Net Difference Gain (Use) of Fund Bal	20,220	(60,015)	-	-	-
Ending Working Capital Balance					
JUNE 30	60,015	-	-	-	-
FY 2011 Major Budget Items:	FY 2011 Significant Budget Changes:				
1. Grant funds transferred to Gen Fund to pay for program expenditures.	1. None				

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: N/A
FY 2011 Outlays Change: \$0



Fund Summary

Fund: 271, 272, 276, 277

Police Department

Special Revenue Fund

Narcotic Asset Seizure

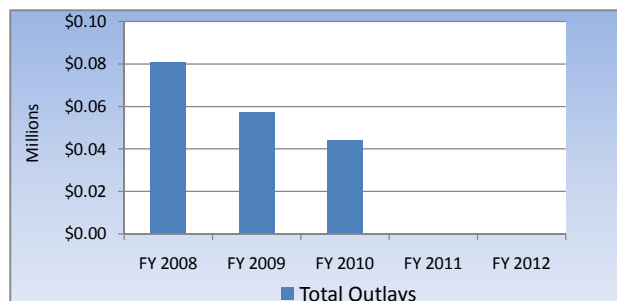
Description:

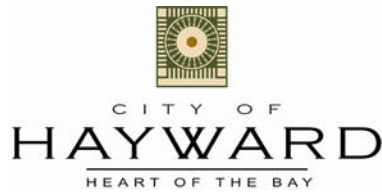
Asset seizure funds are deposited and expended in this fund.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Beginning Working Capital Balance					
July 1	126,316	81,057	54,414	-	-
RESOURCES					
Revenue					
Fines & Forfeitures	29,105	29,008	-	-	-
Interest	6,383	1,632	1,150	-	-
Total Resources	35,488	30,640	1,150	-	-
OUTLAYS					
Expenditures					
Salary & Benefits	-	-	-	-	-
Charges (to)/from other programs	-	-	-	-	-
Net Staffing Expense	-	-	-	-	-
Maintenance & Utilities	-	-	-	-	-
Supplies & Services	40,051	19,558	536	-	-
Internal Service Fees	-	-	-	-	-
Capital	40,696	37,725	43,418	-	-
Net Operating Expense	80,747	57,283	43,954	-	-
Total Outlays	80,747	57,283	43,954	-	-
Net Difference Gain (Use) of Fund Bal	(45,259)	(26,643)	(42,804)	-	-
Ending Working Capital Balance					
JUNE 30	81,057	54,414	11,610	11,610	11,610
FY 2011 Major Budget Items:	FY 2011 Significant Budget Changes:				
1. Funded by federal, state and local level narcotics enforcement actions.	1. Additional funds are not anticipated.				

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: N/A
FY 2011 Outlays Change: (\$43,954)





Public Works Department

Director: Robert Bauman

Department Mission Statement

The mission of the Public Works Department is to plan, construct and maintain Hayward's Public infrastructure, provide for the safety and well-being of its citizens by regulating the construction of land-related improvements, preserve its environmental and cultural assets, regulate its disposition of solid waste and assist in the planning of its orderly growth and development.

Public Works Department

	Core Services	Performance Measures
Administration	- Set overall direction of the Department - Provide support services to operating divisions	Submit agenda reports by the due date to Agenda Manager at least 80% of the time
Engineering and Transportation	- Develop and implement the Capital Improvement Program (CIP) and oversee the financial health of each project contained within the CIP - Provide construction inspection of all public improvements - Review all development-related plans and specifications pertaining to large projects. - Respond to citizen inquiries, analyze and review traffic-related concerns, and potentially construct traffic control devices such as speed lumps, signing, and striping - Prepare, review, and comment on all traffic studies for both development and major capital projects - Represent the City of Hayward at regional planning and funding agencies including the Alameda County Congestion Management Agency and the Alameda County Transportation Improvement Authority - Oversee the work of the City's contractor who maintains all of Hayward's traffic signals - Install new streetlights when requested by the public and oversee all streetlight maintenance work performed through the City's contract with Alameda County. - Support Neighborhood Improvement Programs by attending meetings, listening to concerns posed by residents, and implementing projects to address those concerns	- Ensure at least a 95% positive response rate to CRM requests in terms of courtesy, attentiveness, and responsive to customer's request - Prepare and deliver for adoption Capital Improvement Program on-time to Council and the public - Continue process to recover 60% of cost for knock downs of street lights and traffic signals from insurers and private parties - Review and comment on development proposals from Development Services Dept. within established deadlines 90% of time

Utilities	• Maintain and operate reservoirs, pump stations, and water mains which store and distribute potable water • Maintain and operate facilities to collect, treat and dispose of wastewater • Design and construct utilities infrastructure improvement and replacement projects • Implement the City's federally mandated water pollution source control and storm water management programs to prevent the discharge of pollutants to the City's sewer system from industrial, commercial, and residential sources • Manage the City's contract with Waste Management of Alameda County to provide solid waste collection, disposal and recycling services • Implement additional recycling programs to divert waste materials from the landfill	1. Deliver drinking water that meets all federal and state quality standards and the Water System's State Dept of Heath permit requirements 100% of the time 2. Dispose of wastewater in accordance with all federal and state regulations so that the City's applicable National Pollutant Discharge Elimination System Permit is not violated at any time 3. Maintain a residential per-capita water usage, using public education, conservation, block rate setting, etc., that is in the bottom half among all Bay Area water purveyors 4. Review and comment on utilities-related aspects of development projects within five days of receipt 95% of the time 5. Annually inspect 100 industrial and business facilities to ensure that wastewater discharge and stormwater runoff are in compliance with applicable state and federal standards and permits 6. Respond within two working days to complaints regarding missed pickups of solid waste and recycling containers 95% of the time 7. Limit the number of sanitary sewer overflows (SSOs) to six per year 8. Limit water outages in any neighborhood resulting from main breaks or system repairs to a maximum of once every five years, and to a duration of less than four hours during the day, and less than eight hours at night 9. Ensure that 40% of electric energy used at the wastewater treatment plant is generated through renewable sources (not fossil fuel-based)

Airport	• Operate and maintain the Hayward Executive Airport in a safe and secure manner. • Manage development activities for Airport-owned properties, seeking new development opportunities where possible for both aviation and non-aviation related property • Respond to citizen inquiries, analyze, review, and provide feedback regarding airport related noise, development activity and operations of the Airport • Manage federal and state capital improvement grant money for airport related projects	1. Airport Safety measured by Annual FAA Audit results and unresolved discrepancies list. The goal is zero annual safety related discrepancies. Safety related discrepancies will be resolved by next scheduled audit period. 2. Responses to Citizen Inquiries will be handled within 72 hours through written response, e-mail or direct telephone contact 3. Grant funding success will be measured by FAA responsiveness to annual ACIP program submittals and funding approval above annual entitlement amount of \$150,000 for safety and capacity related Capital projects

FY2010 Departmental Performance

1. Completed Final Design and Right of Way acquisition phases of Rt. 238 Corridor Improvement Project; project is scheduled to be advertised during April 2010 and awarded by July 2010.
2. Delayed completion of preliminary design phase of the 880/92 Reliever Route Project - Phase I (West A Street and Whitesell Street Extensions) due to infeasibility of the West A Street Extension and subsequent project re-scoping which will require approval from ACTIA.
3. Completed design of Carlos Bee Boulevard Realignment project; staff will hold a public meeting in April and construction is expected to commence by July 2010.
4. Completed design for phase II of the Mount Eden Annexation Improvements project; project is scheduled to be advertised during March 2010 and awarded by May 2010. Construction will start by July 2010.
5. Awarded to RECSolar a design/build contract for a 1 megawatt solar photovoltaic project at the Water Pollution Control Facility. Construction is scheduled to begin summer 2010 with completion and commissioning in fall 2010.
6. Delayed completion of Asset Management Plans for Sewer and Water Funds until 2011 to allow emerging technologies and software to come to market. Plans will assess the condition and expected lifespan of major facilities and will update facility replacement funding strategies. Certain components such as work order software have been implemented (Oasis Software for the sewer collection system) or are in the evaluation process.
7. Delayed start of construction on the Water Pollution Control Facility Improvements Phase II. The commissioning and debugging of Phase I was more extensive and time consuming than anticipated. Also, based on staff's experience with Phase I performance, we are considering various alternatives to the project components initially envisioned under Phase II. Design of components of Phase II will begin in calendar year 2011.
8. Examined various technologies for installing new cogeneration technology at the Water Pollution Control Facility to reduce reliance on purchased energy sources. Staff is currently conducting an in-depth evaluation of the top two alternatives, ultra low emission internal combustion engines (ICEs) versus fuel cells which is an emerging technology. One of the two systems will be selected in FY2011.
9. Increased commercial recycling participation from 800 to 1300 businesses of the approximately 3,000 commercial accounts.
10. Developed an economic reuse plan for the Air National Guard site at the Airport and selected a master developer. However, implementation has been delayed due to difficulties encountered concerning the turnover of the property from the Department of Defense. A portion of the property was to be turned over to the City by December 2009, however the State Department of Toxic Substances rejected the Air National Guard's cleanup and reuse plan. There is no anticipated turnover date at this time.

11. Supported City-wide effort to implement Constituent Response Management Software with participation of staff in the testing and implementation of the program in fall 2009.
12. Started construction of the Highland 1,000 Reservoir Replacement in October 2009. Completion date is scheduled for mid-July 2010; however, the date may be somewhat later based on impact of heavy rains.
13. Completed Construction of Tennyson Road-Cascade Relief Sewer Improvements in December 2009. Project was accepted by the City Engineer in February 2010.
14. Completed construction of a new roof for High School water reservoir and placed the reservoir back in service.
15. Initiated design of D Street Reservoir seismic retrofit. Expected design completion June 2010.
16. Adopted updated Water Efficient Landscaping, Indoor Water Use Efficiency Standards and Prohibition of Water Waste Ordinances as required by state law and as part of overall water conservation-related program.
17. Adopted a Dental Amalgam Recovery Program Ordinance in compliance with the San Francisco Bay Mercury Watershed Permit Requirement.
18. Completed design, advertisement, and award of the Mt. Eden Annexation Improvements – Phase II Project.
19. Successfully submitted WPCF Phase I Improvement Project one year Performance Certification Report to State Revolving Fund (SRF).
20. Achieved Green Business designation for City Hall and Utilities Center.
21. Completed Recycled Water Feasibility Study that demonstrated potential for using .5 million gallons per day of recycled water from the WPCF.
22. Completed and submitted for FAA approval an Updated Airport Layout Plan and Narrative Report.

Significant Changes in FY2010

1. Successfully recruited for and filled the long-vacant position of Utilities Engineer for water fund projects. This will enable Utilities Division to complete several more Utilities projects.
2. Received \$3.875 million in Economic Stimulus Funds for Local Street and Road Rehabilitation, which was used to rehabilitate ten streets and arterials. Extremely short timelines were met by dedicating a significant portion of in-house design resources to this critical mission.
3. Conversion of two Construction Inspector positions in Engineer and Transportation to Senior Construction Inspection positions recognizing the significant projects being managed by our construction Inspection section and for consistency with Building Inspection.
4. Generation of a \$1.2 million increase in General Fund savings through elimination of General Fund transfer to Street System Improvement Fund of \$350,000 and increase in transfer of Gas Tax to the General Fund by \$842,000.
5. Over the next two years approximately \$350,000/year in laydown area lease revenue from the Russell City Energy Company should be available to the General Fund. At budget preparation time the amount of this revenue stream had not been confirmed but, if appropriate, may be included in the adopted budget.

Public Works Department FY2011 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
1. Commence first phase of construction associated with the Route 238 Corridor Improvement Project.				X		
2. Complete Preliminary Design of 880/92 Reliever Route Project Phase I (Winton/Hesperian Improvements and Whitesell Street Extension). Progress dependent on ACTIA's approval of revised project scope.				X		
3. Begin construction on Carlos Bee Realignment Project; project is expected to be complete by early 2011.				X		
4. Begin construction on Phase II of the Mount Eden Annexation Improvements.				X		
5. Complete construction and begin operation of 1MW Solar facility at Water Pollution Control Facility.				X	X	
6. Initiate construction of Water Pollution Control Facility Improvements Phase II to improve the reliability of the treatment processes and the flow of				X		

Public Works Department FY2011 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
effluent to the East Bay Dischargers Authority pump station.						
7. Modify treatment processes and piping associated with Russell City Energy Center construction.				X		
8. Implement a commercial solid waste roll-off survey project to survey 100 roll-offs to determine if they should be routed to recycling or composting facilities.				X		
9. Design of the recycled water distribution pipeline to serve the area within a mile of the wastewater treatment plant to distribute 500,000 gallons of recycled water.				X		
10. Assess feasibility of conversion to Smart Water Meters citywide.				X	X	
11. Begin the process of replacing the WPCF's aging co-generation system with a modern, efficient, and clean & green system.		X		X		
12. Begin design of the WPCF Administration Building renovation and addition.				X		

Public Works Department FY2011 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
13. Process Supplemental Environmental Assessment for Hayward Executive Airport needed to meet federal requirements prior to seeking FAA AIP funds for eligible projects.				X		
14. Develop and process lease for Bud Field Aviation, South Side FBO (dependent on FAA clearance).				X	X	
15. Initiate Landing Fees to help fund continued support of Aircraft Rescue and Fire Fighting capability at Hayward Executive Airport.	X				X	

FY2011 Core Service Objectives

1. Complete construction of the Highland 1,000 Reservoir Replacement.
2. Initiate update of WPCF Master Plan (MP). The MP will evaluate liquid treatment unit processes, solids handling, and equipment energy efficiency.
3. Rehabilitate and coat the south primary clarifier structure and concrete tank.
4. Complete construction of West Winton landfill drainage culvert and cap placement project.
5. Perform a needs assessment for water and sewer data conversion and migration to GIS format.
6. Assess alternatives and begin the design of 16" water transmission main rehab between Highland 250 and 500 reservoirs.
7. Negotiate and approve new lease for redevelopment of America Aircraft Sales at Hayward Executive Airport.
8. Prepare for consideration and action by Council an ordinance barring the use of Styrofoam food service containers in restaurant and other food service facilities.

Public Works Department FY2012 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
1. Continue the first phase of construction associated with the Route 238 Corridor Improvement Project and commence with the second and third phases of construction.				X		
2. Complete Environmental Review, Final Design and initiate Right-of-Way acquisition phases of 880/92 Reliever Route Project Phase I (Winton/ Hesperian Improvements and Whitesell Street Extension).				X		
3. Complete analysis to determine staffing and funding requirements needed to maintain relinquished state highways and enhanced landscaping installed as part of Rt 238 Corridor Improvement Project .				X	X	
4. Complete construction of Water Pollution Control Facility Improvements Phase II Project.				X		

Public Works Department FY2012 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
5. Implement a commercial solid waste roll-off survey project to survey a total of 200 roll-offs (including 100 in FY 11) to determine if they should be routed to recycling or composting facilities.		X		X		
6. Construct the recycled water distribution pipeline to serve the area within a mile of the wastewater treatment plan to distribute 500,000 gallons of recycled water.				X		
7. Construct the Utility Center renovation and Training Center addition.				X		
8. Construct the rehabilitation of the 16" water transmission main rehab between the Highland 250 and 500 reservoirs.				X		
9. If proven feasible, begin year 1 of 3 year program to convert to Smart Water Meters citywide.				X	X	
10. Implement the chosen technology to replace the WPCF aging co-generation system to a modern, efficient, and clean & green system.		X		X		

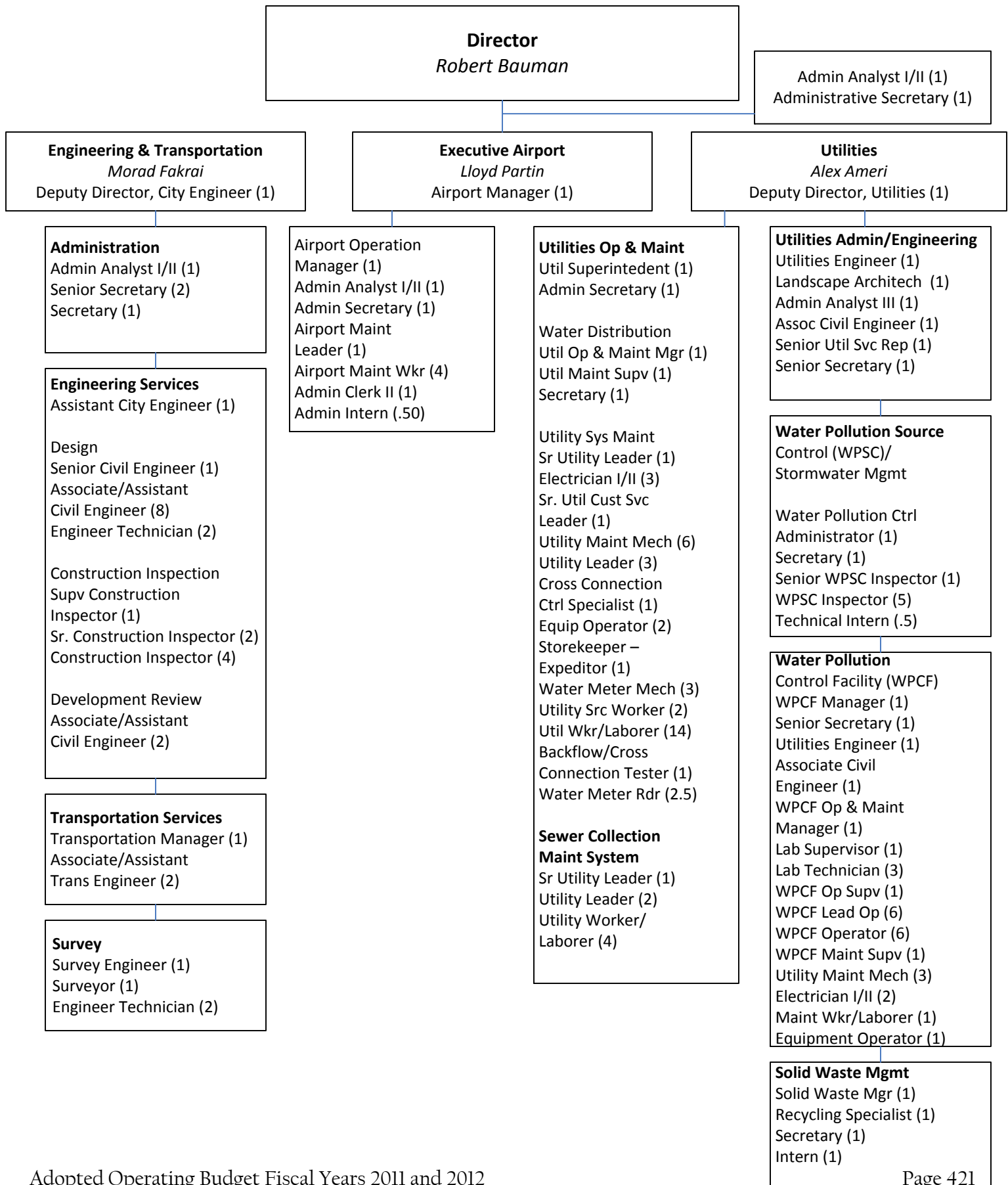
Public Works Department FY2012 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land Use/ Sustainability	Fiscal Stability	Organizational Health
11. Complete Water System Master Plan Update.				X		
12. Complete sewer collection system flow monitoring and Master Plan Update.				X		
13. Complete WPCF Master Plan update.				X		
14. Design and Construct new administrative offices and terminal building for Hayward Executive Airport.				X		

FY2012 Core Service Objectives

1. Rehabilitate and Remodel the WPCF Administration Building.
2. Modify treatment process to allow for construction of west trickling filter replacement.
3. Work with California Air National Guard and Department of Air Force to achieve environmental closure and turnover of CANG property.
4. Seek FAA AIP assistance for construction of Taxiway "Z." Submittal of grant application for design changes and construction of associated improvements.
5. Complete water and sewer data conversion and migration to GIS format.
6. Prepare for consideration and action by Council an ordinance barring the use of plastic and other single-use bags in large stores.

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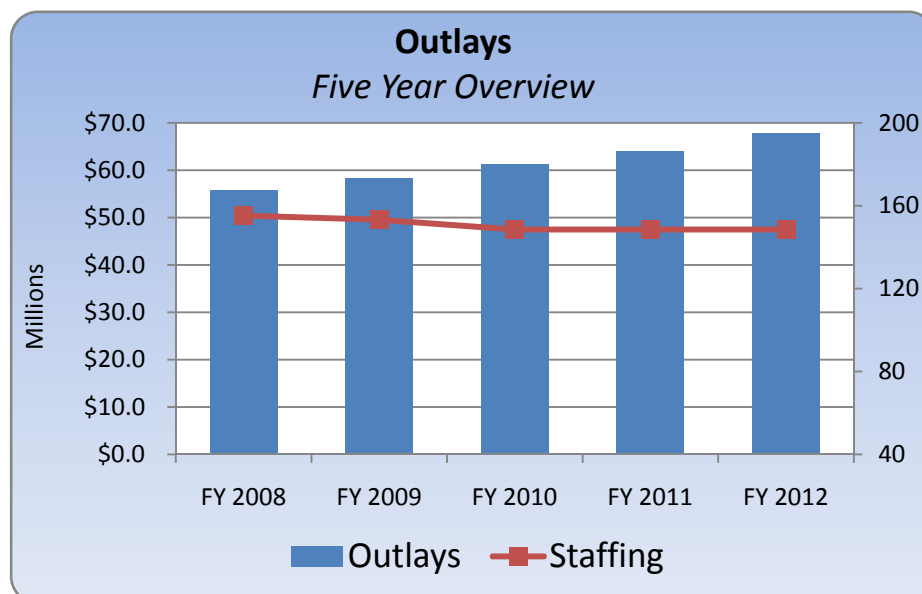
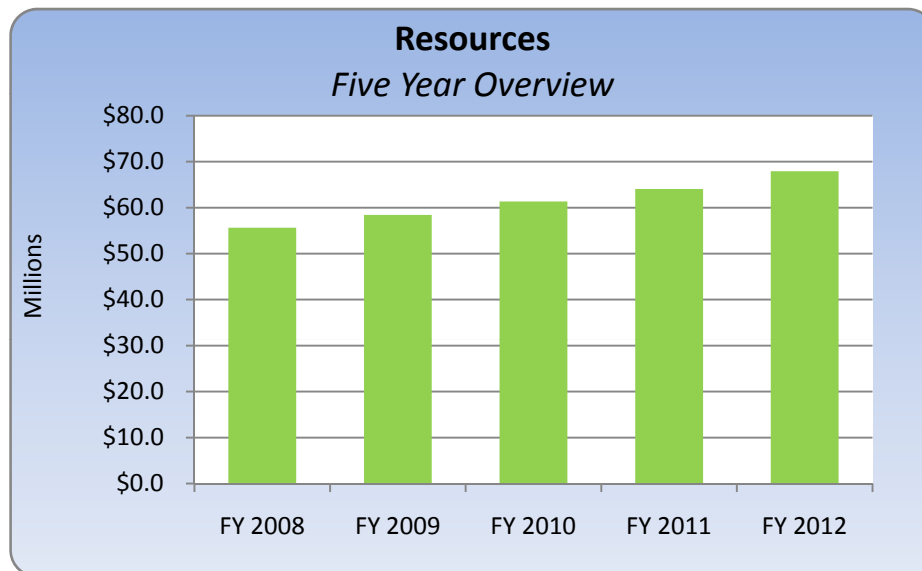
Public Works



Public Works Department Resources and Outlays

All Funds Summary

Resources, Outlays, and Staffing Over Last Five Years



Public Works Department Overview

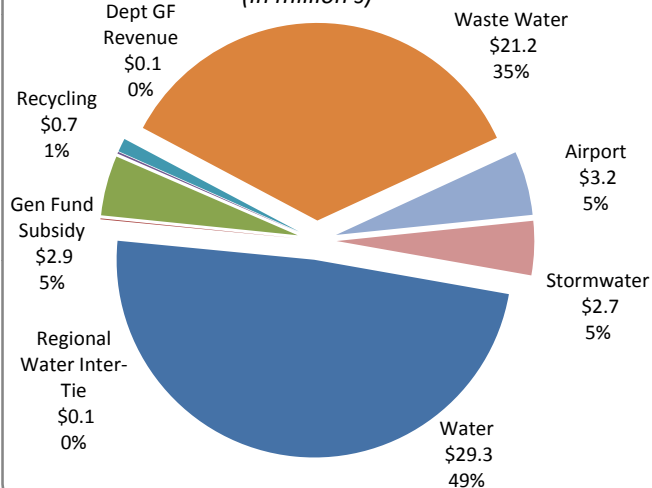
FY 2011

Outlays \$64.1 million, Staffing 148.5 FTE

FY 2011

Resources By Type

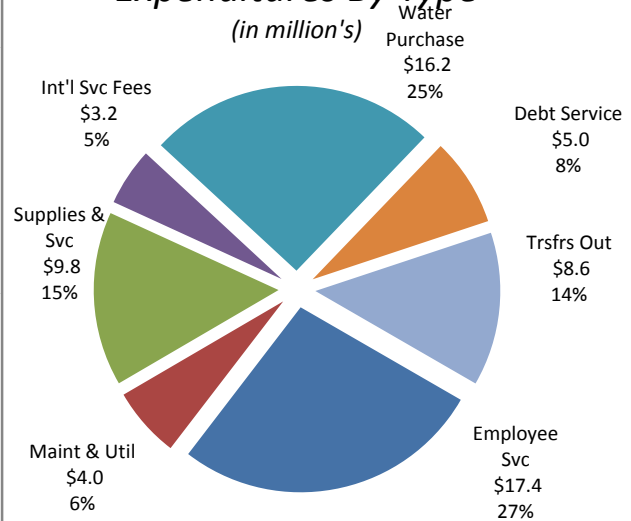
(in million's)



FY 2011

Expenditures By Type

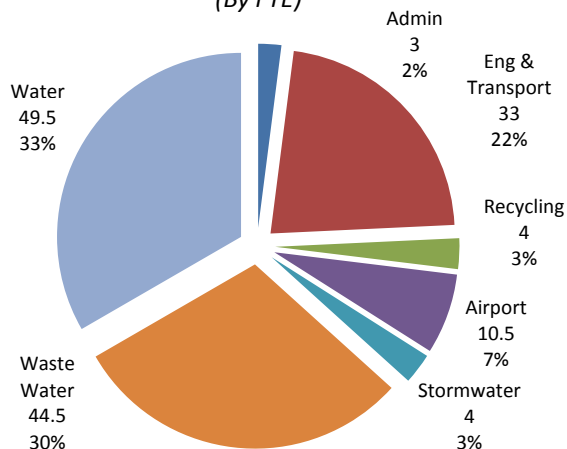
(in million's)



FY 2011

Staffing By Program

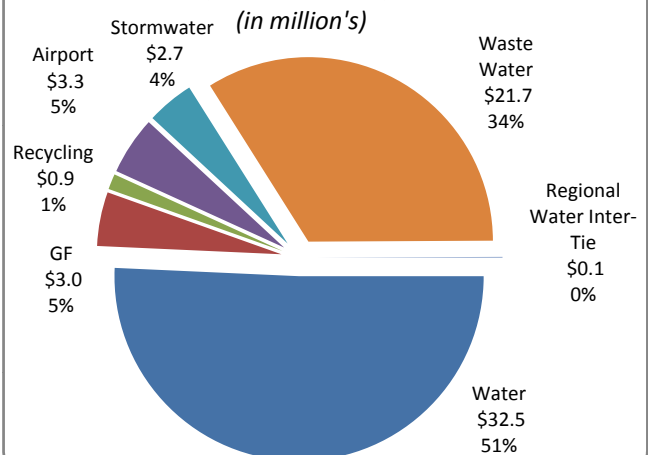
(By FTE)



FY 2011

Budget By Program

(in million's)



Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
Public Works Department					
ALL FUNDS SUMMARY					
Director Of Public Works	1	1	1	1	1
Deputy Director Of Public Works	2	2	2	2	2
Utilities Superintendent	1	1	1	1	1
Assistant City Engineer	0	1	1	1	1
Airport Manager	1	1	1	1	1
Water Pollution Control Facility (WPCF) Manager	1	1	1	1	1
Design & Construction Services Manager	1	0	0	0	0
Landscape Architect	0	0	1	1	1
Transportation Manager	1	1	1	1	1
Utilities Operations & Maintenance Manager	1	1	1	1	1
WPCF Operations & Maintenance Manager	1	1	1	1	1
Utilities Engineer	2	2	2	2	2
Senior Civil Engineer	0	1	1	1	1
Supervising Construction Inspector	1	1	1	1	1
Survey Engineer	1	1	1	1	1
Senior Transportation Planner	1	1	0	0	0
Airport Operations Manager	1	1	1	1	1
Utilities Maintenance Supervisor	1	1	1	1	1
WPCF Maintenance Supervisor	1	1	1	1	1
WPCF Operations Supervisor	1	1	1	1	1
Lab Supervisor	1	1	1	1	1
Water Pollution Control Admin	1	1	1	1	1
Assoc Civil Engineer/Assist Civil Engineer	11	11	11	11	11
Assoc Transportation Engineer	2	2	2	2	2
Administrative Analyst III	1	1	1	1	1
Solid Waste Manager	1	1	1	1	1
Associate Transportation Planner	1	1	0	0	0
Senior Construction Inspector ¹	0	0	0	2	2
Administrative Analyst II/I	4	3	3	3	3
Electrician II	5	5	5	5	5
Assistant Transportation Engineer	1	1	1	1	1
Senior Water Pollution Source Control Inspector	1	1	1	1	1
Real Property Associate	1	1	0	0	0
Surveyor	2	1	1	1	1
Senior Utility Leader	2	2	2	2	2
Water Pollution Source Control Inspector	5	5	5	5	5
Construction Inspector ¹	8	6	6	4	4
WPCF Lead Operator	6	6	6	6	6
Senior Utility Customer Service Leader	1	1	1	1	1

Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.					
Senior Utility Service Rep.	1	1	1	1	1
Recycling Specialist	1	1	1	1	1
Utilities Maintenance Mechanic	9	9	9	9	9
Laboratory Technician	3	3	3	3	3
WPCF Operator	6	6	6	6	6
Engineering Technician	6	6	4	4	4
Utility Leader	5	5	5	5	5
Administrative Secretary	3	3	3	3	3
Airport Maintenance Leader	1	1	1	1	1
Cross Connection Control Specialist	1	1	1	1	1
Water Meter Mechanic	3	3	3	3	3
Equipment Operator	2	3	3	3	3
Utilities Service Worker	2	2	2	2	2
Utility Worker	18	18	18	18	18
Senior Secretary	4	4	4	4	4
Airport Maintenance Worker ²	3	3	3	4	4
Maintenance Worker	2	1	1	1	1
Storekeeper - Expediter	1	1	1	1	1
Backflow/Cross Connection Tester	1	1	1	1	1
Water Meter Reader	2.5	2.5	2.5	2.5	2.5
Secretary	4	4	5	5	5
Administrative Clerk II	2	2	0	0	0
Airport Attendant ²	1	1	1	0	0
Administrative Intern	1.25	1.25	1.5	1.5	1.5
Technical Intern	0.5	0.5	0.5	0.5	0.5
	156.25	153.25	148.5	148.5	148.5

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. Reclassification - 2.0 FTE Construction Inspector to 2.0 FTE Senior Construction Inspector.
2. Reclassification - 1.0 FTE Airport Attendant to 1.0 FTE Airport Maintenance Worker.

Department Summary

All Funds Summary - By Category

Public Works Department

All Funds

All Funds Summary - By Category

Funding:

General Fund, Special Revenue, and Enterprise funds.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue and Transfers In from Other Funds					
General Fund Revenue	186,647	126,405	136,600	88,138	88,898
Recycling Program	1,111,850	798,683	801,000	662,500	672,500
Airport Maint & Operation	3,197,692	3,188,126	3,121,229	3,153,125	3,646,978
Stormwater Maint & Operation	2,751,026	2,841,676	2,674,000	2,652,000	2,669,000
Waste Water Maint & Operation	19,742,277	20,054,307	20,101,347	21,232,710	21,932,520
Water Maint & Operation	26,809,733	28,191,096	29,140,648	29,294,287	32,364,371
Regional Water Inter-Tie	(39)	91,143	47,000	50,000	50,000
	53,799,186	55,291,436	56,021,824	57,132,760	61,424,267
(Contribution)/Use of Fund Balance					
Recycling Program	(282,692)	2,225,501	1,469,308	201,116	213,112
Airport Maint & Operation	59,735	(170,496)	(189,243)	113,482	148,676
Stormwater Maint & Operation	(507,391)	(838,889)	(97,564)	5,950	32,647
Waste Water Maint & Operation	95,460	(1,113,731)	247,250	473,846	1,104,904
Water Maint & Operation	(486,983)	451,152	1,025,446	3,204,270	2,155,108
Regional Water Inter-Tie	816	(59,836)	16,354	-	-
	(1,121,055)	493,701	2,471,551	3,998,664	3,654,447
Fund Subsidy					
General Fund Subsidy	2,976,294	2,640,061	2,866,803	2,945,939	2,832,856
Total Resources	55,654,425	58,425,198	61,360,178	64,077,363	67,911,570
OUTLAYS					
Expenditures By Expense Category					
Salary & Benefits	17,674,701	17,285,480	18,897,634	19,619,846	20,180,101
Charges (to)/from other programs	(2,517,476)	(2,902,884)	(2,167,740)	(2,263,945)	(2,426,546)
<i>Net Staffing Expense</i>	15,157,225	14,382,596	16,729,894	17,355,901	17,753,555
Maintenance & Utilities	3,156,362	3,234,138	3,671,645	3,958,127	3,980,101
Supplies & Services	8,195,941	9,219,381	10,891,743	9,765,627	10,090,938
Internal Service Fees	1,211,944	2,334,547	2,556,990	3,235,311	3,136,296
Water Purchases	12,528,913	14,045,747	14,800,000	16,200,000	17,800,000
Debt Service	2,806,975	3,104,225	4,962,061	4,953,474	4,959,338
Capital	134,411	140,938	-	-	-
<i>Net Operating Expense</i>	28,034,546	32,078,976	36,882,439	38,112,539	39,966,673
Transfers Out to Other Funds	12,462,654	11,963,626	7,747,845	8,608,923	10,191,342
Total Outlays	55,654,425	58,425,198	61,360,178	64,077,363	67,911,570
Net Change	-	-	-	-	-

Department Summary

All Funds Summary - By Program

Public Works Department

All Funds

All Funds Summary - By Program

Funding:

General Fund, Special Revenue, and Enterprise funds.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue and Transfers in from Other Funds					
General Fund Revenue	186,647	126,405	136,600	88,138	88,898
Recycling Program	1,111,850	798,683	801,000	662,500	672,500
Hayward Executive Airport	3,197,692	3,188,126	3,121,229	3,153,125	3,646,978
Stormwater	2,751,026	2,841,676	2,674,000	2,652,000	2,669,000
Wastewater	19,742,277	20,054,307	20,101,347	21,232,710	21,932,520
Water	26,809,733	28,191,096	29,140,648	29,294,287	32,364,371
Regional Water Inter-Tie	(39)	91,143	47,000	50,000	50,000
	53,799,186	55,291,436	56,021,824	57,132,760	61,424,267
(Contribution)/Use of Fund Balance					
Recycling Program	(282,692)	2,225,501	1,469,308	201,116	213,112
Hayward Executive Airport	59,735	(170,496)	(189,243)	113,482	148,676
Stormwater	(507,391)	(838,889)	(97,564)	5,950	32,647
Wastewater	95,460	(1,113,731)	247,250	473,846	1,104,904
Water	(486,983)	451,152	1,025,446	3,204,270	2,155,108
Regional Water Inter-Tie	816	(59,836)	16,354	-	-
	(1,121,055)	493,701	2,471,551	3,998,664	3,654,447
Fund Subsidy					
General Fund Subsidy	2,976,294	2,640,061	2,866,803	2,945,939	2,832,856
Total Resources	55,654,425	58,425,198	61,360,178	64,077,363	67,911,570
OUTLAYS					
Expenditures and Transfer Out to Other Funds By Program					
General Fund	3,162,941	2,766,466	3,003,403	3,034,077	2,921,754
Recycling	829,158	3,024,184	2,270,308	863,616	885,612
Executive Airport	3,257,427	3,017,630	2,931,986	3,266,607	3,795,654
Stormwater	2,243,635	2,002,787	2,576,436	2,657,950	2,701,647
Wastewater	19,837,737	18,940,576	20,348,597	21,706,556	23,037,424
Water	26,322,750	28,642,248	30,166,094	32,498,557	34,519,479
Regional Water Inter-Tie	777	31,307	63,354	50,000	50,000
Total Outlays	55,654,425	58,425,198	61,360,178	64,077,363	67,911,570
Net Change	-	-	-	-	-

Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
Public Works Department					
General Fund (100)					
Director Of Public Works	1	1	1	1	1
Deputy Director Of Public Works	1	1	1	1	1
Assistant City Engineer	0	1	1	1	1
Design & Construction Services Mgr	1	0	0	0	0
Transportation Manager	1	1	1	1	1
Senior Civil Engineer	0	1	1	1	1
Supervising Construction Inspector	1	1	1	1	1
Survey Engineer	1	1	1	1	1
Senior Transportation Planner	1	1	0	0	0
Assoc Civil Engineer/Assist Civil Engineer	9	9	9	9	9
Assoc Transportation Engineer	2	2	2	2	2
Associate Transportation Planner	1	1	0	0	0
Senior Construction Inspector ¹	0	0	0	2	2
Administrative Analyst II/I	2	2	2	2	2
Assistant Transportation Engineer	1	1	1	1	1
Real Property Associate	1	1	0	0	0
Surveyor	2	1	1	1	1
Construction Inspector ¹	8	6	6	4	4
Engineering Technician	6	6	4	4	4
Administrative Secretary	1	1	1	1	1
Senior Secretary	2	2	2	2	2
Secretary	1	1	1	1	1
Administrative Clerk II	1	1	0	0	0
Administrative Intern	0.75	0.75	0	0	0
	44.75	42.75	36	36	36

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. Reclassification - 2.0 FTE Construction Inspector to 2.0 FTE Senior Construction Inspector.

Department Summary
Department: 100-2000

Public Works Department
General Fund

General Fund Summary

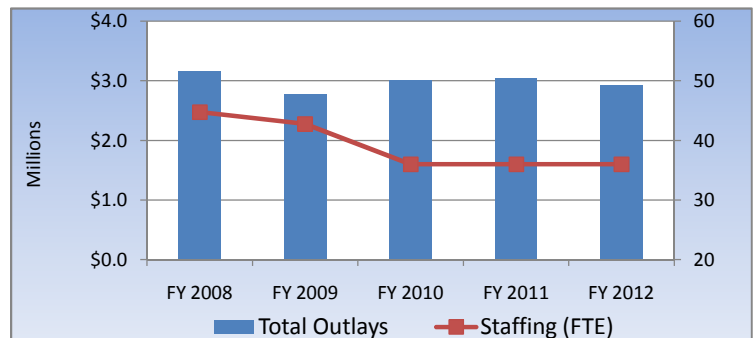
Description:

Administration, Engineering & Transportation, and Solid Waste.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
Fees & Service Charges	32,856	27,286	23,500	24,205	24,931
Other Revenue	11,821	5,903	12,000	4,800	4,800
Interest & Rents	72,530	71,105	71,100	29,133	29,167
Intergovernmental	69,440	22,111	30,000	30,000	30,000
Total Resources	186,647	126,405	136,600	88,138	88,898
OUTLAYS					
Expenditures					
Salary & Benefits	4,732,780	4,479,970	4,460,072	4,673,603	4,773,739
Charges (to)/from other programs	(2,808,040)	(3,462,089)	(3,235,732)	(3,512,624)	(3,711,417)
<i>Net Staffing Expense</i>	1,924,740	1,017,881	1,224,340	1,160,979	1,062,322
Maintenance & Utilities	1,118,916	1,141,199	1,102,181	1,195,473	1,195,473
Supplies & Services	37,852	29,112	74,973	83,007	83,007
Internal Service Fees	81,433	578,274	601,909	594,618	580,952
Capital	-	-	-	-	-
<i>Net Operating Expense</i>	1,238,201	1,748,585	1,779,063	1,873,098	1,859,432
Total Outlays	3,162,941	2,766,466	3,003,403	3,034,077	2,921,754
General Fund Subsidy	2,976,294	2,640,061	2,866,803	2,945,939	2,832,856

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: Reclass
FY 2011 Outlays Change: \$30,674



Program Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
Public Works Department - Public Works Administration Program					
General Fund (100)					
Director Of Public Works	1	1	1	1	1
Administrative Analyst II/I	1	1	1	1	1
Administrative Secretary	1	1	1	1	1
Administrative Intern	0.75	0.75	0	0	0
	3.75	3.75	3	3	3

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. None.

Program Summary

Program: 100-2011

Public Works Department

General Fund

Administration

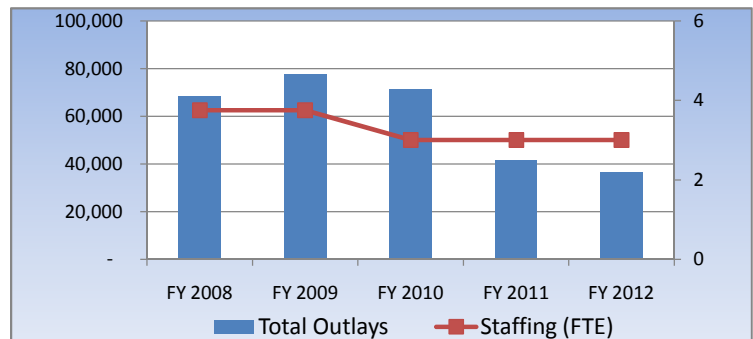
Description:

Department administration.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
None	-	-	-	-	-
Total Resources	-	-	-	-	-
OUTLAYS					
Expenditures					
Salary & Benefits	450,007	523,268	422,994	428,660	436,830
Charges (to)/from other programs	(388,012)	(491,741)	(403,646)	(442,356)	(455,629)
<i>Net Staffing Expense</i>	61,995	31,527	19,348	(13,696)	(18,799)
Maintenance & Utilities	662	1,576	1,707	1,174	1,174
Supplies & Services	5,740	5,279	8,128	11,405	11,405
Internal Service Fees	-	39,218	42,084	42,663	42,570
Capital	-	-	-	-	-
<i>Net Operating Expense</i>	6,402	46,073	51,919	55,242	55,149
Total Outlays	68,397	77,600	71,267	41,546	36,350
General Fund Subsidy	68,397	77,600	71,267	41,546	36,350
<u>FY 2011 Major Budget Items:</u> 1. \$442,356 credit for staffing expense charged to other programs. <u>FY 2011 Significant Budget Changes:</u> 1. None.					

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: None.
FY 2011 Outlays Change: (\$29,721)



Division Staffing Summary (FY 2008 - 2012)

	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
Public Works Department - Engineering & Transportation Division					
General Fund (100)					
Deputy Director Of Public Works	1	1	1	1	1
Assistant City Engineer	0	1	1	1	1
Design & Construction Services Manager	1	0	0	0	0
Transportation Manager	1	1	1	1	1
Senior Civil Engineer	0	1	1	1	1
Supervising Construction Inspector	1	1	1	1	1
Survey Engineer	1	1	1	1	1
Senior Transportation Planner	1	1	0	0	0
Assoc Civil Engineer/Assist Civil Engineer	9	9	9	9	9
Assoc Transportation Engineer	2	2	2	2	2
Associate Transportation Planner	1	1	0	0	0
Senior Construction Inspector ¹	0	0	0	2	2
Administrative Analyst II	1	1	1	1	1
Assistant Transportation Engineer	1	1	1	1	1
Real Property Associate	1	1	0	0	0
Surveyor	2	1	1	1	1
Construction Inspector ¹	8	6	6	4	4
Engineering Technician	6	6	4	4	4
Senior Secretary	2	2	2	2	2
Secretary	1	1	1	1	1
Administrative Clerk II	1	1	0	0	0
	41	39	33	33	33

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. Reclassification - 1.0 FTE Construction Inspector to 1.0 FTE Senior Construction Inspector.

Division Summary

Division: 100 - 2100

Public Works Department

General Fund

Engineering & Transportation

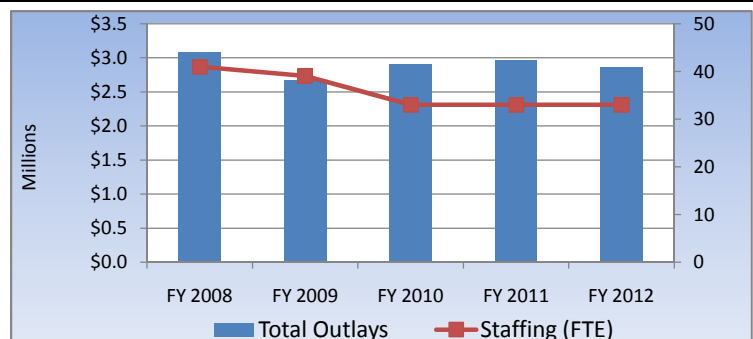
Description:

Eng & Transportation Svc; Plan Checking, Survey and Mapping, Construction Inspection, Design, Transportation Planning & Op, and Street Lighting.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
Interest & Rents	32,856	27,286	23,500	24,205	24,931
Intergovernmental	11,821	5,903	12,000	4,800	4,800
Fees & Service Charges	72,530	71,105	71,100	29,133	29,167
Other Revenue	69,440	22,111	30,000	30,000	30,000
Total Resources	186,647	126,405	136,600	88,138	88,898
OUTLAYS					
Expenditures					
Salary & Benefits	4,282,773	3,956,702	4,037,078	4,244,943	4,336,909
Charges (to)/from other programs	(2,439,612)	(2,992,624)	(2,857,227)	(3,096,413)	(3,282,717)
<i>Net Staffing Expense</i>	1,843,161	964,078	1,179,851	1,148,530	1,054,192
Maintenance & Utilities	1,117,908	1,139,122	1,099,974	1,194,299	1,194,299
Supplies & Services	30,907	23,814	62,982	67,239	67,239
Internal Service Fees	81,433	539,056	559,825	551,955	538,382
Capital	-	-	-	-	-
<i>Net Operating Expense</i>	1,230,248	1,701,992	1,722,781	1,813,493	1,799,920
Total Outlays	3,073,409	2,666,070	2,902,632	2,962,023	2,854,112
General Fund Subsidy	2,886,762	2,539,665	2,766,032	2,873,885	2,765,214
FY 2011 Major Budget Items:	FY 2011 Significant Budget Changes:				
1. 73% of staffing is charged to other programs.	1. Reclassified two Construction Inspectors to Senior Construction Inspectors.				
2. \$741,400 for traffic signal & street light energy.					
3. \$443,000 for traffic signal & street light maintenance.					

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: Reclass
FY 2011 Outlays Change: \$59,391



Program Summary

Program: 100 - 4632

Public Works Department

General Fund

Solid Waste Program

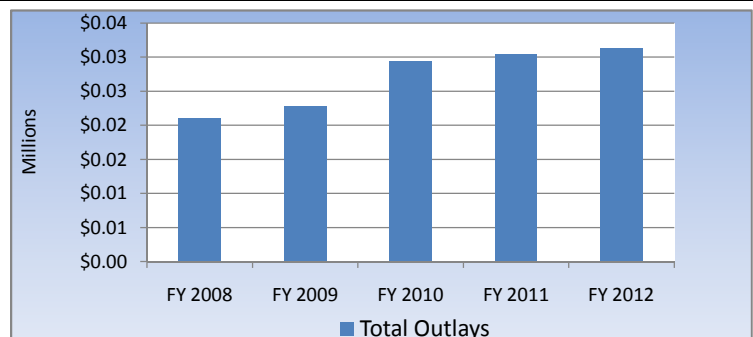
Description:

Oversee the City's contract with Waste Management of Alameda County.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
RESOURCES					
Revenue					
None	-	-	-	-	-
Total Resources	-	-	-	-	-
OUTLAYS					
Expenditures					
Salary & Benefits	-	-	-	-	-
Charges (to)/from other programs	19,584	22,276	25,141	26,145	26,929
<i>Net Staffing Expense</i>	19,584	22,276	25,141	26,145	26,929
Maintenance & Utilities	346	501	500	-	-
Supplies & Services	1,205	19	3,863	4,363	4,363
Internal Service Fees	-	-	-	-	-
Capital	-	-	-	-	-
<i>Net Operating Expense</i>	1,551	520	4,363	4,363	4,363
Total Outlays	21,135	22,796	29,504	30,508	31,292
General Fund Subsidy	21,135	22,796	29,504	30,508	31,292
FY 2011 Major Budget Items: 1. \$26,145 staff time charged here from Recycling fund.					
FY 2011 Significant Budget Changes: 1. None.					

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: N/A
FY 2011 Outlays Change: \$1,004



Program Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
Public Works Department - Recycling/Solid Waste Program					
Recycling Fund (215)					
Solid Waste Manager	1	1	1	1	1
Recycling Specialist	1	1	1	1	1
Secretary	1	1	1	1	1
Administrative Intern	0	0	1	1	1
	3	3	4	4	4

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. None.

Fund Summary

Fund: 213, 214, 215, 216

Public Works Department

Special Revenue Fund

Recycling Program

Description:

City's Recycling Program.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Beginning Working Capital Balance					
July 1	4,225,851	4,508,543	2,283,042	813,734	612,618
RESOURCES					
Revenue					
Interest & Rents	208,028	83,331	33,500	20,000	20,000
Intergovernmental	901,307	710,932	765,000	640,000	650,000
Other Revenue	2,515	4,420	2,500	2,500	2,500
<i>Total Revenue</i>	1,111,850	798,683	801,000	662,500	672,500
Fund Transfers In - None	-	-	-	-	-
Total Resources	1,111,850	798,683	801,000	662,500	672,500
OUTLAYS					
Expenditures					
Salary & Benefits	265,903	231,241	354,353	359,939	372,615
Charges (to)/from other programs	131,635	138,505	120,249	65,995	67,677
<i>Net Staffing Expense</i>	397,538	369,746	474,602	425,934	440,292
Maintenance & Utilities	-	68	4,098	4,098	4,098
Supplies & Services	380,024	803,440	1,717,240	321,663	326,663
Internal Service Fees	-	27,619	29,073	29,504	29,431
Capital	-	-	-	-	-
<i>Net Operating Expense</i>	380,024	831,127	1,750,411	355,265	360,192

Fund Summary

Fund: 213, 214, 215, 216

Public Works Department

Special Revenue Fund

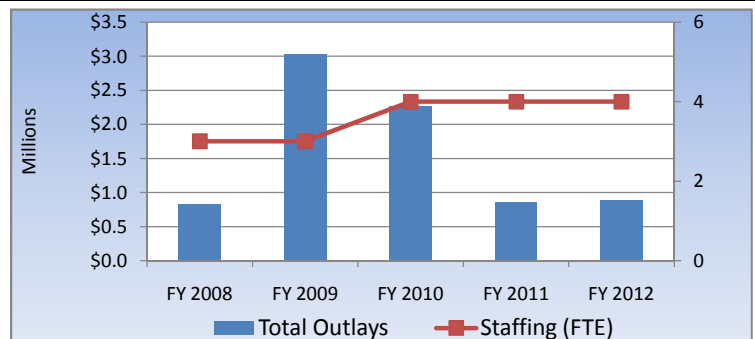
Recycling Program

Continued

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Fund Transfers Out to					
Cost Allocation to General Fund	46,350	60,000	37,726	70,460	72,573
General Fund	-	1,757,176	-	-	-
Liability Insurance Premium	5,246	6,135	7,569	11,957	12,555
<i>Total Transfers Out</i>	51,596	1,823,311	45,295	82,417	85,128
Total Outlays	829,158	3,024,184	2,270,308	863,616	885,612
Net Change	282,692	(2,225,501)	(1,469,308)	(201,116)	(213,112)
Ending Working Capital Balance JUNE 30	4,508,543	2,283,042	813,734	612,618	399,506
FY 2011 Major Budget Items: 1. \$125,000 reduction in Measure D revenue.					
FY 2011 Significant Budget Changes: 1. \$1,080,000 reduction contract services in FY 2011 to preserve Measure D fund balance. 2. Elimination of \$315,000 "Food Waste Processing" payment to WMAC.					

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: None.
FY 2011 Outlays Change: (\$1,406,692)



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Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
Public Works Department					
Airport Fund (631)					
Airport Manager	1	1	1	1	1
Airport Operations Manager	1	1	1	1	1
Administrative Analyst II/I	1	1	1	1	1
Administrative Secretary	1	1	1	1	1
Airport Maintenance Leader	1	1	1	1	1
Airport Maintenance Worker ¹	3	3	3	4	4
Secretary	0	0	1	1	1
Administrative Clerk II	1	1	0	0	0
Airport Attendant ¹	1	1	1	0	0
Administrative Intern	0.5	0.5	0.5	0.5	0.5
	10.5	10.5	10.5	10.5	10.5

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. Reclassification - 1.0 FTE Airport Attendant to 1.0 FTE Airport Maintenance Worker.

Fund Summary

Fund: 631, 633

Public Works Department

Enterprise Fund

Hayward Executive Airport

Description:

Operation and maintenance of Hayward Executive Airport.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Beginning Working Capital Balance					
July 1	10,777,825	10,718,090	10,888,586	11,077,829	10,964,347
RESOURCES					
Revenue					
Interest & Rents	582,650	398,903	336,203	275,003	380,003
Land Rent	1,272,039	1,409,848	1,400,579	1,400,554	1,409,707
Hanger Rent	963,287	996,660	1,027,047	1,051,118	1,212,568
Fees & Service Charges	5,330	4,795	5,400	45,450	246,250
Other Revenue	374,386	377,920	352,000	381,000	398,450
<i>Total Revenue</i>	3,197,692	3,188,126	3,121,229	3,153,125	3,646,978
Total Resources	3,197,692	3,188,126	3,121,229	3,153,125	3,646,978
OUTLAYS					
Expenditures					
Salary & Benefits	859,322	940,249	1,048,303	1,136,424	1,168,605
Charges (to)/from other programs	91,737	68,980	110,251	114,478	117,913
<i>Net Staffing Expense</i>	951,059	1,009,229	1,158,554	1,250,902	1,286,518
Maintenance & Utilities	199,222	167,502	195,583	239,374	240,848
Supplies & Services	317,033	430,435	370,875	442,254	437,384
Internal Service Fees	72,153	169,965	192,129	267,805	257,036
Capital	-	139,503	-	-	-
Project Expenditure	131,898	-	-	-	-
<i>Net Operating Expense</i>	720,306	907,405	758,587	949,433	935,268

Fund Summary

631, 633

Public Works Department

Enterprise Fund

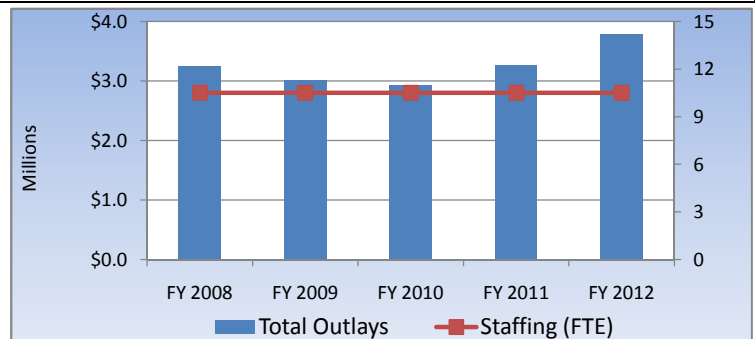
Hayward Executive Airport

Continued:

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Fund Transfers Out to					
Cost Allocation to General Fund	190,962	163,106	65,686	110,855	114,181
General Fund - Property Tax	550,000	-	-	-	-
Liability Insurance Premium	52,464	43,371	53,340	63,398	66,568
Water Maint Fund for DS	192,636	194,519	195,819	192,019	193,119
Airport Capital Fund	600,000	700,000	700,000	700,000	1,200,000
<i>Total Transfers Out</i>	1,586,062	1,100,996	1,014,845	1,066,272	1,573,868
Total Outlays	3,257,427	3,017,630	2,931,986	3,266,607	3,795,654
Net Change	(59,735)	170,496	189,243	(113,482)	(148,676)
Ending Working Capital Balance JUNE 30	10,718,090	10,888,586	11,077,829	10,964,347	10,815,671
FY 2011 Major Budget Items: 1. \$114,478 in staff time from other programs. 2. \$108,416 for utilities. 3. \$49,157 for landscaping maintenance.					
FY 2011 Significant Budget Changes: 1. \$71,433 for vehicle replacement contribution. 2. Reclass 1.0 FTE Airport Attendant to Airport Maintenance Worker.					

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: Reclass
FY 2011 Outlays Change: \$334,621



Airport Fund Debt Service

2001 Water System Improvement Project

In October 2001, the City issued \$5 million in Certificates of Participation to finance construction of the Hesperian Booster Pump Station. The 2001 COPs bear interest at 2% to 4.75% . The Airport received a loan from the water fund and is responsible for a portion of the debt.

FY2011 – Airport Department						
Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2010	FY2011 Prin. & Int. Requirement
2001 Water Improvement	10/24/01	10/01/26	3%-4.75%	\$2,890,000	\$2,200,000	\$192,019
Total				\$2,890,000	\$2,200,000	\$192,019

FY2012 – Airport Department						
Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2010	FY2011 Prin. & Int. Requirement
2001 Water Improvement	10/24/01	10/01/26	3%-4.75%	\$2,890,000	\$2,105,000	\$193,119
Total				\$2,890,000	\$2,105,000	\$193,119

Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.					
Public Works Department					
Stormwater Fund (602)					
Water Pollution Control Admin	1	1	1	1	1
Administrative Analyst II	1	0	0	0	0
Water Pollution Control Source Inspector	2	2	2	2	2
Secretary	1	1	1	1	1
	5	4	4	4	4
<u>Staffing Changes from Adopted FY 2010 to Adopted FY 2011:</u>					
1. None.					
Maintenance Services Department - Street Maintenance Division					
Stormwater Fund (602)					
Lead Sweeper Equipment Operator ¹	0	0	0	1	1
Sweeper Equipment Operator ^{1,2}	5	5	5	3	3
	2	2	2	2	2
	7	7	7	6	6

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. Reclassification - 1.0 FTE Sweeper Equipment Operator to 1.0 FTE Lead Sweeper Equipment Operator.
2. Decrease 1.0 FTE Sweeper Equipment Operator.

Fund Summary

Fund: 601, 602

Public Works Department

Enterprise Fund

Stormwater

Description:

City's water pollution source control/storm water management programs.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Beginning Working Capital Balance					
July 1	409,271	916,662	1,755,551	1,853,115	1,847,165
RESOURCES					
Revenue					
Stormwater Inspection Fees	20,494	23,812	16,000	16,000	16,000
Stormwater Fees	1,883,566	1,978,661	1,880,000	1,900,000	1,900,000
Street Cleaning Fees	806,753	789,442	760,000	694,000	700,000
Interest	24,998	32,977	17,000	41,000	52,000
Vehicle Maint. & Op. Rate	11,292	3,193	-	-	-
Other Revenue	3,923	13,591	1,000	1,000	1,000
<i>Total Revenue</i>	2,751,026	2,841,676	2,674,000	2,652,000	2,669,000
Total Resources	2,751,026	2,841,676	2,674,000	2,652,000	2,669,000
OUTLAYS					
Expenditures					
Salary & Benefits	1,215,161	1,030,388	1,131,733	1,074,392	1,105,322
Charges (to)/from other programs	137,970	268,444	536,381	567,361	584,383
<i>Net Staffing Expense</i>	1,353,131	1,298,832	1,668,114	1,641,753	1,689,705
Maintenance & Utilities	31,048	8,331	30,931	30,931	30,931
Supplies & Services	324,752	312,388	499,298	494,798	494,798
Internal Service Fees	348,538	289,001	299,361	369,845	361,313
Capital	349	-	-	-	-
<i>Net Operating Expense</i>	704,687	609,720	829,590	895,574	887,042

Fund Summary

Fund: 601, 602

Public Works Department

Enterprise Fund

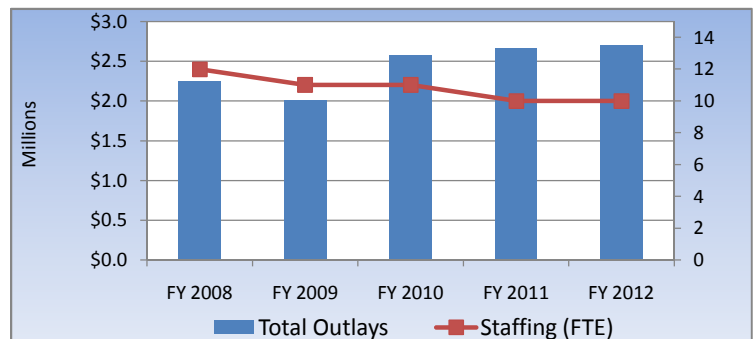
Stormwater

Continued

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Fund Transfers Out to					
Cost Allocation to General Fund	165,251	68,261	50,963	87,731	90,363
Liability Insurance Premium	20,566	25,974	27,769	32,892	34,537
Capital Trsfr for Stormwater Sys Imp.	-	-	-	-	-
<i>Total Transfers Out</i>	185,817	94,235	78,732	120,623	124,900
Total Outlays	2,243,635	2,002,787	2,576,436	2,657,950	2,701,647
Net Change	507,391	838,889	97,564	(5,950)	(32,647)
Ending Working Capital Balance JUNE 30	916,662	1,755,551	1,853,115	1,847,165	1,814,518
FY 2011 Major Budget Items: 1. \$567,361 staff time charged here from other programs. 2. \$286,433 Alameda Countywide Clean Water payment share.					
FY 2011 Significant Budget Changes: 1. Reduce 1.0 FTE Sweeper Equipment Operator, reclass 1.0 Sweeper Equip Operator to Lead Sweeper Equip Operator, from Maint Services. 2. \$84,650 for vehicle replacement contribution.					

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: -1.0 FTE, 1.0 FTE Reclass
FY 2011 Outlays Change: \$81,514



Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.					
Public Works Department					
Waste Water Fund (612)					
Water Pollution Control Facility (WPCF) Manager	1	1	1	1	1
WPCF Operations & Maintenance Manager	1	1	1	1	1
Utilities Engineer	1	1	1	1	1
WPCF Maintenance Supervisor	1	1	1	1	1
WPCF Operations Supervisor	1	1	1	1	1
Lab Supervisor	1	1	1	1	1
Assoc Civil Engineer	1	1	1	1	1
Electrician II	4	4	4	4	4
Senior Water Pollution Source Control Inspector	1	1	1	1	1
Senior Utility Leader	1	1	1	1	1
Water Pollution Source Control Inspector	3	3	3	3	3
WPCF Lead Operator	6	6	6	6	6
Utilities Maintenance Mechanic	4	4	4	4	4
Laboratory Technician	3	3	3	3	3
WPCF Operator	6	6	6	6	6
Utility Leader	2	2	2	2	2
Equipment Operator	0	1	1	1	1
Utility Worker	4	4	4	4	4
Senior Secretary	1	1	1	1	1
Maintenance Worker	2	1	1	1	1
Technical Intern	0.5	0.5	0.5	0.5	0.5
	44.5	44.5	44.5	44.5	44.5

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. None.

Wastewater Fund Debt Service

2001 ABAG Lease Revenue Bonds

In FY2002, the City issued \$7.5 million in principal for ABAG Lease Revenue Bonds, Series 2001-02, at rates of 3% to 5% of which the proceeds were used to finance the cost of acquiring equipment, building energy retrofitting, and to refund and retire various capital lease and certificate of participation obligations. This bond issue was divided up and is repayable by various funds including the General Fund, Facilities Internal Services Fund, Water Fund, and Wastewater Fund. The Wastewater Fund share of the debt is reflected in the table.

2007 Sewer Refunding Certificates of Participation (COPs)

The City's 2007 Sewer Refunding Certificates of Participation are due August 1, 2026 and bear interest at rates of 4.0% and 4.5% . The proceeds from the 2007 COPs were used to advance refund the remaining outstanding balance on the City's 1996 and 1998 Sewer System Improvement COPs.

State Water Resources Control Board

In June 2006, the City entered into a loan agreement with the State of California's State Water Resources Control Board for the purpose of financing the Wastewater Treatment Plant Phase I System Improvement Project. Under the terms of the contract, the City has agreed to repay \$54.5 million to the State in exchange for receiving \$45.5 million in proceeds used to fund the Project. The difference between the repayment obligation and proceeds received amounts to \$9 million and represents interest amortized over the life of the loan. The repayments of the loan are due from the Wastewater Fund annually and commenced September 30, 2009.

FY2011 – Sewer Department and Lease Purchase Agreements

Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2010	FY2011 Prin. & Int. Requirement incl. issuance
2002 ABAG-24 Refunding	12/01/01	12/01/12	5.0%	\$702,583	\$207,695	\$83,530
2007 Sewer Refunding	08/15/07	02/01/18	3.5%-4. %	\$9,880,000	\$7,195,000	\$1,257,457
SWCB Loan	08/01/06	06/30/28	0.0%	\$54,550,018	\$51,824,623	\$2,725,394
Total				\$65,132,601	\$59,227,318	\$4,066,381

FY2012 – Sewer Department and Lease Purchase Agreements

Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2011	FY2012 Prin. & Int. Requirement incl. issuance
2002 ABAG-24 Refunding	12/01/01	12/01/12	5.0%	\$702,583	\$141,995	\$84,262
2007 Sewer Refunding	08/15/07	02/01/18	3.5%-4%	\$9,880,000	\$6,255,000	\$1,263,382
SWCB Loan	08/01/06	06/30/28	0.0%	\$54,550,018	\$49,099,229	\$2,725,394
Total				\$65,132,601	\$55,496,224	\$4,073,038

Fund Summary

Fund: 611, 612

Public Works Department

Enterprise Fund

Wastewater

Description:

Maintain and operate facilities to collect, treat and dispose of waste water.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Beginning Working Capital Balance					
July 1	10,553,460	10,457,726	11,571,457	11,324,207	10,850,361
RESOURCES					
Revenue					
Sewer Service Charge	16,090,928	16,549,571	16,900,000	17,600,000	18,200,000
Sewer Connection Charge	2,527,264	2,255,933	1,000,000	1,500,000	1,500,000
EBDA Maint. By City	25,729	34,316	16,000	16,000	16,000
Other Fees	30,850	103,539	80,000	80,000	80,000
Interest	437,414	281,336	292,400	227,300	324,600
Other Revenue	155,938	331,662	-	-	-
Total Revenue	19,268,123	19,556,357	18,288,400	19,423,300	20,120,600
Fund Transfers In from					
DS Bag 2001	84,934	84,524	84,920	83,530	84,262
DS 96 Sewer Refunding	72,256	-	-	-	-
Capital Transfer from ST SYS		50,000			
Misc Trsfr WWTP Replacement	1,696	1,011	773	575	575
Misc. Transfer From CDF #1 Trustee	-	-	-	-	-
DS 07 Sewer Rev Refunding	315,268	362,415	363,504	362,608	364,386
DS CA SWRCB Loan/Sewer	-	-	1,363,750	1,362,697	1,362,697
Total Transfers In	474,154	497,950	1,812,947	1,809,410	1,811,920
Total Resources	19,742,277	20,054,307	20,101,347	21,232,710	21,932,520
OUTLAYS					
Expenditures					
Salary & Benefits	4,778,646	4,448,977	5,365,140	5,527,107	5,695,981
Charges (to)/from other programs	688,196	880,924	1,002,489	1,054,339	1,085,975
Net Staffing Expense	5,466,842	5,329,901	6,367,629	6,581,446	6,781,956
Maintenance & Utilities	958,349	1,009,898	1,385,418	1,551,418	1,571,918
Supplies & Services	3,684,705	3,945,427	4,285,826	4,393,813	4,493,994
Internal Service Fees	278,081	539,215	601,231	853,365	826,510
Debt Service	1,920,313	2,221,748	4,072,865	4,066,381	4,073,038
Capital	1,407	1,435	-	-	-
Net Operating Expense	6,842,855	7,717,723	10,345,340	10,864,977	10,965,460

Fund Summary

Fund: 611, 612

Public Works Department

Enterprise Fund

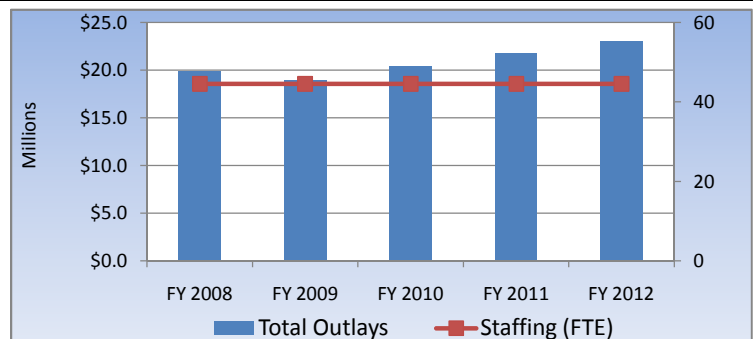
Wastewater

Continued

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Fund Transfers Out to					
Cost Allocation to General Fund	737,969	364,821	337,870	406,530	418,725
Liability Insurance Premium	209,857	241,522	297,758	353,603	371,283
Street System Improvement	50,000	-	-	-	-
Sewer Capital Reserves	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
WWTP Capital Reserves	3,000,000	2,000,000	1,000,000	1,000,000	2,000,000
Connection Fee to Sewer Imprvmnt	2,530,214	2,286,609	1,000,000	1,500,000	1,500,000
<i>Total Transfers Out</i>	7,528,040	5,892,952	3,635,628	4,260,133	5,290,008
Total Outlays	19,837,737	18,940,576	20,348,597	21,706,556	23,037,424
Net Change	(95,460)	1,113,731	(247,250)	(473,846)	(1,104,904)
Ending Working Capital Balance JUNE 30	10,457,726	11,571,457	11,324,207	10,850,361	9,745,457
FY 2011 Major Budget Items: 1. \$1,261,044 utility expense. 2. \$4,066,381 debt service.					
FY 2011 Significant Budget Changes: 1. \$240,147 vehicle replacement contribution.					

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: None.
FY 2011 Outlays Change: \$1,357,959



Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
Public Works Department					
Water Fund (621)					
Deputy Director Of Public Works	1	1	1	1	1
Utilities Superintendent	1	1	1	1	1
Landscape Architect	0	0	1	1	1
Utilities Operations & Maintenance Mgr	1	1	1	1	1
Utilities Engineer	1	1	1	1	1
Utilities Maintenance Supervisor	1	1	1	1	1
Assoc Civil Engineer	1	1	1	1	1
Administrative Analyst III	1	1	1	1	1
Electrician II	1	1	1	1	1
Senior Utility Leader	1	1	1	1	1
Senior Utility Customer Service Leader	1	1	1	1	1
Senior Utility Service Rep.	1	1	1	1	1
Utilities Maintenance Mechanic	5	5	5	5	5
Utility Leader	3	3	3	3	3
Administrative Secretary	1	1	1	1	1
Cross Connection Control Specialist	1	1	1	1	1
Water Meter Mechanic	3	3	3	3	3
Equipment Operator	2	2	2	2	2
Utilities Service Worker	2	2	2	2	2
Utility Worker	14	14	14	14	14
Senior Secretary	1	1	1	1	1
Storekeeper - Expediter	1	1	1	1	1
Backflow/Cross Connection Tester	1	1	1	1	1
Water Meter Reader	2.5	2.5	2.5	2.5	2.5
Secretary	1	1	1	1	1
	48.5	48.5	49.5	49.5	49.5
Finance Department					
Water Fund (621)					
Senior Accounting Technician	1	1	1	1	1
Senior Customer Account Clerk	2	2	2	2	2
Customer Account Clerk ¹	3.5	2.75	2.75	3.5	3.5
	6.5	5.75	5.75	6.5	6.5

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. New Position - .75 FTE Customer Account Clerk.

Water Fund Debt Service

1996 Hayward Public Financing Authority (HPFA)

In February 1996, the City issued \$6.4 million in Lease Revenue Refunding Bonds; Series 1996 to advance refund \$5.9 million of outstanding 1989 Lease Revenue Bonds. Improvements, initially financed with 1989 lease revenue bonds, and which have been completed include a Reservoir Telemetry Control System, installation of two emergency electrical generators used to pump water in the event of electrical failure, fuel tanks, and replacement of 16,600 feet of water mains. The 1996 bonds bear interest at 3% to 5.2% and are due serially each June 1. Bond payments are made with transfers from the Water Replacement and Water Improvement Funds in the Capital Improvement Program budget.

2001-02 ABAG Lease Revenue Bonds

In FY2002, the City issued \$7.5 million in principal for ABAG Lease Revenue Bonds, Series 2001-02, at rates of 3% to 5% of which the proceeds were used to finance the cost of acquiring equipment, building energy retrofitting, and to refund and retire various capital lease and certificate of participation obligations. This bond issue was divided up and is repayable by various funds. The share owed by the Water Fund is shown in the table.

2001 Water System Improvement Project

In October 2001, the City issued \$5 million in Certificates of Participation to finance construction of the Hesperian Booster Pump Station. The 2001 COPs bear interest at 2% to 4.75% .

2004 Water System Improvement Project

In January 2004, the City issued \$6.8 million in Certificates of Participation to the design and construction of a new booster pump station. The 2004 COPs are payable from net revenue from operations of the City's water system. The 2004 COPs bear interest serially of 2% to 4.375%.

FY2011 – Water Department and Lease Purchase Agreements						
Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2010	FY2011 Prin. & Int. Requirement incl. issuance
1996 HPFA Refunding	02/01/96	06/01/14	3%-5.2%	\$6,440,000	\$2,010,000	\$562,600
2002 ABAG-24 Refunding	12/01/01	12/01/12	5.0%	\$702,583	\$207,695	\$83,530
2001 Water Improvement	10/24/01	10/01/26	3%-4.75%	\$5,030,000	\$2,685,000	\$451,633
2004 Water Improvement	01/21/04	10/01/24	2%-4.375%	\$6,845,000	\$6,330,000	\$351,930
Total				\$19,017,583	\$11,232,695	\$1,449,693

FY2012 – Water Department and Lease Purchase Agreements						
Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2011	FY2012 Prin. & Int. Requirement incl. issuance
1996 HPFA Refunding	02/01/96	06/01/14	3%-5.2%	\$6,440,000	\$1,550,000	\$564,600
2002 ABAG-24 Refunding	12/01/01	12/01/12	5.0%	\$702,583	\$141,995	\$84,262
2001 Water Improvement	10/24/01	10/01/26	3%-4.75%	\$5,030,000	\$2,350,000	\$448,033
2004 Water Improvement	01/21/04	10/01/24	2%-4.375%	\$6,845,000	\$6,235,000	\$354,005
Total				\$19,017,583	\$10,276,995	\$1,450,900

Fund Summary

Public Works Department

Fund: 621

Enterprise Fund

Water

Description:

Activities associated with the purchase, transmission, and distribution of a high quality, reliable supply of water.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Beginning Working Capital Balance					
July 1	20,119,791	20,606,774	20,155,622	19,130,176	15,925,906
RESOURCES					
Revenue					
Water Sales	22,008,811	22,505,690	24,900,000	25,000,000	28,000,000
Water Service Charges	2,783,244	3,009,450	2,900,000	2,900,000	2,900,000
Installation Fees	297,315	974,280	250,000	250,000	250,000
Other Fees and Charges	132,396	522,823	200,000	200,000	200,000
Interest & Rents	995,679	656,210	350,000	408,140	477,000
Other Revenue	122,641	-	-	-	-
<i>Total Revenue</i>	26,340,086	27,668,453	28,600,000	28,758,140	31,827,000
Fund Transfers In from					
D/S ABAG 2001-02 (ABAG XXIV)	84,934	84,524	84,920	83,530	84,262
D/S 01 Water System Transfer	233,529	87,933	87,115	89,110	87,465
D/S 04 Water System Transfer	151,184	157,173	172,794	171,488	172,525
Misc. Transfer from Airport			195,819	192,019	193,119
Misc. Transfer from Water Improv Fund		193,013			
1.8 Payment Water Maint. To Op.	-	-	-	-	-
Misc. Transfer from CDF #1 Trustee	-	-	-	-	-
<i>Total Transfers In</i>	469,647	522,643	540,648	536,147	537,371
Total Resources	26,809,733	28,191,096	29,140,648	29,294,287	32,364,371
OUTLAYS					
Expenditures					
Salary & Benefits	5,822,889	6,154,655	6,538,033	6,848,381	7,063,839
Charges (to)/from other programs	(758,974)	(799,517)	(747,290)	(585,994)	(603,577)
<i>Net Staffing Expense</i>	5,063,915	5,355,138	5,790,743	6,262,387	6,460,262
Water Purchases	12,528,913	14,045,747	14,800,000	16,200,000	17,800,000
Maintenance & Utilities	848,050	881,574	943,434	926,833	926,833
Supplies & Services	3,451,575	3,694,707	3,936,089	4,022,592	4,247,592
Internal Service Fees	431,739	730,473	833,287	1,120,174	1,081,054
Debt Service	886,662	882,477	889,196	887,093	886,300
Capital	757	-	-	-	-
<i>Net Operating Expense</i>	18,147,696	20,234,978	21,402,006	23,156,692	24,941,779

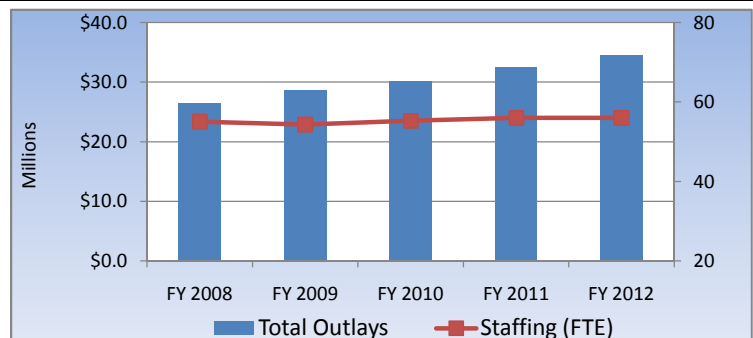
Water

Continued

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Fund Transfers Out to					
Cost Allocation to General Fund	939,056	855,833	741,518	800,680	824,700
Liability Insurance Premium	172,083	196,299	231,827	278,798	292,738
Capital Reserves to Water	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Misc Trsfr	-	-	-	-	-
<i>Net Transfers Out</i>	3,111,139	3,052,132	2,973,345	3,079,478	3,117,438
Total Outlays	26,322,750	28,642,248	30,166,094	32,498,557	34,519,479
Net Change	486,983	(451,152)	(1,025,446)	(3,204,270)	(2,155,108)
Ending Working Capital Balance JUNE 30	20,606,774	20,155,622	19,130,176	15,925,906	13,770,798
<u>FY 2011 Major Budget Items:</u> 1. \$16,200,000 wholesale water purchases. 2. \$1,120,174 Internal Service Fees. 3. \$887,093 debt service.					
<u>FY 2011 Significant Budget Changes:</u> 1. \$285,736 of Internal Service Fees are for vehicle replacement contribution. 2. 0.75 FTE Customer Account Clerk added in Utility Billing.					

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: +0.75 FTE
FY 2011 Outlays Change: \$2,332,463



Fund Summary

Fund: 628

Public Works Department

Enterprise Fund

Regional Water Inter-Tie

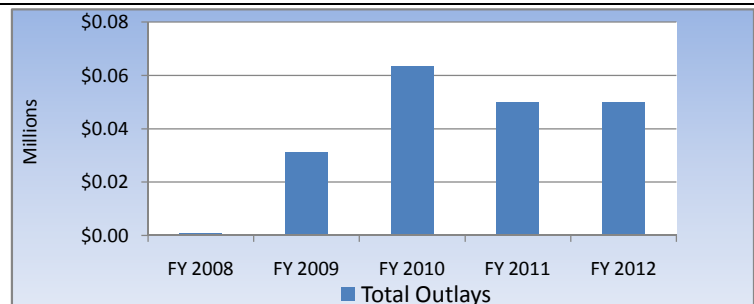
Description:

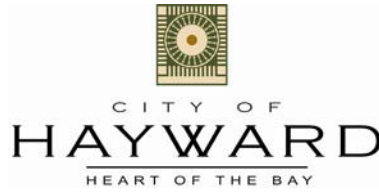
Maintenance and Operation of the Regional Water Inter-tie Project.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Beginning Working Capital Balance					
July 1	-	(816)	59,020	42,666	42,666
RESOURCES					
Revenue					
SFPUC/EBMUD Reimbursement		90,771	47,000	50,000	50,000
Interest	(39)	372	-	-	-
<i>Net Revenue</i>	(39)	91,143	47,000	50,000	50,000
Total Resources	(39)	91,143	47,000	50,000	50,000
OUTLAYS					
Expenditures					
Salary & Benefits	-	-	-	-	-
Charges (to)/from other programs	-	1,869	45,912	32,500	32,500
<i>Net Staffing Expense</i>	-	1,869	45,912	32,500	32,500
Maintenance & Utilities	777	25,566	10,000	10,000	10,000
Supplies & Services	-	3,872	7,442	7,500	7,500
Internal Service Fees	-	-	-	-	-
<i>Net Operating Expense</i>	777	29,438	17,442	17,500	17,500
Total Outlays	777	31,307	63,354	50,000	50,000
Net Change	(816)	59,836	(16,354)	-	-
Ending Working Capital Balance					
JUNE 30	(816)	59,020	42,666	42,666	42,666
FY 2011 Major Budget Items:			FY 2011 Significant Budget Changes:		
1. \$32,500 staffing charge from other programs.			1. None.		

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: N/A
FY 2011 Outlays Change: (\$13,354)





Technology Services Department

Director: Clancy Priest

Department Mission Statement

The mission of the Technology Services Department is to provide access to and support of technology resources, for both information and communication, which is timely, accurate, reliable and secure.

Technology Services Department

	Core Services	Performance Measures
Administration	• Manage strategic planning for technology • Develop long-range technology needs and financial planning • Manage day-to-day use of technology resources • Provide business process analysis in support of technology implementation • Manage the Cable Franchise and PEG • Advance sustainability of technology systems	1. Meet organization wide business continuity goal of 99.999% system uptime 2. Cable cast 100% of Council and Planning Commission meetings and make webcasts of meetings available to public on City Website within 48 hours of meeting conclusion 3. Make new website content available to public within 24 hours of submission by city department. Make content corrections within 24 hours of notification 4. Meet 5 year desktop computer replacement cycle goal. An adequate system refresh cycle enhances customer service by maintaining staff productivity.
Network Systems	• Maintain network file servers • Maintain network infrastructure • Manage telecommunications systems. • Maintain email system	
Client Systems	• Manage desktop computers and accessories. • Maintain business application suite and provide training • Assist with other desktop applications	
Data Systems	• Maintain and provide custom programming for Financial Management Information System • Maintain Public Safety Computer Aided Dispatch System • Monitor Public Safety Records Management Systems • Maintain and provide regular upgrades to city-wide Geographic Information System • Monitor city-wide Document Imaging System. • Assist with other departmental systems applications	
Customer Interface Systems	• Update and maintain the City Website. • Refine and convert the City Intranet to SharePoint • Provide video streaming of Council and other civic meetings • Support cable-casting of Council and other civic meetings • Provide Council Chamber technical support • Increase the City's Social Networking presence	

FY2010 Departmental Performance

1. Began the process of project managing the new Computer Aided Dispatch/Records Management System (CAD/RMS) system for Public Safety, including contract negotiations and project start.
2. Refined the 10-year technology replacement schedule, including both desktop and server computer systems; as well as methodology for equipment replacement funding and funding sources.
3. Replaced 280 desktop computer systems throughout city departments.
4. Began the process of performing due diligence for the procurement of a new Enterprise Resource Planning (ERP) system to replace our aging financial and other stand alone systems.
5. Completed implementation of the Access Hayward Constituent Relations management (CRM) system to support the residents of Hayward and better serve the public.
6. Completed the changeover of Public/Educational/Governmental (PEG) services from Comcast to the City with an interim contract between Chabot College and the City.
7. Began implementing Social Media for the City to communicate with the public and assist with the dissemination of information.
8. Implemented the infrastructure for Business Intelligence with Microsoft SharePoint work flow system on the network.
9. Expanded the City redundant connectivity and system availability through implementation of a point-to-point wireless network connecting all city facilities and the City of Union City.
10. Refined ISF calculations for appropriate technology service fee for implementation of internal service fund budgeting.

Significant Changes in FY2010

1. Management of reduced resources.

Technology Services Department FY2011 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land/Use Sustainability	Fiscal Stability	Organizational Health
1. Project manage CAD/RMS implementation for Public Safety.	X		X		X	X
2. Update the Technology Strategic Plan to include revised departmental needs and updated timelines based on anticipated funding in FY2011 budget and capital improvement program.					X	X
3. Refine 10-Year technology replacement schedule to include establishment of appropriate technology replacement fee for incorporation into FY2011 departmental operational budgeting.					X	

Technology Services Department FY2011 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land/Use Sustainability	Fiscal Stability	Organizational Health
4. Complete due diligence for a Enterprise Resource Planning systems. Work with the City Manager's department and other stakeholders to identify system requirements, industry best practices, funding and implementation strategies.	X	X	X		X	X
5. Implement Social Media and improve Web services both internally and externally with continuous improvement.			X		X	X
6. Continue to support Departmental e-Government initiatives.			X		X	X
7. Complete the process of implementing Sharepoint technologies throughout the enterprise.					X	X

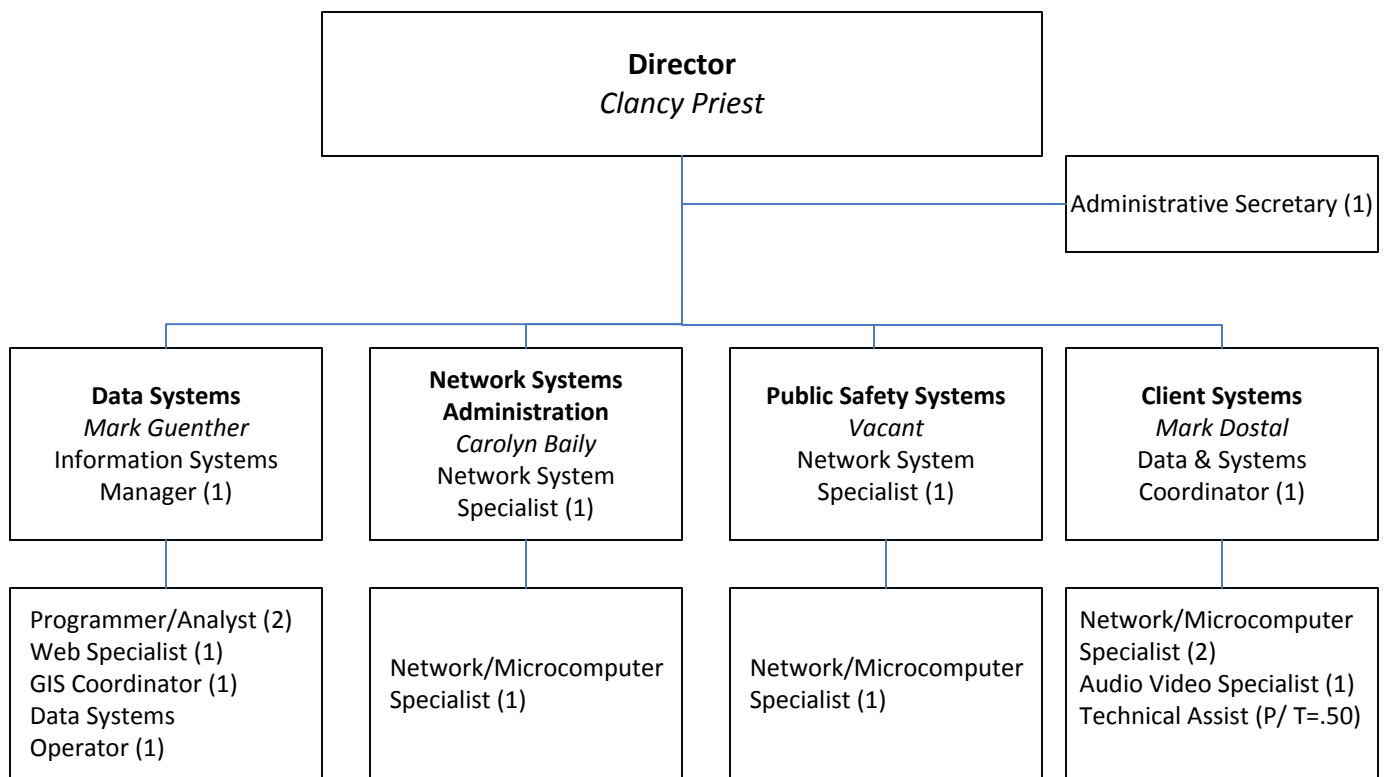
Technology Services Department FY2011 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Crime & Public Safety	Cleanliness	Neighborhood Services	Land/Use Sustainability	Fiscal Stability	Organizational Health
8. Continue to refine and improve departmental service delivery across the organization through continual improvement and training to support staff development.					X	X
9. Work with Public Safety to improve service levels and ensure technological stability.	X					

FY2011 Core Service Objectives

1. Complete a virtualization of both the network and desktop systems.
2. Make progress with the ERP project.
3. Provide increased support of Public Safety.
4. Refine and increase EOC technology.
5. Implement Technology Governance.
6. Create a Community Media Center to provide PEG services.

FY 2011 STAFFING
16.50 FTE

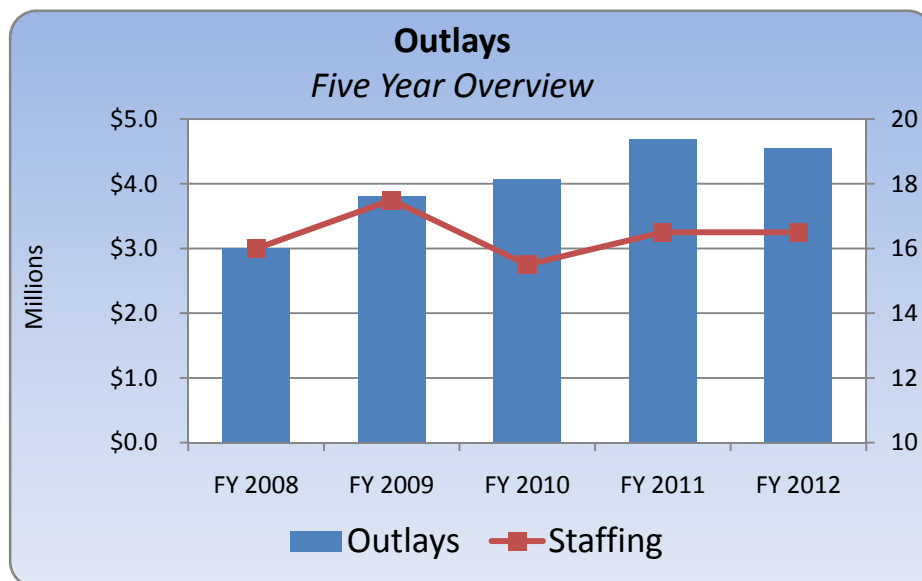
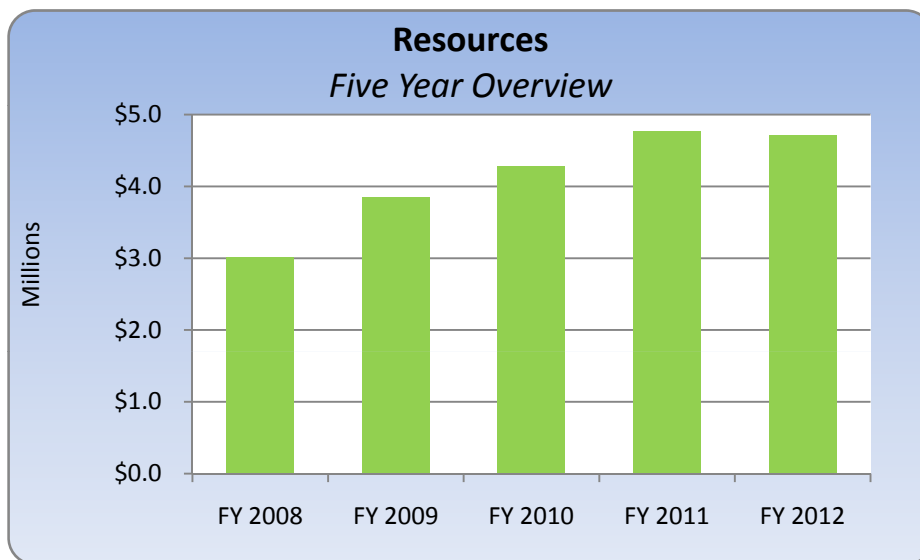
Technology Services Department



Technology Services Department Resources and Outlays

All Funds Summary

Resources, Outlays, and Staffing Over Last Five Years



Technology Services Department Overview

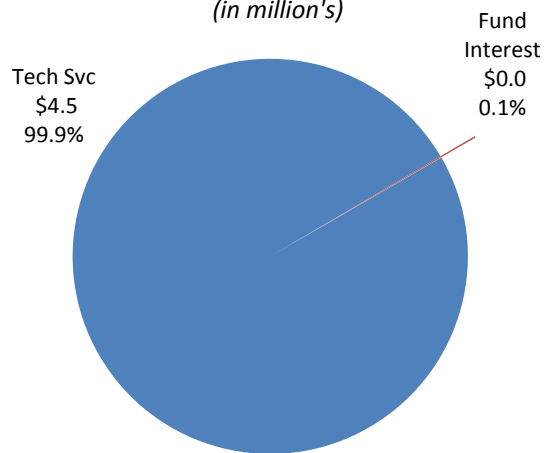
FY 2011

Outlays \$4.7 million, Staffing 16.5 FTE

FY 2011

Resources By Type

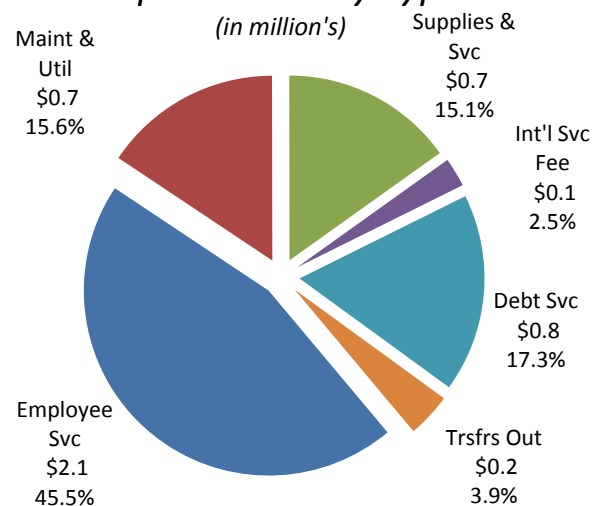
(in million's)



FY 2011

Expenditures By Type

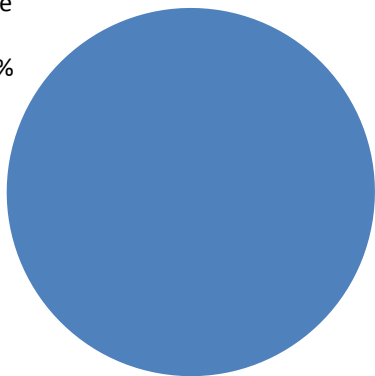
(in million's)



FY 2011

Staffing By Program

Tech
Service
16.5
100.0%

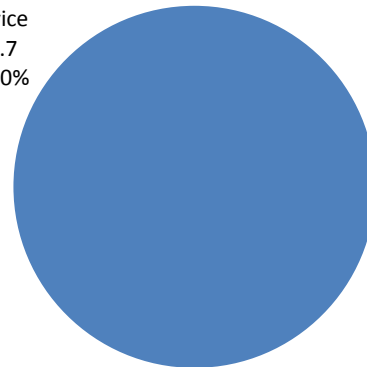


FY 2011

Budget By Program

(in million's)

Tech
Service
\$4.7
100.0%



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Department Staffing Summary (FY 2008 - 2012)

	Adopted 2008	Adopted 2009	Adopted 2010	Adopted 2011	Proposed 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
Technology Services Department					
ALL FUNDS SUMMARY					
Tech Services Director	1	1	1	1	1
Information Systems Manager	0	1	1	1	1
Data & Systems Coordinator	1	1	1	1	1
Network Systems Specialist ¹	2	1	1	2	2
Geographic Info Systems Coordinator	1	1	1	1	1
Programmer Analyst ¹	3	3	3	2	2
Web Specialist	1	1	1	1	1
Network/Microcomputer Specialist	4	4	4	4	4
Senior Information Systems Support Tech	0	1	0	0	0
Administrative Secretary ²	0	0	0	1	1
Information Systems Support Technician	1	0	0	0	0
Computer Operator	1	1	0	0	0
Audio Video Specialist ³	0	0	0	1	1
Secretary (Conf) ²	0	1	1	0	0
Data Systems Operator	1	1	1	1	1
Technical Assistant	0	0.5	0.5	0.5	0.5
	16	17.5	15.5	16.5	16.5

Staffing Changes from Adopted FY 2010 to Adopted FY 2011:

1. Reclassification - 1.0 FTE Programmer Analyst to Network Systems Specialist.
2. Reclassification - 1.0 FTE Secretary (Conf) to 1.0 FTE Administrative Secretary.
3. New Position - 1.0 FTE Audio Video Specialist.

Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Recommended 2011	Proposed 2012
Technology Services Department					
Technology Services Fund (725)					
Tech Services Director	1	1	1	1	1
Information Systems Manager	0	1	1	1	1
Data & Systems Coordinator	1	1	1	1	1
Network Systems Specialist1	2	1	1	2	2
Geographic Info Systems Coordinator	1	1	1	1	1
Programmer Analyst1	3	3	3	2	2
Web Specialist	1	1	1	1	1
Network/Microcomputer Specialist	4	4	4	4	4
Sr Information Systems Support Tech	0	1	0	0	0
Administrative Secretary2	0	0	0	1	1
Information Systems Support Technician	1	0	0	0	0
Computer Operator	1	1	0	0	0
Audio Video Specialist3	0	0	0	1	1
Secretary (Conf)2	0	1	1	0	0
Data Systems Operator	1	1	1	1	1
Technical Assistant	0	0.5	0.5	0.5	0.5
	16	17.5	15.5	16.5	16.5

Staffing Changes from FY 2010 to FY 2011:

1. Reclass 1.0 FTE Programmer Analyst to Network Systems Specialist.
2. Reclass 1.0 FTE Secretary (Conf) to 1.0 FTE Administrative Secretary.
3. New Position - 1.0 FTE Audio Video Specialist.

Fund Summary

Fund: 725

Technology Service Department

Internal Service Fund

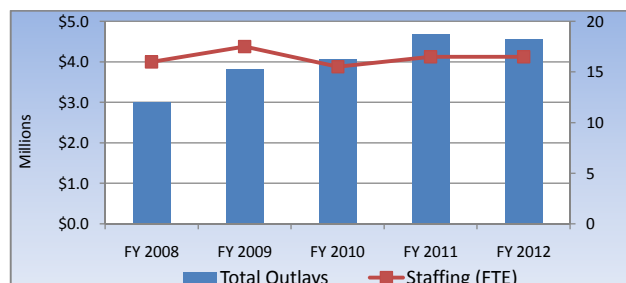
Technology Services

Description:
Citywide Technology Services.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Adopted	FY 2012 Proposed
Beginning Working Capital Balance					
July 1		-	40,374	245,881	327,409
RESOURCES					
Revenue					
Technology Internal Service Fee	-	3,709,443	4,061,715	4,540,125	4,485,617
Fund Interest	-	5,026	4,000	6,000	6,000
PEG Revenue		117,627	208,000	220,000	220,000
Other Revenue	11,988	16,874	-	-	-
General Fund Subsidy	3,000,672	-	-	-	-
Total Resources	3,012,660	3,848,970	4,273,715	4,766,125	4,711,617
OUTLAYS					
Expenditures					
Salary & Benefits	1,877,810	1,920,233	2,002,043	2,130,018	2,189,476
Charges (to)/from other programs	2,428	(19,969)	-	-	-
<i>Net Salary & Benefits</i>	<i>1,880,238</i>	<i>1,900,264</i>	<i>2,002,043</i>	<i>2,130,018</i>	<i>2,189,476</i>
Maintenance & Utilities	268,499	556,261	593,729	731,766	642,893
Supplies & Services	510,818	432,119	685,471	709,462	813,462
Internal Service Fees	-	98,307	115,483	119,317	117,184
Debt Svc Computer Equip	-	109,979	109,979	82,485	-
Debt Svc VOIP	-	524,110	524,109	262,055	-
Debt Svc CAD/RMS	-	-	-	468,125	413,403
Capital	353,105	1,768	-	-	-
<i>Net Operating Expense</i>	<i>1,132,422</i>	<i>1,722,544</i>	<i>2,028,771</i>	<i>2,373,210</i>	<i>1,986,942</i>
Fund Transfers Out to					
General Fund - Cost Allocation		150,000	(2,975)	127,877	131,713
Technology Services Capital Fund		-	-	-	191,000
Liability Insurance Premium		35,788	40,369	53,492	56,167
		185,788	37,394	181,369	378,880
Total Outlays	3,012,660	3,808,596	4,068,208	4,684,597	4,555,298
Net Change	-	40,374	205,507	81,528	156,319
Ending Working Capital Balance					
JUNE 30		40,374	245,881	327,409	483,728
FY 2011 Major Budget Items:			FY 2011 Significant Budget Changes:		
1. \$812,665 total debt service.			1. \$468,125 CAD/RMS debt service.		
			2. Position reclassification, increase 1.0 FTE Audio Video Specialist in 2010 (funded by PEG Fees.)		

*Outlays and Staffing
over the past five years.*

FY 2011 Staffing Change: + 1.0 FTE
FY 2011 Outlays Change: \$616,389



Technology Services Fund Debt

2006 Computer Lease

Technology Services entered in a capital lease for computer equipment.

2007 Voice Over Internet Protocol (VOIP) Lease

This lease was the lease purchase of the phone system at City Hall and outlying facilities that is a computerized telephone system, which uses independent computer infrastructure.

Computer Aided Dispatch / Records Management System (CAD/RMS) Replacement

Internal funding for this Public Safety project comes from the Sewer Fund with interest equal to the City's investment portfolio rate of return. The debt service will be made with possible grant funding, reduction of existing maintenance costs, and salary savings achieved through elimination of one Police Records Clerk position.

FY2011 – Technology Services and Lease Purchase Agreements						
Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2010	FY2011 Prin. & Int. Requirement
2006 Computer Lease	03/19/06	03/30/11	4 %-5%	\$491,602	\$80,959	\$82,485
2007 VOIP Lease	09/15/07	09/15/10	4.44%	\$1,300,927	\$256,274	\$262,055
CAD/RMS Replacement	06/23/09	06/30/14	2%	\$2,250,000	\$2,250,000	\$468,125
Total				\$4,042,529	\$2,587,233	\$812,665

FY2012 – Technology Services and Lease Purchase Agreements						
Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2011	FY2012 Prin. & Int. Requirement
CAD/RMS Replacement	06/23/09	06/30/14	2%	\$2,250,000	\$1,875,000	\$413,403
Total				\$2,250,000	\$1,875,000	\$413,403



Supplemental Information

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Supplemental Information

Gann Appropriation Limit

Gann Appropriation Limit

State Proposition 4, commonly known as the Gann Initiative, was approved by California voters in November 1979. Proposition 4 created Article XIII B of the State Constitution, which places limits on the amount of revenue that can be spent by government agencies. This is referred to as the Gann Appropriation Limit, or Gann Limit.

A subsequent related State initiative, Proposition 111, was approved by the voters in June 1990 and provided new adjustment formulas to make the Gann Limit more responsive to local growth issues and to address concerns regarding the accountability of local governments in adopting their limits. Prior to each fiscal year, city councils must adopt by resolution the Gann Appropriation Limit for the city for the upcoming year. In addition, cities are required to conduct a review of their limits during annual financial audits.

The appropriations limitation imposed by Propositions 4 and 111 creates a restriction on the amount of revenue that can be appropriated in any fiscal year. The limit is based on actual appropriations during the 1978-79 fiscal year and is increased each year using population and inflation growth factors. Only revenues that are classified as "proceeds of taxes" are subject to the limit. The use of "non-tax proceeds" (user fees, rental income, franchise fees, Gas Tax revenue) is not

restricted.

During any fiscal year, a city may not appropriate any proceeds of taxes it receives in excess of its established limit. Excess funds received in any year may be carried into the subsequent year for use if the city is below its limit for that year. Any excess funds remaining after the second year would be required to be returned to local taxpayers by reducing tax rates or fees. As an alternative, a majority of the voters may approve an "override" to increase the city's appropriation limit.

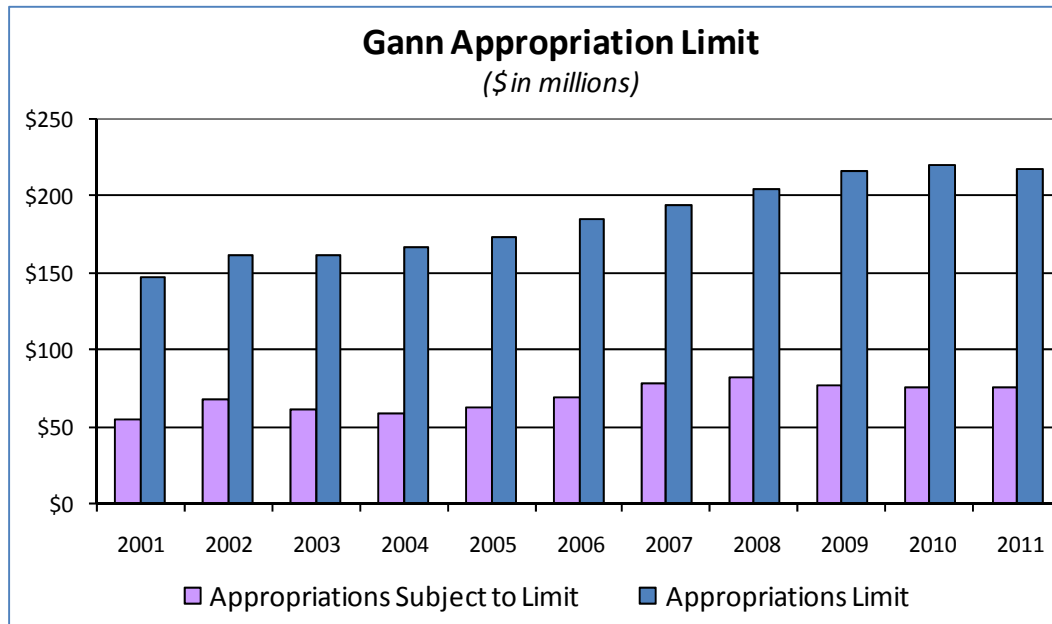
The Gann Limit's appropriation restriction had little impact in the early 1980's as a result of the high rate of inflation during that period. Because the appropriation limit for most cities increased faster than actual revenue grew, cities were generally below their limits. This trend changed during the mid 1980s, as exemplified by the State of California's \$1.1 billion refund to taxpayers in 1987 when it collected revenues in excess of its limit.

The Limit also served as the major barrier to increasing taxes on gasoline in the late 1980s. In recent years, the trend has reversed again for most cities. As the rate of revenue growth slows and the growth factors, especially population, increase at a steady rate, cities are experiencing comfortable gaps between their appropriation limits and their actual appropriations.

Hayward's appropriation limit far exceeds our actual appropriations, which is represented on the following chart.

Supplemental Information

Gann Appropriations Limit



Gann Appropriation Limit

Fiscal Year	Population Factor	Inflation Factor	Total Adjustment Factor	Appropriations Limit	% Change	Appropriations Subject to Limit	% of Limit Appropriated
2001	1.1100	4.9100	1.0607	\$147,187,717	6.1%	\$54,866,298	37.3%
2002	1.7100	7.8200	1.0966	\$161,411,938	9.7%	\$67,280,611	41.7%
2003	1.4900	-1.2700	1.0020	\$161,736,376	0.2%	\$61,637,910	38.1%
2004	0.8200	2.3100	1.0315	\$167,042,568	3.2%	\$58,400,562	35.0%
2005	0.7200	3.2800	1.0402	\$173,764,360	4.0%	\$62,165,120	35.8%
2006	1.0300	5.2600	1.0634	\$184,787,972	6.3%	\$68,399,894	37.0%
2007	0.7400	3.9600	1.0473	\$193,526,595	11.4%	\$78,021,824	40.3%
2008	1.0700	4.4200	1.0554	\$204,242,163	10.5%	\$82,136,688	40.2%
2009	0.0116	4.4500	1.0193	\$216,147,439	11.7%	\$77,285,005	35.8%
2010	1.3000	0.6200	1.0193	\$220,314,761	7.9%	\$76,355,082	34.7%
2011	1.4000	-2.5400	0.98824	\$217,723,859	0.7%	\$75,558,103	34.7%

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Supplemental Information

**Budget Council Work Session
May 25, 2010**



ws 1

DATE: May 25, 2010

TO: Mayor and City Council
Redevelopment Agency Board of Directors

FROM: Interim Finance Director

SUBJECT: City of Hayward and Hayward Redevelopment Agency Operating Budget for Fiscal Year 2011

RECOMMENDATION

That Council reviews and comments on the Recommended Operating Budget Fiscal Year 2011 and the proposed Operating Budget for FY 2012.

SUMMARY

Provided below is a brief summary of the resources and outlays recommended for FY2011. This information is broken down into summaries of the General Fund, Enterprise Funds, Internal Service Funds, and the Redevelopment Agency. Also included in the budget document is a synopsis of the proposed budget for FY2012.

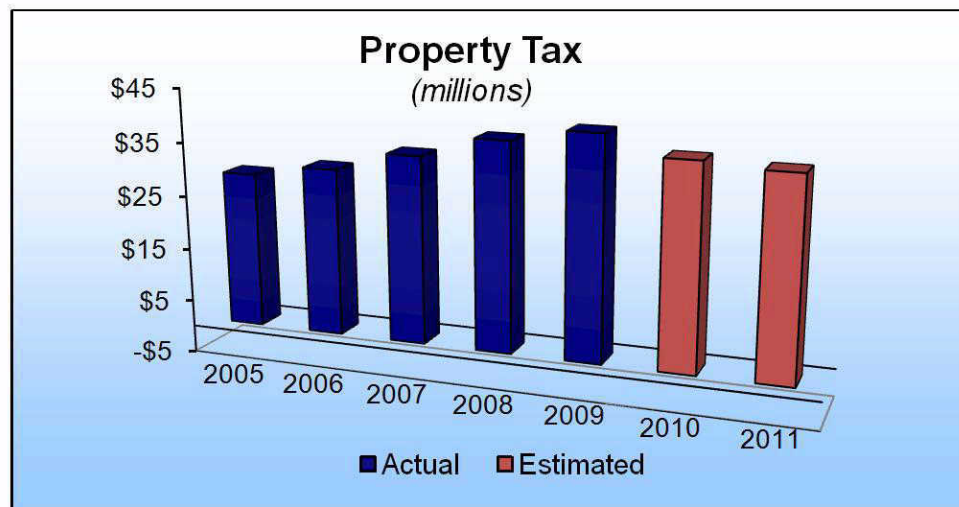
DISCUSSION

GENERAL FUND

Resources

Property Tax:

FY2009 Actual:	\$40.7 million
FY2010 End of Year Estimate:	\$37.2 million
FY2011 Recommended Budget:	\$36.3 million



Property taxes remain the City's single largest revenue source at slightly over 30% of total General Fund revenues. As reliable a source as this has been, we are seeing an almost 9% decline in FY2010 and anticipate an even further decline of 2.5% continuing into FY2011. This will amount to a cumulative two-year loss of almost \$5 million just over FY 2010 and FY 2011.

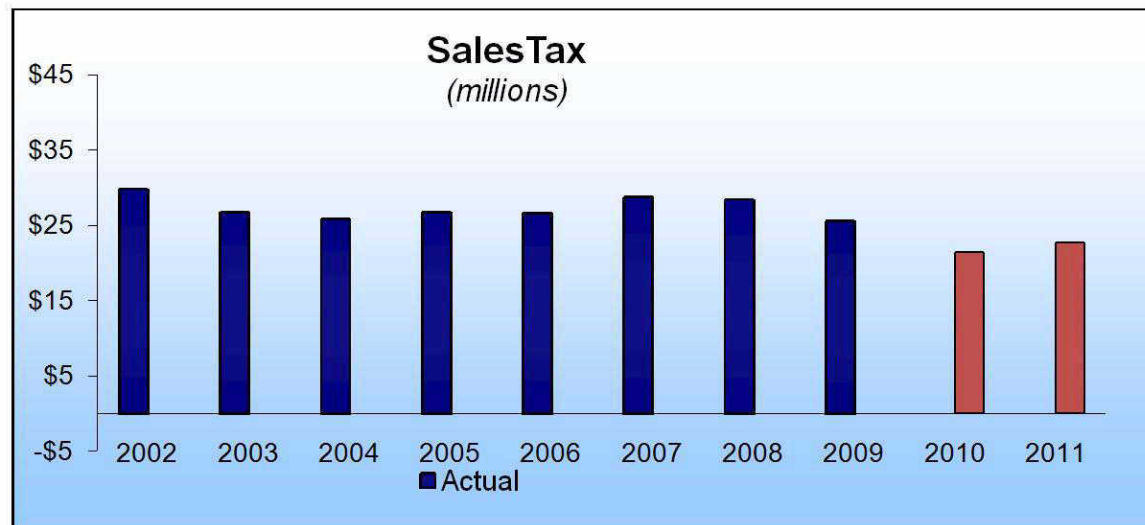
Several events have collided to contribute to the decline of property tax revenues. The following items primarily impact secured property values, but contribute to the net effect of decline in our estimated property tax for FY2011 of the approximately two and one-half percent.

The following items are broken out to show their individual impact on the City's overall decline of Property Tax:

- The standard maximum increase in assessed valuation is linked to the annual CPI for October. October 2009 actually saw a county-wide decrease of a quarter percent.
- Changes in property tax rolls, or a property's market value change due to a sale / purchase, have resulted in a decline of over 1.6% for the City of Hayward.
- County-wide blanket property re-assessments due to declining market conditions resulted in an approximate 2.3% reduction for the City of Hayward.
- Property owners requesting their property be revalued downward to create a reduction on their property tax bill is pushing down the assessed values by another estimated one-half percent.
- Commercial properties are selling for less and when selling, are generating less value.
- Commercial property owners, like residential owners, are asking for and receiving revaluations.

Sales Tax:

FY2009 Actual:	\$25.6 million
FY2010 End of Year Estimate:	\$21.4 million
FY2011 Recommended Budget:	\$22.7 million



Sales tax receipts remain the second largest revenue source at slightly over 20% of total General Fund revenues. However, difficult economic times during recent years have seen a considerable drop in this revenue stream from a high of \$28.8 million in FY2007 to our current estimate for FY2011 of \$22.7 million. The addition of Costco in November 2009 has staved off some of the decline. Our sales tax consultants have advised us using a conservative four percent increase, along with the inclusion of Costco sales activity, would be the moderate conservative approach for FY2011. Therefore we are estimating approximately \$22.7 million in sales tax receipts for FY2011.

As we continue in the future to bring new businesses into town, sales tax will slightly improve. However, this is somewhat offset by the growing sales via the Internet, most of which do not generate sales tax. The on-line portion of consumer spending will continue to grow in the out years.

Utility Users Tax:

FY2009 Actual:	\$ 0.0
FY2010 End of Year Estimate:	\$10.0 million
FY2011 Recommended Budget:	\$13.8 million

Implemented in October 2009, the Utility Users' Tax is estimated to produce approximately 9.6% of total General Fund revenues in FY2010 (\$10.0 million), which is the first partial year of implementation. Due to some anticipated utility company rate increases and a full year of this resource, we are estimating FY2011 will see approximately \$13.8 million from this revenue source.

It should be noted, that without the Utility Users Tax (Measure A), the City would be facing an additional \$10.0 million dollars in deficit in FY 2010, and \$13.8 million in FY 2011. Measure A is allowing us to fund General Fund operations in support of Council priorities.

“Other Taxes”:

In the budget “all operating funds” summary schedules there is a line titled “Other Taxes” totaling \$9.4 million in FY2011. Included in this line item are Real Property Transfer Tax (\$4.1million), Business License Tax (\$2.4 million), Emergency Facilities Tax (\$1.7 million), and Transient Occupancy Tax (\$1.2 million). Overall this category will see an increase of approximately \$343,000 in FY2011. Highlighted below is a brief summary of FY2009, 2010, and 2011 Real Property Transfer Tax receipts.

Real Property Transfer Tax:

FY2009 Actual:	\$3.8 million
FY2010 End of Year Estimate:	\$3.5 million
FY2011 Recommended Budget:	\$4.1 million

Real property transfer taxes are experiencing a slight upsurge as the real estate market realizes and increase in sales activity. Although market prices are down thus impacting property taxes, more properties are being bought and sold, which drives this revenue stream.

Over the next two, two-year budget cycles, it is recommended that Council consider identifying a flat or base value of this extremely volatile revenue such as \$5.0 million for general operating expenses, and designate anything above that as a source to begin funding unfunded needs such as technology needs, facilities replacement, and fleet resources. This revenue cannot be well projected and behaves consistently in a volatile manner in direct correlation to property sales volume and pricing. As this revenue increases, Council can revisit and readjust the base at the start of a two-year budget cycle..

“Charges for Service”

In the budget “all operating funds” summery schedules there is a line titled “Charges for Service” totaling \$3.1 million in FY2011. Included in this line item are the City’s construction related revenues, which include Construction Permits (\$1.3 million), Plan Checking Fees (\$745,000), New Construction Inspections (\$550,000), and Supplemental Improvement Tax (\$591,000).

“Charges for Service” / Construction Revenues:

FY2009 Actual:	\$3.4 million
FY2010 End of Year Estimate:	\$3.1 million
FY2011 Recommended Budget:	\$3.1 million

Due to recent years decline in construction and development activity, our revenue projections for this activity are reflecting only a very minor increase (approximately

\$60,000) in potential revenues for FY2011. While the City recently continued its cost recovery policy, which increased fees, most of these fees are associated with applications related to smaller projects, generating smaller fees. While staff does expect to see a very mild growth in construction-related revenue in FY 2011, this will be somewhat dependent on the recovery of overall development activities within the City.

“All Other Sources”:

In the budget “all operating funds” summary schedules there is a line titled “All Other Sources” totaling \$24.1 million in FY2011. Included in this line item are Franchise Fees (\$9.1 million), Licenses & Fees (\$4.1 million), Other / Miscellaneous Revenue (\$3.8 million), Inter-Government Revenue (grants and reimbursements from other public agencies totaling approximately \$4.5 million), Fines & Forfeitures (\$2.3 million), and Interest Earned & Rental Income (\$80,000).

Franchise Fees:

FY2009 Actual:	\$8.8 million
FY2010 End of Year Estimate:	\$9.0 million
FY2011 Recommended Budget:	\$9.1 million

Franchise fees remain somewhat steady at approximately 8% of total General Fund revenues. However this area has seen some minor fluctuations, as businesses’ gross receipts are generally the basis for calculating the fee. FY2011’s estimate has been held almost flat with only a minor increase of a little over 1% or \$148,000 based on a projected minor increase in business activity and increased rates charged by franchisee, which then inflates gross receipts.

Licenses & Permits and Fees & Service Charges:

FY2009 Actual:	\$4.1 million
FY2010 End of Year Estimate:	\$3.8 million
FY2011 Recommended Budget:	\$4.1 million

While this revenue source saw a slight decline from FY2009 to FY2010, we are expecting a minor increase (approximately \$240,000) in FY 2011 as a result of the recent update to the Master Fee Schedule.

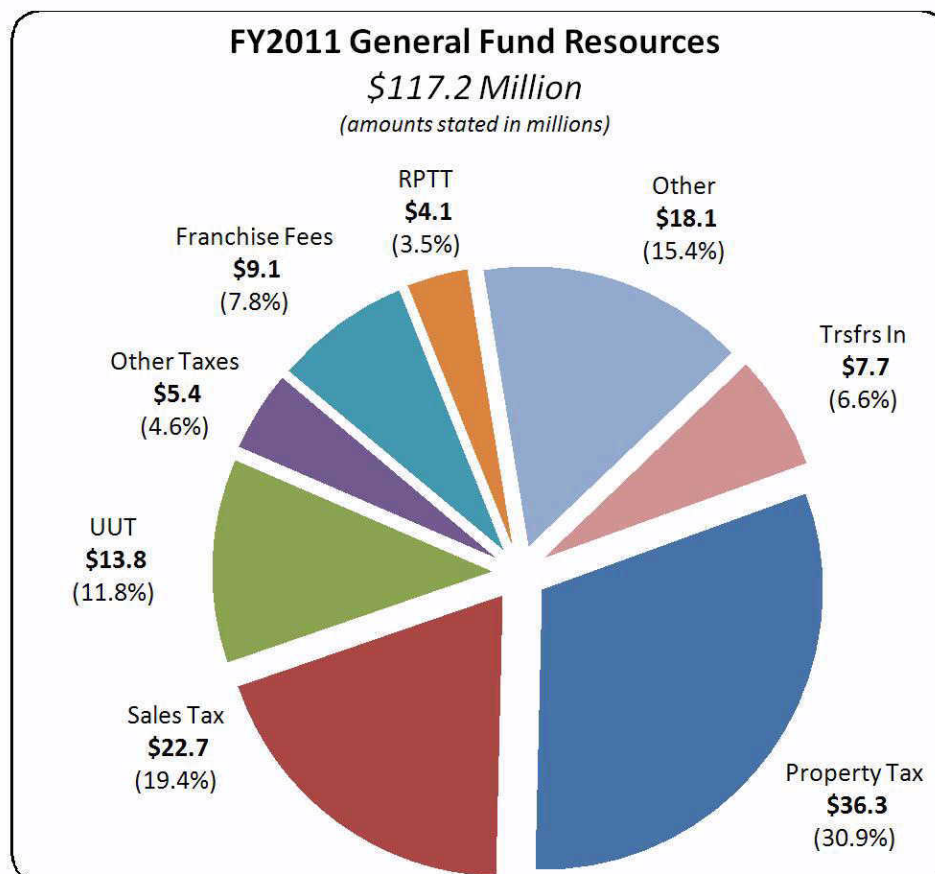
Transfers In or Transfers From Other Funds:

Transfers In will see a sharp decline in FY2011 as many of our one time funding sources have already been used in prior years. This area will drop from approximately \$13 million in FY 2010 to approximately \$7 million in FY2011. The change in this line item is mainly the result of elimination of FY2010’s one time transfer in of housing fund monies. FY2011’s \$7 million consists primarily of \$2.8 million in cost allocation reimbursements, \$2.2 million in Gas Tax revenues, and \$1.0 million reimbursement of prior year General Fund costs on behalf of an RDA bond issuance.

TOTAL General Fund Resources:

	<u>Revenues</u>	<u>Transfers In</u>	<u>Total Resources</u>
FY2009 Actual:	\$ 105.7m	\$ 14.3m	\$ 120.0m
FY2010 End of Year Estimate:	\$ 103.9m	\$ 13.1m	\$ 117.0m
FY2011 Recommended Budget:	\$ 109.4m	\$ 7.7m	\$ 117.2m

Of significant note here is the relatively static position of total resources from FY2010 to FY2011. Of greater importance is that while transfers in are necessarily dwindling from lack of further one time sources, the revenue base has grown. Primary growth in General Fund revenue is, of course, the Utility Users Tax (increases FY2011 by \$3.8 million) and Sales Tax as a result of Costco for a full year and modest overall anticipated growth.



EXPENDITURES

Net Staffing Expense

The challenge of funding City services continues. As with all service organizations, employee services is the largest expenditure of the General Fund. In recent years, employee services cost has

gone from approximately \$97 million in FY2008 to an estimated \$106 million in FY2011 (exclusive of charges to other programs). The FY2011 line item reflecting \$106 million represents the full impact of all current Memorandums of Understanding (MOU). Senior management and representatives from the employee groups are working together to find a mutually agreeable way to continue saving costs in this area. In what we feel is an unprecedented show of commitment, loyalty, and support, each and every employee group has stepped up to the plate and committed to reducing MOU related costs by 5% in each of the two upcoming fiscal years. That commitment totals to a \$4.5 million General Fund savings in FY2011 and \$4.7 million General Fund savings in FY2012.

To further address the deficit in FY2011 and FY2012, the following steps have been taken:

- Other employee services cost reductions will be seen through additional vacancy savings of approximately \$1.1 million in FY2011. This will be achieved through stringent management of vacant positions and careful consideration whether or not to refill a vacancy on a case by case basis.
- The final step to balance the FY2011 General Fund operating budget is the use of approximately \$2.5 million from General Fund Reserves & Designations (specifically from the designation for Economic Uncertainty).

Net Operating Expenses:

Operating expenditures for FY2011, when compared to FY2010, are estimated to decline by approximately \$821,000 due primarily to cost reductions in Supplies & Services.

Transfers Out:

Transfers Out will see a change (reduction) of over \$5 million due to the following one-time transfers out that occurred in FY2010 and will not occur in FY2011:

Reduction to Transfers Out as a result of FY2010 One Time Transfers:

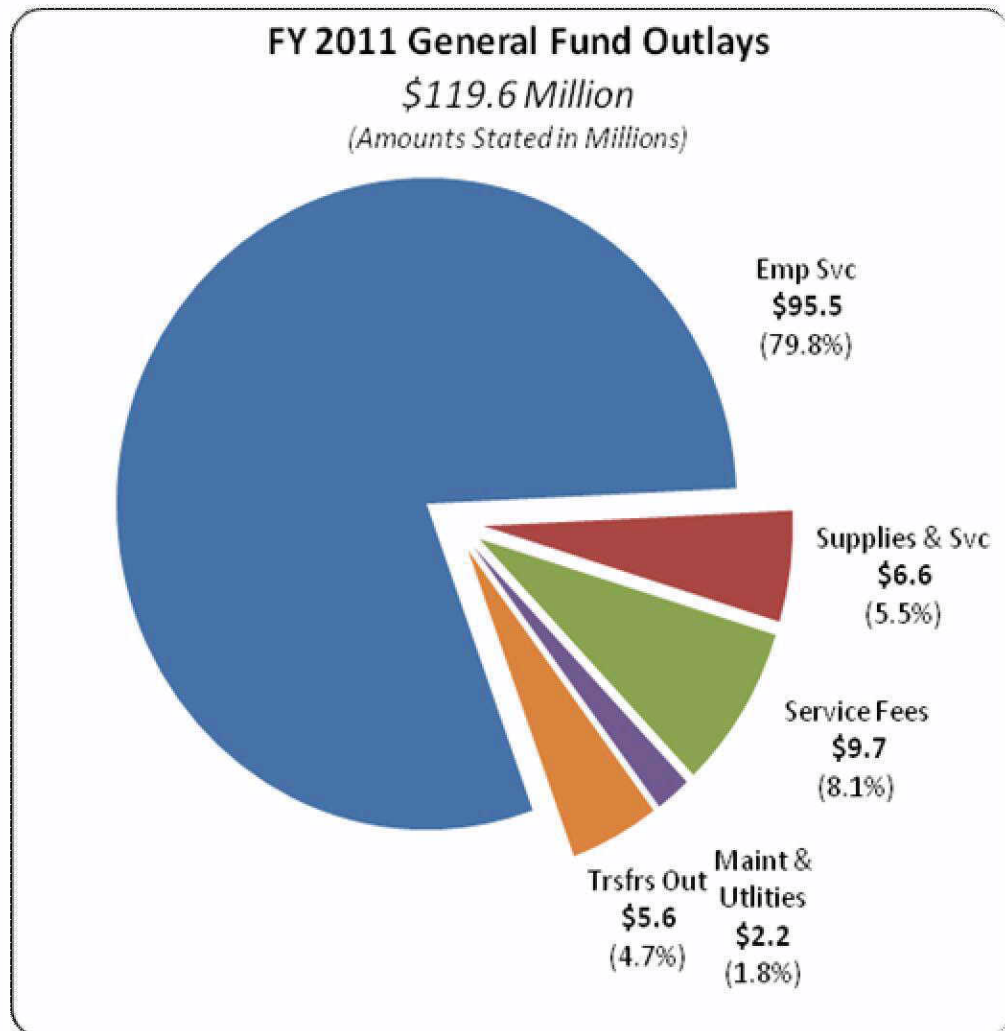
- \$2.5 million onetime transfer out to set aside funds for a financial management system
- \$2.1 million onetime transfer out to fund retiree medical payments (effective FY2011 this cost is reflected in each department's budget)
- \$1.0 million onetime transfer out to set aside funds for claims associated with risk management
- \$500,000 one time transfer out to set aside funds for various future equipment replacement
- \$250,000 last of the transfers out to support Centennial Hall activities

Transfers Out of the General Fund for FY2011 total \$5.6 million and is made up of the following actions:

FY2011 Transfers Out:

- \$2.8 million to be transferred out to fund debt service payments.
- \$2.3 million to be transferred out to met our liability insurance premium requirements.
- \$326,000 to be transferred out to fund Fire Department capital needs.
- \$163,000 to be transferred out to replenish facilities maintenance activities.

FY2011 General Fund Outlay Summary Graph:



GENERAL FUND SUMMARY OF RESERVED & DESIGNATED FUND BALANCES

Reserves represent a financial requirement ensuing from a legal obligation possibly resulting from a contract, purchase order, or even a loan. Designations reflect a commitment or obligation ensuing from a board policy or management decision. These may include items such as a “reserve policy” wherein guidelines are established setting financial goals to reserve monies against future

possibilities. The following schedule is provided to demonstrate the change in General Fund reserves and designations from year to year.

General Fund Summary					
<i>Reserved and Designated Fund Balance (FY 2008 - 2012)</i>					
\$'s in 1000's					
	FY 2008 Actual	FY 2009 Actual	June 30, 2010 Estimated	FY 2011 Recommended	FY 2012 Proposed
Reserved for:					
Encumbrances	776	974	776	700	600
Advances to other funds	10,386	9,841	9,223	8,593	7,950
Inventory	22	12	28	15	10
Prepaid expenses	30	1	-	-	-
Total Reserved Fund Balance	\$11,214	\$10,828	\$10,027	\$9,308	\$8,560
Designated for:					
Economic Uncertainty	7,000	7,000	9,350	6,874	4,005
Liquidity	3,500	3,500	4,675	4,675	4,675
Hotel Conference Center	1,000	1,000	1,000	1,000	1,000
Retirement Reserve	1,122	522	522	522	522
Police Staffing	1,000	1,000	1,000	1,000	1,000
Contingencies	1,696	8,737	1,492	1,492	1,492
Total Designated Fund Balance	\$15,318	\$21,759	\$18,039	\$15,563	\$12,694
<i>Change in Contingencies(Use)/Addition</i>	<i>(\$5,368)</i>	<i>\$6,441</i>	<i>(\$3,720)</i>	-	-
<i>Use of Retirement Reserve</i>	-	<i>(\$600)</i>			
<i>Transfer from Contingency</i>			<i>(\$3,525)</i>	-	-
<i>Transfer To / (From):</i>					
<i>FY2010: Economic Uncertainty (to = 85%)</i>	-	-	<i>\$2,350</i>		
<i>FY2010: Liquidity (to = 85%)</i>	-	-	<i>\$1,175</i>	-	-
<i>FY2011: Economic Uncertainty</i>				<i>(\$2,476)</i>	
<i>FY2012: Economic Uncertainty</i>					<i>(\$2,869)</i>
Total Reserved and Designated	\$26,532	\$32,587	\$28,066	\$24,871	\$21,254

It should be noted that the above June 30, 2010 estimated balances for Economic Uncertainty as well as for Liquidity will meet 85% of Council policy for these designations. Of further importance is the planned use of Economic Uncertainty monies in FY2011 and FY2012. The use of this designation, while planned and budgeted, will only be carried out if absolutely necessary as a last resort to balance the General Fund budget in those years.

ENTERPRISE FUNDS

Resources & Expenses

Water:

	<u>Revenue</u>	<u>Expenditures</u>
FY2009 Actual:	\$28.2 million	\$28.6 million
FY2010 End of Year Estimate:	\$29.1 million	\$30.2 million
FY2011 Recommended Budget:	\$29.3 million	\$32.8 million

The Water Fund is impacted by several factors requiring the use of fund balance to cover expenditures. Most significantly, the San Francisco Public Utilities Commission (SFPUC), the City's sole water supplier, has approved a 15.2% increase in the wholesale water rate for FY2011 and is expected to further adjust the rate by 10.2% in FY2012. Anticipated rate adjustments in the subsequent four years will average close to 17% per year.

The SFPUC wholesale rate increases are part of a multi-year rate strategy to implement the regional water system improvements. The wholesale cost of purchasing the City's water supply represents half of the entire Water Fund budget. The Water Fund is also affected by customer consumption, which has decreased in recent years due primarily to multiple years of drought conditions and consumer conservation, followed by significant precipitation this past winter, along with the economic decline and reduced business activity. This has resulted in lower water sales, while the fixed costs of maintaining and operating the Water Distribution System have continued to increase.

Wastewater:

	<u>Revenue</u>	<u>Expenditures</u>
FY2009 Actual:	\$20.1 million	\$18.9 million
FY2010 End of Year Estimate:	\$20.1 million	\$20.3 million
FY2011 Recommended Budget:	\$21.2 million	\$21.9 million

The Wastewater Fund is likewise affected by changes in business activity and decreased water consumption and will also require making use of fund balance in FY2011. The volume of wastewater discharge on which non-residential billings are based has decreased, as several major businesses have either reduced or ceased operations. Meanwhile, the fixed cost of maintaining and operating the Wastewater Collection System and Water Pollution Control Facility has continued to increase. The Wastewater Fund has also initiated repayment of the State Revolving Fund loan, beginning in FY2010, which the City obtained to implement needed improvements to the Water Pollution Control Facility.

Airport Operations:

	<u>Revenue</u>	<u>Expenditures</u>
FY2009 Actual:	\$3.2 million	\$3.0 million
FY2010 End of Year Estimate:	\$3.1 million	\$2.9 million
FY2011 Recommended Budget:	\$3.2 million	\$3.3 million

The airport has continued to see increased corporate jet operations and activity with a corresponding increase in jets being based at the Hayward Airport. As a result, revenue to both the Airport Fund and the General Fund (from Aircraft Personal Property taxes) has been increasing. Several new developments have also been approved on the airport including plans to redevelop the Air National Guard site. Recent update of the Airport Layout Plan includes significant capital projects needed to accommodate safety requirements associated with the larger and faster aircraft much of which will require FAA Funds.

Stormwater:

	<u>Revenue</u>	<u>Expenditures</u>
FY2009 Actual:	\$2.8 million	\$2.0 million
FY2010 End of Year Estimate:	\$2.7 million	\$2.6 million
FY2011 Recommended Budget:	\$2.7 million	\$2.7 million

In order to keep within existing revenues, several changes were implemented to reduce street sweeping costs (while maintaining service levels), and to prepare for future added costs as a result of new Regional Water Control Board Stormwater Permit requirements.

INTERNAL SERVICE FUNDS

Internal Service Funds Resources and Expenditures

Internal Service Funds obtain their resources from charges for service distributed throughout city departments and enterprise activities. The goal is to provide services that are common and best served from a centralized organization, or to provide a mechanism for common city costs to be appropriately allocated. The best models provide enhanced services at a reduced cost by offering economies of scale for a large organization such as the City of Hayward.

Below are four major Internal Service funds along with key financial information.

Technology Services:

	<u>Resources</u>	<u>Expenditures</u>
FY2009 Actual:	\$3.8 million	\$3.8 million
FY2010 End of Year Estimate:	\$4.3 million	\$4.1 million
FY2011 Recommended Budget:	\$4.8 million	\$4.8 million

Technology Services became an Internal Service Fund in 2009. Their primary purpose is to provide technology support and solutions throughout the City and its organizations. Most of the cost is employee service expense, but there are expenses for server and Voice-Over IP (VOIP) projects.

Maintenance Services:

	<u>Resources</u>	<u>Expenditures</u>
FY2009 Actual:	\$7.5 million	\$7.4 million
FY2010 End of Year Estimate:	\$7.8 million	\$7.0 million
FY2011 Recommended Budget:	\$8.0 million	\$7.7 million

The Internal Service Maintenance Budget consists of both Facilities Management Fund and Fleet Management Fund. These internal service funds are responsible for building maintenance for the various City of Hayward property and all city vehicles. The Maintenance Department has made several reductions during the economic slowdown to help control City-Wide costs. These include reducing non-essential services to facilities, deferral of any non-safety related replacements/repairs at City facilities, and continued deferred purchasing of City vehicles until revenues recover.

Employee Benefits & Workers Compensation Funds:

	<u>Resources</u>	<u>Expenditures</u>
FY2009 Actual:	\$6.7 million	\$7.4 million
FY2010 End of Year Estimate:	\$7.6 million	\$7.4 million
FY2011 Recommended Budget:	\$8.6 million	\$7.9 million

In FY2010, the City made a \$2.1 million transfer from the General Fund to the Employee Benefits Fund, designed to allow for sufficient funding for retiree medical payments. Effective with FY2011 forward, the retiree medical activity has been moved to this internal service activity whereby annual estimated costs will be allocated to the departments and transferred to this internal service fund for disbursement.

The Workers' Compensation Fund was established to account for costs specifically related to this activity. Workers' compensation injuries declined in FY2010. In FY2011, staff is conducting a comprehensive programmatic assessment to identify opportunities for further cost savings and improvement of program efficiencies. All insurance payments and claims are processed through this fund.

Both of the above activities are administered by the City's Human Resources Department.

Risk Management:

	<u>Resources</u>	<u>Expenditures</u>
FY2009 Actual:	\$2.6 million	\$4.4 million
FY2010 End of Year Estimate:	\$3.9 million	\$3.5 million
FY2011 Recommended Budget:	\$3.3 million	\$2.8 million

In FY2010 a onetime transfer of \$1.0 million was made to fund the liability account for settling any outstanding obligations. This activity is administered by the City Attorney's Office.

REDEVELOPMENT AGENCY (RDA)

Agency Resources

During FY2010, the Agency's total annual property tax increment revenue – including both low/moderate income housing set-aside funds and non-housing funds - declined from \$12.6 million received in the prior fiscal year to an estimated \$10.5 million, resulting in a 17% reduction in revenue. The reduction is attributed to the effects of the economic recession, as the assessed value of properties in the Project Area declined for the first time in over a decade.

In addition, last July the State approved Assembly Bill 26 authorizing Supplemental Educational Revenue Augmentation Fund (SERAF) payments from redevelopment agencies statewide in the total amount of \$2.05 billion over both FY2010 and FY2011. This resulted in obligations for the Hayward RDA in the amount of \$4.4 million in FY2010 and \$909,000 for FY2011. While this payment to the State was legally challenged by the California Redevelopment Association and others, the courts rendered a decision on May 4th that upheld the State's right to take the funds, and the FY2010 payment was subsequently made. The California Redevelopment Association will appeal the court's decision.

The Alameda County Assessor's office has estimated that assessed values will decline by approximately 5% for the next year, lowering the Agency's total property tax increment to approximately \$10.0 million for FY2011. Of that amount, 20%, or approximately \$2 million is set aside for the Low/Moderate Income Housing fund. Staff projects that tax increment will start to grow at a rate of 1.5% in FY2012, and will continue to slowly increase in following years.

Other significant revenues include a projected "withhold" of \$143,000 from the Hayward Unified School District tax increment pass through payment under the Burbank School/Cannery Park Public Facilities Development Agreement, and \$116,900 in lease revenue and garage maintenance fees from the Cinema Place development. The following is a summary of significant expenditure categories identified in the Agency's proposed budget for FY2011. Due to projected revenue reductions, the Agency's ability to undertake projects in the coming years is severely limited, and priorities must be carefully considered. The Agency's FY2011 year-end balance in Fund 451 is currently projected to be approximately \$490,000.

Agency Expenditures

Recommended RDA Operating Expenditures – Fund 451

- Agency Bond Debt Service - \$3.94 million
- Pass-Through Payments to Taxing Entities - \$1.4 million
- Agency Administration, and Indirect Cost Allocation - \$1.36 million
- State SERAF Payment - \$450,000
- Loan Repayment to General Fund - \$800,000
- Predevelopment Activities - \$250,000
- Public Art, Community Promotions, Downtown BIA - \$220,000
- Property Maintenance - \$165,000

Recommended RDA Project Activities:

- Downtown Retail Attraction Program/Foothill Boulevard - \$1.0 million
- Completion of Mission Boulevard Specific Plan - \$250,000
- South Hayward BART TOD Project design of public improvements - \$300,000

Recommended Low/Moderate Housing Operating Expenditures – Fund 452 & 453

- Administration, and Indirect Cost Allocation - \$557,000
- State SERAF Payment (five-year borrowing) - \$459,401

Recommended Low/Moderate Housing Activities

- First Time Homebuyer Loans City-wide - \$600,000
- Minor Home Repair Program (carry-over from FY 2010) - \$250,000
- South Hayward BART TOD Affordable Housing - \$3.0 million

It should also be noted that in FY2010, the Agency allocated \$2.0 million for first-time homebuyer loans to tenants in the Route 238 corridor, and this amount will be available for expenditure in FY2011.

FISCAL YEAR 2012

While FY2012 budget is not scheduled for formal City Council adoption, it is presented in the budget document to consider the ongoing financial condition of the City. FY2012 is expected to see some economic recovery, and General Fund revenues are forecasted to increase overall by slightly less than \$2 million: it will be yet another challenging year.

Property Tax revenue has been especially hard hit by the economic slowdown beginning in 2008, and will only increase slowly as we recover from the recession. Other traditionally strong sources of revenue, Sales Tax for example, have been “reset” as consumers change their behavior. These once healthy revenues are unlikely to grow as quickly as historical record might have predicted even two short years ago.

In light of these revenue issues, it is critical to control spending and make only the most prudent use of reserves, and then only when absolutely necessary and as a short term plan, not a long term fix. Again it is important to mention the continued cooperation and support of our Employee Groups,

who have committed to another year of 5% MOU savings totaling approximately \$4.7 million in FY2012.

However, even including the employee savings commitment and judicial refilling of vacancies, the City's total General Fund outlay will increase by \$2.4 million. Once again this will require a use of fund balance (\$2.9 million) to close the gap between FY2012 total resources versus total outlay.

This also forces us to ponder the need to fund both replacement of aging equipment and maintenance of existing assets. The sad but true story is a common one amongst public agencies across the nation today. Many of the onetime fixes that were used to weather the storm are no longer available, and postponed maintenance and replacement items will need to be addressed in the not very distant future. One need only to look at the 10 Year Plan (page 16 & 17 of the budget document) to see the potential devastation of our General Fund reserves in FY2013 & FY2014.

This picture will force some new ways of doing business as we go into FY 2013. Looking to the future, the entire City staff, management and employees, will be working together to address the projected deficits, present Council with balanced budgets according to our responsibilities, and assure that the City remains financially solvent with reasonable reserves.

PUBLIC CONTACT

A public hearing is scheduled for the June 15, 2010 City Council meeting at which time will be set aside specifically to receive public input regarding the operating budget.

SCHEDULE

The recommended operating budgets for the City and the Agency will be adjusted in accordance with Council's direction at this work session and brought back for consideration and public hearing process at the June 15, 2010 regular City Council/Agency meeting. Final adoption may occur at that time, or at the regular City Council/Agency meeting on June 22, 2010.

Prepared by:

Maret Bartlett, Redevelopment Director

Robert Bauman, Public Works Director

Susan M. Stark, Interim Director of Finance

Recommended by: Susan M. Stark, Interim Director of Finance

Approved by:



Fran David, City Manager



Supplemental Information

**Budget Council Hearing
June 15, 2010**

DATE: June 15, 2010

TO: Mayor and City Council
Redevelopment Agency Board of Directors

FROM: City Manager and Agency Director

SUBJECT: Public Hearing for City of Hayward and Hayward Redevelopment Agency Recommended Operating Budgets for FY 2011; for the Proposed Budgets for FY 2012 for City Operations and the Redevelopment Agency; and the proposed Capital Improvement Program Budget for Fiscal Years 2011 through 2020.

RECOMMENDATION

That Council receives the City Manager's Recommended FY 2011 and Proposed FY 2012 budgets for City operations and the Redevelopment Agency, and the proposed Capital Improvement Program budget for Fiscal Years 2011 through 2020; and conducts a Public Hearing on each.

BACKGROUND

All of the above identified budgets were presented to Council and the Agency Board at a work session on May 25, 2010 by the City Manager, the Interim Finance Director, and the Public Works Director. This presentation consisted of three Power Point presentations and two separate reports to Council. All of these documents can be accessed at:

<http://www.hayward-ca.gov/citygov/meetings/cca/2010/cca052510.htm> .

In addition, Council received reports and held a work session on the FY 2011 and FY 2012 Social Services funding recommendations on April 6, 2010; and conducted a Public Hearing on April 20, 2010.

<http://www.hayward-ca.gov/citygov/meetings/cca/2010/cca040610.htm> and
<http://www.hayward-ca.gov/citygov/meetings/cca/2010/cca042010.htm>

Council also held a work session on the FY 2011 Community Promotions funding recommendations on June 1, 2010. These respective reports can be accessed at:

<http://www.hayward-ca.gov/citygov/meetings/cca/2010/cca060110.htm>

Finally, Council received a report from the Interim Finance Director, conducted a public hearing, and adopted the Master Fee Schedule on April 27, 2010. That report is available at:

<http://www.hayward-ca.gov/citygov/meetings/cca/2010/cca042710.htm>

Any significant changes to each of the above budget elements, which may have occurred as a result of Council input on the above dates or final staff preparation between the above dates and this report, will be addressed in the report from the Interim Finance Director and the Director of Public Works, which follow on this agenda.

DISCUSSION

As Council begins its formal hearings on the next bi-annual budget for FY 2011 and FY 2012, it is important to take note that staff is not proposing any change in the organization's priorities. The budgets for the City continue to focus on the primary priorities of "safe", "clean" and "green" supported by the initiatives of "organizational health", "fiscal stability", and "sustainability". By staying focused on these elements over the last two years, the organization has accomplished a great deal despite tight resources.

Council and staff have also worked hard at reconnecting to our residents, businesses, and property owners in order to continually test our priorities and adjust the direction of the "ship of state" according to the expectation of our customers.

- ◆ The Council adopted a Neighborhood Partnership Strategic Plan
- ◆ Through the Neighborhood Partnership Program (NPP), the City convened and conducted forty-six neighborhood meetings resulting in
 - ✦ Installation of sixty-two speed lumps
 - ✦ Upgraded wattage on sixty street lights
 - ✦ Installation of forty-eight new street lights
 - ✦ Installation of eleven ladder-style crosswalks
- ◆ Staff held eight Crime-free Multi-housing training programs with over 200 participants
- ◆ The first Youth Leadership Summit of seventy participants was held
- ◆ The first Neighborhood Leadership Academy with forty participants was conducted
- ◆ And over 9,000 entries were made into Access Hayward with 90% achieving resolution

In reaching out to our business community and strengthening connections there, the City has

- ◆ Streamlined and improved the flow of timely information in the development review/permitting process
- ◆ Ramped up the Economic Development Program and created and filled a new position for Economic Development Manager
- ◆ Initiated a business visitation program with eighteen visits to date
- ◆ Developed and implemented Downtown music and film events throughout the summer
- ◆ Implemented a "Buy Hayward 1st" program
- ◆ Begun to create a perception of Hayward as a film destination with the filming of three commercials in City Hall or in town

And, with Council's leadership and direction, staff has accomplished the following actions and product delivery on Council's priorities:

Key Accomplishments –

Safe

- ◆ Achieved full Police staffing for the first time in many years; nine new uniform positions added through grant funding
- ◆ Decentralized Community Policing: Two District Offices under District Commanders
- ◆ Conducted successful SMASH operations – Twelve neighborhoods
 - ◆ Twenty-eight homes
 - ◆ Eight apartment buildings
 - ◆ One business
- ◆ Funded, procured, and implemented a new Computer Aided Dispatch/Records Management System (CAD/RMS)
- ◆ Set Commission on Accreditation for Law Enforcement Agency (CALEA) certification as a departmental goal and made significant progress in the certification process across the Police Department and all supporting services – on target for completion of certification
- ◆ Improved Emergency Medical services by increasing cardiac survivability from 7% to 30% through the use of LUCAS devices obtained through creative grant solicitation
- ◆ Established model After School Homework Program in our libraries with Federal funds; implemented a program model that can now be expanded into select school sites

Clean

- ◆ Developed and implemented a successful Keep Hayward Clean and Green Task Force (KHCG), which is now expanding into individual Neighborhood KHCG Task Forces
- ◆ Designed and implemented a successful and robust public art/mural program as an innovative deterrent to graffiti, which also brings quality public art to the community
 - ◆ Ten wall murals
 - ◆ Twenty-eight utility boxes
 - ◆ Eight Library book drop boxes
 - ◆ Twelve public benches
- ◆ Implemented other anti-graffiti efforts such as the Graffiti Reward Program
- ◆ Completed significant corridor improvements in landscaping on Jackson, A Street, Winton, and Mission
- ◆ Began one of the City's largest projects in roads and street improvements by issuing the bids for the first phase of the 238 Corridor (Mission) Improvement Project
- ◆ Developed and implemented an Anti-Smoking Ordinance throughout the city
- ◆ Implemented

Green and Sustainable

- ◆ Developed and adopted an extensive Climate Action Plan judged one of the best in California
- ◆ Continued implementation of water conservation efforts, including Bay Friendly Landscaping, resulting in one of the lowest per capita water use rates in the Hetch Hetchy system
- ◆ The City was honored with the Silicon Valley Water Conservation Award in the Government Agency Category for our community's efforts in leading the way in water conservation

- ◆ Developed and adopted “Green Building” ordinances for public buildings and private developments
- ◆ Awarded a design-build contract for a 1-MW solar generation project at the Wastewater Treatment Plant
- ◆ As a member of a public-private partnership, secured a \$47 million dollar state grant for a large Transit Oriented Development in the City at the South Hayward BART Station
- ◆ Developed and adopted an Historic Preservation Ordinance to encourage rehabilitation of historical properties through the community

The above accomplishments are only the highlights. Staff and Council together have accomplished many other important objectives in the last few years such as assisting the community in passing a Utility Users tax that has proven to be the organization’s lifesaver; completed the Mission Corridor Specific Plan and the adoption of form-based codes; and after two years of almost constant negotiations, the City and its partners, the State of California and the Public Interest Law Project, resolved the 50-year old 238 Corridor Bypass lawsuits and community controversy through legislation, joint legal action, and innovation..

Key Challenges –

Now it becomes even more important (and challenging) to keep the momentum going. The economy continues to lack energy and to remain in the doldrums. Our reserves are at the lowest acceptable point (or lower than) Council’s policy levels; and, we face daunting structural deficits in FY 2013. With that in mind, the following challenges must be dealt with in the coming months:

State Take-A-Ways – The State continues to erode local revenue. Through ERAF¹ I/II, the State has taken over \$90 million of local General Fund revenue since 1993. Through ERAF III, they took another \$3.9 million since FY 2005. And, they have taken \$7.8 million in Redevelopment Agency funds since 1993, with \$4.4 million in this year alone. This is in addition to borrowings, failure to reimburse for costs of state-mandated programs, and raids into transportation funds.

Weakened Property Tax – Property tax comprises 33.2% of the City’s General Fund Operating revenue. Staff is projecting approximately \$36.3 million in property tax revenue in FY 2011. This is down \$4.4 million from FY2009. This decline is caused by a drop in property values, County Assessor’s revaluations, appeals from taxpayers, particularly commercial owners and lessees. Because of the lower base and the 2% cap on increases related to assessed valuation, staff expects that it will take several years to again reach FY 2009 property tax levels.

¹ **ERAF** = Education Realignment Augmentation Fund. In 1992, facing a serious deficit position (again), the State of California began shifting local property tax revenues from cities, counties, and some special districts into these funds to reduce the cost of education to the state general fund. To meet its obligations to fund education at specified levels under Proposition 98, the state enacted legislation that shifted partial financial responsibility for funding education to local government (cities, counties and special districts). The state did this by instructing county auditors to shift the allocation of local property tax revenues from local government to “educational revenue augmentation funds” (ERAFs), directing that specified amounts of city, county and other local agency property taxes be deposited into these funds to support schools. Since their inception, the ERAF shifts have deprived local governments in California of nearly \$90 billion.

Sluggish Sales Tax – Sales tax comprises 21% of the City’s General Fund Operating revenue. Staff is projecting approximately \$22.7 million in sales tax revenue in FY 2011. This is down \$6.3 million from FY 2007. This decline is caused by a loss of our new car dealerships and growing sales over the internet offset slightly by improved retail sales through our “big box” stores.

The New Norm – The economy will take some time to rebound and show growth. Sales tax will likely never return to previous highs in FY 2001 unless and until both Federal and State governments restructure the sales tax system to either allow/force online sales to be taxed, the tax system is reoriented to tax services rather than goods, or both. While these are possibilities, neither is likely in the next five years. Property taxes will continue to lag for at least five years. While Utility Users Tax has been a life saver and will likely continue to grow slightly in the future, the City must adjust to the reduced revenue stream, perhaps permanently.

The Structural Gap – While the City has survived the ragged economy over the last three years better than most Bay Area municipalities, we cannot continue to plug the gap with short-term measures using one-time sources like reserves, asset sales, revenue transfers, and others. By carefully balancing the recommended and proposed budgets for FY 2011 and 2012 respectively, we have bought time to address the structural deficit looming in FY 2013. Meeting this last challenge will be a rigorous test of our organization and our community, and one I have little doubt we can and will meet as we face it together.

As we turn to meet the challenge, we must find ways to align expenditures with revenue without losing momentum in service delivery. We need to define ways to keep our organization healthy through strong reserves; efficient use of current technology; prudent stewardship of our assets such as buildings, equipment, and fleet; responsible fiscal management; and fair and equitable market compensation for our employees so that we can attract and keep the “best and the brightest” as we strive to fully realize our potential and take our place as the strong Heart of the Bay.

FISCAL IMPACT

The recommended FY 2011 started with a projected \$9.8 million dollar deficit, which has been addressed by:

Starting Deficit	(9,800,000)
a. Savings or extractions from Operations	2,800,000
b. Participation from employees	4,500,000
c. Use of Reserves	<u>2,500,000</u>
TOTAL	0

The proposed FY 2012 budget started with a projected \$8.9 million dollar deficit, which has been addressed by:

Starting Deficit	(8,900,000)
a. Savings or extractions from Operations	1,300,000
b. Participation from employees	4,700,000
c. Use of Reserves	<u>2,900,000</u>
TOTAL	0

It is important to note that balancing either fiscal year would not be possible without the continued support and good will of the City's employees. Each group of employees has stepped up to assist in meeting these challenges by "giving back" 5% of their contracted salaries and/or benefits through extensive unpaid furlough hours or other means. A balanced budget in either year would not have been possible without this employee participation, and the City would be looking at significant reduction in resources and service levels in the most critical priority areas.

The same debt of gratitude must also be paid to the community we serve. Without the passage of Proposition A, our Utility Users Tax, we would be struggling to close an additional \$13.8M gap in FY 2011 and \$14.5M in FY 2012.

SCHEDULE

Council is scheduled to adopt the FY 2011 recommended budgets and FY 2012 proposed budgets on June 22, 2010.

Prepared by: Fran David, City Manager

Approved by:



Fran David, City Manager



DATE: June 15, 2010

TO: Mayor and City Council
Redevelopment Agency Board of Directors

FROM: Interim Director of Finance
Public Works Director

SUBJECT: Public Hearing for City of Hayward and Hayward Redevelopment Agency Recommended Operating Budget for Fiscal Year 2011, the proposed Operating Budgets for FY 2012, and the Proposed Capital Improvement Program Budget for Fiscal Years 2011 through 2020

RECOMMENDATION

That Council receives the City Manager's Recommended FY 2011 and Proposed FY 2012 budgets for City operations and the Redevelopment Agency, and the proposed Capital Improvement Program budget for Fiscal Years 2011 through 2020; and conducts a Public Hearing on each; and that following public testimony, the Council and Agency Board Members review and comment on:

- City of Hayward and Hayward Redevelopment Agency(RDA) Recommended Operating Budget for FY2011;
- City of Hayward and Hayward Redevelopment Agency Proposed Operating Budget for FY 2012; and
- Proposed Capital Improvement Program Budget for FY2011 through FY2020

BACKGROUND

On April 6, 2010, the City Council conducted a work session regarding the Human Services Commission's recommendations for FY2011 and FY2012 Social Services funding. On April 20, 2010, Council conducted a public hearing to receive public input and provide feedback to staff regarding FY2011 and FY2012 Social Services Funding. That report is available at:

<http://www.hayward-ca.gov/citygov/meetings/cca/2010/cca042010.htm>

On May 25, 2010, the City held a Council and Agency budget work session. That work session included a formal presentation of both the recommended operating and proposed capital improvement program budgets, a time for public input, Council discussion, and responses by Department Heads to specific budget questions. That report is available at:

<http://www.hayward-ca.gov/citygov/meetings/cca/2010/cca052510.htm>

On June 1, 2010, the City Council reviewed and provided feedback to staff regarding the Economic Development Committee's recommendations related to the proposed FY2011 allocation of Community Promotion Program funds. That report is available at:

<http://www.hayward-ca.gov/citygov/meetings/cca/2010/cca060110.htm>

Tonight's meeting has been advertised and specifically set aside time to receive further public input and, upon closure of the public hearing, receive Council comments and direction to staff. This report captures any significant changes to each of the above budget elements, which may have occurred as a result of Council input on the above dates or final staff preparation between the above dates and this report

I. CITY OF HAYWARD RECOMMENDED OPERATING BUDGET

DISCUSSION

Subsequent to publishing the City of Hayward's Recommended Operating Budget, several changes have been identified and are outlined below. All of these changes are related to the City's General Fund and do not impact any other fund.

General Fund Revenue

- An additional revenue source from the Russell City Energy Company has been identified and confirmed by the Public Works Department allowing us to add \$350,000 in laydown area lease revenue to the General Fund in each of the two fiscal years. This revenue source was identified in the Recommended Operating Budget on page 393, item #5; but, as reflected in that note, was not included in budgeted revenue at that time. Now that the amount has been confirmed, staff is recommending \$350,000 be added to General Fund revenues.

General Fund Expenditures

- FIRE DEPARTMENT
Net Estimated Expenditure Change (\$16,800) each FY2011 and FY2012

Department's Proposed Changes:

- o Fire Department has proposed a departmental reorganization wherein five full-time positions will be eliminated and replaced with three and a half full-time equivalent positions as follows:
 - Elimination of: 2 Fire Inspector
2 Firefighters
1 Mail Clerk
 - Re-formed as: 3 Battalion Chief
0.5 Mail Clerk (reflects a part-time position)

The basis for this proposal is moving closer to best practices. The current span of control for the Battalion Chief is eleven to one. This is unacceptable and not conducive to proper mentoring, staff development, and most importantly, emergency supervision. The ability to establish this reorganization in a timely manner will allow the Command Staff the opportunity to present improvement aimed at both operational proficiency in the Fire Department as well as the work conditions of the level of line Battalion Chiefs.

Budget Impact:

- o Staffing Count Impact: Reduction of one and a half full-time equivalent position
- o Staffing Cost Impact: No change recommended
- o Department's Operating Expenditure Impact: Savings of \$16,800 due to cutting two vehicles

- MAINTENANCE DEPARTMENT

Net Estimated Expenditure Change + \$16,800 each FY2011 and FY2012

Department's Proposed Change:

- o Return of two vehicles from Fire Department necessitates including maintenance cost of the vehicles in the Maintenance Department budget until disposition is determined.

Budget Impact:

- o Department's Operating Expenditure Impact: + \$16,800

- POLICE DEPARTMENT

No Estimated Expenditure Change

Department's Proposed Changes:

- o Four Communications Operators
In a communications study conducted in 1997, one of the recommendations was to increase dispatch staffing by four positions. Even with these four positions, the Police Department is at minimum staffing levels for officer safety and in fact is below industry standard for a dispatch center with the volume handled in Hayward. These positions have been funded by monies available from department vacancies. The

decision was made to reflect them properly in the budget and the city staff count as full-time positions.

- o Two Animal Care Attendants
SB1785 mandated minimum holding periods for animals that literally resulted in a 90% increase in Hayward's Animal Shelter population. In spite of budget reductions in recent years, the shelter workload continues to increase. The current staffing level of nine (including the two referenced here) has proven to be the absolute minimum required to fulfill the seven-day a week shelter demands. Any and all vacancies in these nine positions require using per-diem staff. These positions have been funded by monies available from department vacancies. The decision was made to reflect them properly in the budget and the city staff count as full-time positions.
- o One Police Sergeant
The City is fully reimbursed (salary and benefits) for this position by Chabot College. The reimbursement is already included in the revenue budget and requires no change. The position has been funded by monies available from department vacancies; however the Staffing Count would require adding one full-time equivalent to reflect the appropriate head count. It should also be noted that if the College District were to discontinue this program, the position would be eliminated.

Budget Impact:

- o Staffing Count Impact: Addition of seven full-time positions
 - 4 Communications Operators
 - 2 Animal Care Attendants
 - 1 Police Sergeant (assigned to Chabot College)
- o Staffing Cost Impact: No change
- o Department's Operating Expenditure Impact: No change
- HUMAN RESOURCES DEPARTMENT
Net Estimated Expenditure Change +36,000 FY2011; +\$12,000 FY2012

Department's Proposed Changes:

- o The Human Resources Department is recommending the creation of a new title and classification of Human Resources Manager to replace the Senior Human Resources Analyst vacancy, which occurred as a result of a staff retirement. The new classification of Human Resources Manager will provide the necessary operational focus needed for the City of Hayward to provide the development of critical business processes related to Human

Resources functions. The position will also provide the framework for staff development and cross training initiatives needed to improve business efficiencies and ensure long-term stability to the core functions of Human Resources and City compliance with applicable laws, employment contracts, safety compliance and support to organizational health initiatives as established by the City Council.

Budget Impact:

- o Staffing Count Impact: Net Zero
 - Delete one position (Senior Human Resources Analyst / Affirmative Action Specialist)
 - Add one position (Human Resources Manager)
- o Staffing Cost Impact: Estimated increase in wages and benefits for FY2011 would be \$11,000 and for FY2012 would be \$12,000.
- o Department's Operating Expenditure Impact: Increase of \$25,000 in FY2011 to fund Assistant City Manager recruitment expense.
- SOCIAL SERVICES FUNDING
Net Estimated Expenditure Change: None Proposed
- COMMUNITY PROMOTIONS PROGRAM
Net Estimated Expenditure Change: None Proposed

Department's Proposed Changes:

Staff does not propose any changes but provides the following information:

At the Economic Development committee (EDC) meeting of April 5, 2010, staff suggested maintaining funding levels in FY2011 as they were in FY2010. The EDC took staff recommendations into account and made a few changes, which included providing funding for the Cinema Place Art Display, increasing funding for the Honor Band, and not providing funding for the South Hayward Lions Club.

The EDC recommendations were presented at the City Council work session on June 1, 2010, where staff was available for discussion and input. At that time, no changes were made to the EDC's recommendations. At this time it would be appropriate for Council to provide staff direction to either proceed with the EDC's recommendation or propose changes to the funding allocations.

FISCAL IMPACT

The above items complete the detailed proposed changes to the City of Hayward's Recommended Operating Budget for Fiscal Years 2011 and 2012.

Summarized in the chart below is the financial impact to the City's General Fund should the above proposed changes be approved.

	<u>FY2011</u>	<u>FY2012</u>
<u>General Fund Revenue</u>		
All Other Sources / Interest & Rent	<u>\$ 350,000</u>	<u>\$ 350,000</u>
TOTAL CHANGE – REVENUE:	\$ 350,000	\$ 350,000
 <u>General Fund Expense</u>		
Net Staffing Expense / HR Dept.	\$ 11,000	\$ 12,000
Supplies & Services / HR Dept	25,000	n/a
(Internal) Service Fee / Fire Dept.	(16,800)	(16,800)
(Internal) Service Fee / Maint. Dept.	<u>16,800</u>	<u>16,800</u>
TOTAL CHANGE – EXPENSE	\$ 36,000	\$ 12,000
 Net Impact on (Use) / Additions to Reserves:	<u>\$ 314,000</u>	<u>\$ 338,000</u>

II. REDEVELOPMENT AGENCY (RDA) OPERATING BUDGET

DISCUSSION

Redevelopment Agency staff proposes a reduction to budgeted transfers out in the amount of \$101,000. The RDA Operating Fund #451, line item "Misc. Transfers – Debt Service" reflects an overstatement of \$101,000 and it is recommended that line item be reduced to a corrected amount of \$7,136.

III. CAPITAL IMPROVEMENT PROGRAM (CIP) BUDGET

BACKGROUND

On April 28, the CIP was reviewed and discussed with the Council Budget and Finance Committee. On May 13, the Planning Commission held a public hearing and found that the document was in conformance with the General Plan. On May 25, the Council reviewed the CIP along with the operating budget in work session. The highlights of this year's proposal can be found in the City Manager's letter in the front of the document (see Attachment I). Council is encouraged to pay particular attention to the needs identified in fleet, technology, and facilities that currently lack funding in the out years. This remains a need to be addressed in future financial plans.

DISCUSSION

As noted in the City Manager's letter, this edition of the CIP again spans ten years and continues to focus on many projects related to improving the City's infrastructure, such as sidewalks, streets, water, sewer, and the Airport. In addition, a strong emphasis continues towards the goal of upgrading the City's overall appearance, which includes working with residents to identify areas that are in need of improvement.

As indicated above, the Budget and Finance Committee reviewed the CIP in April and provided consensus support. Since that time it was determined that several adjustments are required for ongoing Airport projects, and two Airport projects within Fund 632 are in need of additional appropriations for FY11; a replacement CIP summary sheet for the Airport Capital Improvement Fund is included in Attachment II. In brief, costs associated with the environmental planning for the Sulphur Creek Mitigation project will increase to \$315,000; the corresponding reimbursement from the FAA for this work also increased to \$300,000. The crash rescue equipment vehicle will also need additional appropriations in order to fund specialized training for firefighters and to properly refurbish, equip, and house the vehicle; \$100,000 of this additional cost will be covered by a developer contribution.

At the work session on May 25, the Library and Community Services Director noted that the Measure B Funded Paratransit Program was in need of scheduling software and equipment to more efficiently provide services to eligible residents. Staff was able to add a small project to the Street System Improvements Fund (Fund 413) for \$82,000, which addresses this critical need. This was possible in part because the bids for the Mount Eden Annexation Improvements (Phase II) were received and the resulting amount needed for that project was reduced by \$2.2 million. This cost savings is reflected in the lowered appropriation for the project noted in the attached, revised version of Fund 413 (Attachment II).

Fund 456 (the Low/Moderate Housing Capital Fund) was also revised due to corrections since the work session. Project 5072, which is the Route 238 Homebuyer Program, was reduced from \$2 million to \$1 million; since the additional \$1 million was transferred this year into Fund 432, which is the Route 238 Settlement Fund in FY10. The transfer from the Low/Moderate Housing Operating Fund (Fund 452) into Fund 456 for FY10 was also reduced from \$3.3 million to \$2.3

million due to the reduced appropriation for project 5072. A revised version of Fund 456 is also attached (Attachment II).

IV. OPERATING AND CIP BUDGETS

PUBLIC CONTACT

A public notice was published in The Bay Area News Group – Daily Review on June 5 and June 10, 2010 announcing the date, time, location, and subject matter of this public hearing.

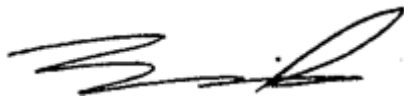
SCHEDULE

Upon approval of the proposed changes outlined in this report, the necessary resolutions will be prepared for formal budget adoption at the City Council meeting of June 22, 2010.

Prepared by:

Maret Bartlett, Redevelopment Director
Robert Bauman, Public Works Director
Morad Fakhrai, Deputy Dir. of Public Works
Susan M. Stark, Interim Director of Finance

Approved by:



Fran David, City Manager

Attachments:

Attachment I: City Manager's CIP Budget Message. That report is available at:

<http://www.hayward-ca.gov/departments/finance/documents/CA/Attachment%20II%20Letter%20from%20OCM%20CIP.pdf>

Attachment II: CIP Budget Revised Summary Sheets for Funds 632, 413 and 456. That report is available at:

<http://www.hayward-ca.gov/departments/finance/documents/CA/Attachment%20III%20-%20Revised%20Fund%20Sheets.pdf>

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Supplemental Information

**Budget Council Adoption
June 22, 2010**



DATE: June 22, 2010

TO: Mayor and City Council
Redevelopment Agency Board of Directors

FROM: Interim Director of Finance
Public Works Director

SUBJECT: Approval and Appropriations of the Operating and Capital Budgets for FY2011; Approval and Appropriations of the FY2011 Hayward Redevelopment Agency Budget; Approval of the FY2011 Gann Appropriations Limit; Approval of Amending the FY2011 Master Fee Schedule Establishing Landing Fees for the Hayward Executive Airport; and confirmation of the FY2012 proposed budget.

RECOMMENDATION

That the City Council and the Redevelopment Agency Board of Directors approve their respective FY 2011 budgets as presented and recommended by the City Manager; and adopt their respective attached resolutions related to FY 2011:

1. Approving and Appropriating the Operating Budget;
2. Approving and Appropriating the Redevelopment Agency Budget;
3. Approving and Appropriating the Capital Improvement Program Budget;
4. Approving the Gann Appropriations Limit;
5. Approving Amending the Master Fee Schedule Establishing Landing Fees for the Hayward Airport; and

That the City Council and the Agency Board of Directors review and confirm the proposed Operating and Redevelopment Agency budgets for FY 2012.

BACKGROUND

On May 25, 2010¹, Council and the Agency Board held a Work Session to discuss and receive input on the FY 2011 Recommended Operating Budget, the Redevelopment Budget, and the Capital Budget. On June 15, 2010², the Council conducted a public hearing to receive public input and updates to the budgets since the Work Session. Information was distributed reminding Council and the public that landing fees for the Hayward Airport would also be part of the FY 2011 budget approval process via

¹ <http://www.hayward-ca.gov/citygov/meetings/cca/2010/cca052510.htm>

² <http://www.hayward-ca.gov/citygov/meetings/cca/2010/cca061510.htm>

amendment to the Master Fee Schedule.³ Council and Agency Board were asked to comment on proposed FY 2012 budgets for City operations, the Redevelopment Agency, and the Capital Improvement Program.

DISCUSSION

City and Redevelopment Agency Operating Budget and Amendment to Master Fee Schedule

Continuing with the policy of developing two year budgets, on May 25 and again on June 15, 2010, Council received presentations, public input, and held discussions on the recommended City and Redevelopment Agency operating budgets for fiscal years 2011 and 2012. On June 15, 2010, Council also received and discussed updates to the recommended operating budget as well as an amendment to the Master Fee Schedule adding airport landing fees.

The City's operating budget reflects the following expenditures and transfers:

	<u>FY 2011</u>	<u>FY 2012</u>
General Fund	\$119,681,028	\$122,046,937
Special Revenue Funds	8,415,428	6,172,673
Debt Service Funds	4,356,198	3,872,751
Enterprise Funds	60,181,524	64,104,606
Internal Service Funds	<u>22,937,576</u>	<u>23,005,068</u>
	\$215,571,754	\$219,202,035

The Redevelopment Agency's operating budget reflects the follow expenditures and transfers:

	<u>FY 2011</u>	<u>FY 2012</u>
Redevelopment Operating Fund	\$ 10,061,317	\$ 8,274,263
Low & Moderate Housing Fund	4,846,024	3,104,410
Low & Moderate Homeownership Fund	600,000	600,000
Redevelopment Debt Service	<u>3,939,158</u>	<u>4,016,158</u>
	\$ 19,446,499	\$ 15,994,831

As discussed in the Council budget meetings and reflected in the budget presentations as well as the budget itself, the operating budget includes General Fund savings resulting from employee commitments agreed to by the City's employees in the amounts of \$4.5 million for FY 2011 and \$4.7 million for FY2012. It is with great pride that the City acknowledges the commitment extended by the City's employees in joining with the City to achieve a balanced budget for the next two fiscal years.

Also presented to Council at the June 15, 2010 meeting, was the addition of airport landing fees to the Master Fee Schedule. As per Council discussion at the April 27, 2010 Master Fee Schedule adoption, airport landing fees were to be brought back for Council consideration during budget meetings. By approval of Attachment V, these fees will now be incorporated into the City's Master Fee Schedule.

³ <http://www.hayward-ca.gov/departments/finance/documents/Memo%20from%20City%20Manager%20-%20Airport%20Landing%20Fees.pdf>

FY 2011 Budget Adoption & FY 2012 Confirmation
June 22, 2010

Gann Appropriations Limit

The State of California Constitution, Article XIII B, more commonly known as the Gann Appropriations Limit, requires that an appropriations limit be established annually by the City Council. As approved by the California voters in November 1979, this places limits on the amount of revenue that can be spent by government agencies. The limit is based on actual appropriations during FY1979 (the “base” year) and is increased each year using population and inflation growth factors. The City of Hayward’s limit for FY 2011 is \$217,723,859. The City’s appropriations subject to the limit per the budget has been far below the limit each year. The City’s FY 2011 budgeted appropriations subject to the limit total \$75,558,103, and are \$142,165,756 below the applicable limit.

Capital Improvement Program (CIP)

The CIP is updated and reviewed annually and this year represented the second year the City has implemented a ten-year CIP budget. While the City’s general revenues are suffering from the current economy, the majority of the CIP projects are funded with Federal, State, and County revenues, or enterprise fund reserves designated for projects. The FY 2011 Capital Improvement Budget includes expenditures of approximately \$77.9 million for projects including but not limited to street system improvements; sewer, water, and wastewater improvements and replacements; and police, fire, technology and fleet projects.

FISCAL IMPACT

The General Fund operating budget for FY 2011 includes a total appropriation of \$119.7 million, of which \$109.8 million is derived from General Fund revenue sources and \$7.7 million in transfers, with use of reserves in the amount of \$2.2 million. Both the operating and capital budgets submitted for approval and adoption are balanced and reflect minimal use of General Fund reserves in each of the two fiscal years (\$2.2 million in FY 2011 and \$2.5 million in FY 2012). This is no small achievement for a city in today’s environment.

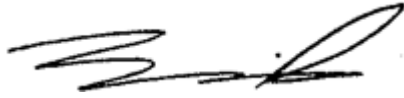
The Redevelopment Agency total budget includes a total appropriation of \$19,446,499 for operations, housing, and debt service for FY 2011; and \$15,994,831 for FY 2012. These funds do not impact the General Fund.

PUBLIC CONTACT

On May 25, 2010, Council held a Work Session to discuss and receive input on the FY 2011 and FY 2012 budgets. On June 15, 2010, the Council conducted a public hearing to discuss and receive further public input. A public notice was published in The Area News Group – Daily Review on June 5 and June 10, 2010 announcing the date, time, location, and subject matter of the public hearing.

Prepared by: Susan M. Stark, Interim Director of Finance
Robert Bauman, Public Works Director
Maret Bartlett, Redevelopment Director

Approved by:



Fran David, City Manager

Attachments:

- I. FY 2011 Operating Budget Resolution;
- II. FY 2011 Capital Improvement Program Budget Resolution;
- III. FY 2011 Hayward Redevelopment Agency Budget Resolution;
- IV. FY 2011 Gann Appropriations Limit Resolution; and
- V. FY 2011 Master Fee Schedule Amendment Establishing Landing Fees for the Hayward Airport Resolution
- VI. FY 2012 Confirmation of Proposed Operating Budget Resolution
- VII. FY 2012 Confirmation of Proposed Redevelopment Agency Budget Resolution

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Supplemental Information

**Budget Council Adoption -
Resolutions
June 22, 2010**

HAYWARD CITY COUNCIL

RESOLUTION NO. 10-083

Introduced by Council Member Dowling

RESOLUTION APPROVING THE OPERATING BUDGET OF
THE CITY OF HAYWARD FOR FISCAL YEAR 2011;
ADOPTING APPROPRIATIONS FOR FISCAL YEAR 2011

WHEREAS, the City Manager has submitted to the City Council of the City of Hayward estimates of revenues from all sources and estimates of expenditures required for the proper conduct of the activities of the City of Hayward for fiscal year 2010 / 2011 contained in those documents entitled "City of Hayward Recommended Operating Budget FY2011," with adjustments to the Recommended Budget as specified in the budget report of June 15, 2010; and

WHEREAS, a public hearing was held by the City Council of the City of Hayward, on June 15, 2010, at which time all interested persons were afforded an opportunity to be heard on matters pertaining to the budget recommended by the City Manager; and

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Hayward as follows:

1. That the budget for FY 2011 presented by the City Manager in the documents entitled "City of Hayward Recommended Operating Budget, FY 2011 with adjustments to the Recommended Budget as outlined in the June 15, 2010 Public Hearing Budget Report are hereby approved and adopted as the budget of the City of Hayward for FY 2011. Copies of the budget documents and the staff reports presented by the City Manager are on file in the office of the City Clerk and are hereby referred to, incorporated herein, and made a part of this resolution as though set forth in full.

Fiscal Year 2010/11 Budget

General Fund	\$ 119,681,028
Special Revenue	\$ 8,415,428
Debt Service	\$ 4,356,198
Enterprise	\$ 60,181,524
Internal Services	\$ 22,937,576

Total	\$ 215,571,754

2. All expenditures relating to the objectives described in the budget are hereby approved and authorized and payments therefore may be made by the Director of Finance without further action of Council.

3. The City Manager shall have the authority to bind and prepay all coverage and to negotiate and execute all documents necessary to obtain the insurance, third party administration services, loss fund stabilization and defense of claims budgeted for in the Liability Insurance Fund. In consultation with the City Attorney, the City Manager and/or City Attorney shall be authorized to represent the City on the board of the Exclusive Risk Management Authority of California and take any and all actions necessary or appropriate to advance the City's interests in connection with risk management services and procuring of insurance coverage's.

4. The balances in each fund that are not otherwise appropriated are hereby appropriated to Contingency Reserves in those funds. Expenditures from Reserves or Designated Fund Balances shall require the approval of the City Council.

5. The Director of Finance is hereby authorized and directed to distribute the appropriations, transfers, and reserves to the various accounts of the City in accordance with generally accepted accounting principles and consistent with the purposes and objectives as outlined in the recommended budget as adjusted by the budget report of June 15, 2010.

6. Any monies received during fiscal year 2011 as a consequence of a grant application approved by the City Council are hereby appropriated for the purposes for which the grant has been approved. Such appropriation includes authorization for the City Manager to expend such monies and for the Director of Finance to make payments therefore in accordance with the terms and conditions and for the purposes of the grant.

7. The Director of Finance is directed to comply with GASB 31 (Unrealized investment gains and losses) and is authorized to make such entries as are required to the City's financial records. In addition, the Director of Finance is authorized to make such changes to the budget as are required by GASB 31.

IN COUNCIL, HAYWARD, CALIFORNIA June 22, 2010

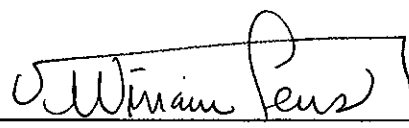
ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS: Zermefio, Quirk, Halliday, May, Dowling, Henson
MAYOR: Sweeney

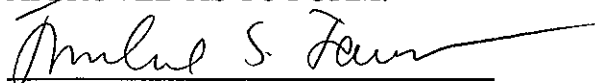
NOES: COUNCIL MEMBERS: None

ABSTAIN: COUNCIL MEMBERS: None

ABSENT: COUNCIL MEMBERS: None

ATTEST: 
City Clerk of the City of Hayward

APPROVED AS TO FORM:


City Attorney of the City of Hayward

HAYWARD CITY COUNCIL

RESOLUTION NO. 10-084

Introduced by Council Member Dowling

RESOLUTION APPROVING CAPITAL IMPROVEMENT
PROJECTS FOR FISCAL YEAR 2011

WHEREAS, the City Manager has submitted to the City Council of the City of Hayward estimates of revenues from all sources and estimates of expenditures required for the proper conduct of the activities of the City of Hayward for Fiscal Year 2011 contained in those documents entitled " City of Hayward Recommended Operating Budget Fiscal Years 2011 and 2012" and "Ten-Year Capital Improvement Program FY11 – FY20"; and

WHEREAS, a public hearing was held by the City Council of the City of Hayward, at which time all interested persons were afforded an opportunity to be heard on matters pertaining to the Capital Improvement Program budget recommended by the City Manager; and

WHEREAS, by Resolution No.10- 083 , dated June 22, 2010, the City Council adopted the budget and appropriated funds for operating expenses for Fiscal Year 2011.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Hayward as follows:

1. That the Capital Improvement Projects for Fiscal Year 2011, as embodied in the Five-Year Capital Improvement Program FY11 – FY20 document, are hereby adopted as the Capital Improvement Program for Fiscal Year 2011. Copies of the budget documents and the staff reports presented by the City Manager are on file in the office of the City Clerk and are hereby referred to, incorporated herein, and made a part of this resolution as though set forth in full.
2. That except as may be otherwise provided, any and all expenditures relating to the objectives described in the Capital Improvement Program budget are hereby approved and authorized and payments therefore may be made by the Director of Finance without further action of Council.
3. That for the purposes of determining whether the City Manager is authorized to execute a contract for a commodity or service pursuant to City Charter section 701 subsection 8, the City Manager shall have the authority to expend such funds and enter into and execute any and all contracts and documents necessary to carry

out the objectives of the Council's appropriations as set forth in this Capital Improvement Program budget.

4. The following are hereby approved for expenditure:

I. CAPITAL PROJECTS EXPENDITURE APPROPRIATIONS

Gas Tax Fund (210)	313,000
Measure B Tax Fund [Local Transportation] (211)	1,640,000
Measure B Tax Fund [Pedestrian & Bicycle] (212)	410,000
Capital Improvement Fund (410)	790,000
Street System Improvement Fund (413)	9,376,000
Police Capital Project (415)	70,000
Fire Capital Project (416)	523,000
Maintenance Services Capital (417)	10,000
Transportation System Improvement Fund (420)	190,000
Route 238 Fund (430)	32,930,000
Redevelopment Tax Allocation Bonds Fund (454)	50,000
Redevelopment Agency Projects (455)	800,000
Low/Moderate Housing (456)	3,000,000
Sewer Capital Improvement Fund (613)	6,415,000
Sewer Replacement Fund (614)	570,000
Wastewater Treatment Plant Replacement Fund (616)	3,064,000
Water Improvement Fund (622)	4,984,000
Water Replacement Fund (623)	4,180,000
Airport Capital Fund (632)	1,478,000
Facilities Internal Service Fund (721)	220,000
Technology Services Internal Service Fund (726)	3,094,000
Fleet Management General Fund (731)	3,115,000
Fleet Management Enterprise (732)	682,000
TOTAL: ALL CAPITAL FUNDS	77,904,000

5. The Director of Finance is hereby authorized to transfer the following amounts from one fund to another as indicated below at such time as she may determine, giving consideration to the intended purposes for which the transfers are made and available balances in each of the funds.

II. FUND TRANSFERS

FROM FUND:	TO FUND:	AMOUNT:
Gas Tax (210)	General (100)	2,225,000
Gas Tax (210)	Street System Improvements (413)	1,486,000
Route 238 (430)	Street System Improvements (413)	800,000
General (100)	Fire Capital Project (416)	126,000
RDA (451)	Redevelopment Projects (455)	300,000
Low/Moderate Operating (452)	Low/Moderate Capital (456)	3,000,000
Sewer Operations (611)	Sewer Capital (613)	1,500,000
Technology Svcs Operating (725)	Sewer Capital (613)	467,000
Sewer Operations (611)	Sewer Replacement (614)	1,000,000
Sewer Operations (611)	WPCF Replacement (616)	1,000,000
Sewer Capital (613)	Water System Capital (622)	750,000
Water Operations (621)	Water System Replacement (623)	2,000,000
Airport Operations (631)	Airport Capital (632)	700,000
Capital Improvement (410)	Tech. Services Internal Service (726)	100,000
Stormwater Operating (602)	Fleet Management Enterprise (732)	85,000
Sewer Operating (612)	Fleet Management Enterprise (732)	240,000
Water Operating (621)	Fleet Management Enterprise (732)	286,000
Airport Operations (631)	Fleet Management Enterprise (732)	71,000

In order to provide for completion of work on projects previously authorized but not completed as of June 30, 2009, in addition to the above appropriations for capital expenditures, appropriation balances remaining as of June 30, 2010, for capital projects previously authorized but uncompleted, are hereby appropriated for expenditure in fiscal year 2011.

6. Any monies received during fiscal year 2011 as a consequence of a grant application approved by the City Council are hereby appropriated for the purposes for which the grant has been approved. Such appropriation includes authorization for the City Manager to expend such monies and for the Finance Director to make payments therefore in accordance with the terms and conditions and for the purposes of the grant.
7. The Director of Finance is hereby authorized and directed to distribute the above appropriations to the various accounts of the City in accordance with generally accepted accounting practices and consistent with the purposes and objectives as outlined in the approved budget.

8. The budget for capital projects for fiscal year 2011, as contained in the document entitled " Ten-Year Capital Improvement Program FY11 - FY20 ," is hereby approved.

IN COUNCIL, HAYWARD, CALIFORNIA June 22, 2010

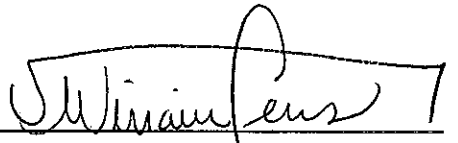
ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS: Zermefio, Quirk, Halliday, May, Dowling, Henson
MAYOR: Sweeney

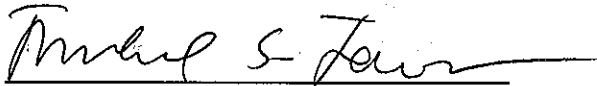
NOES: COUNCIL MEMBERS: None

ABSTAIN: COUNCIL MEMBERS: None

ABSENT: COUNCIL MEMBERS: None

ATTEST: 
City Clerk of the City of Hayward

APPROVED AS TO FORM:


City Attorney of the City of Hayward

REDEVELOPMENT AGENCY OF THE CITY OF HAYWARD

RESOLUTION NO. RA-10-11

Introduced by Agency Members Dowling

RESOLUTION APPROVING THE BUDGET OF THE
REDEVELOPMENT AGENCY OF THE CITY OF HAYWARD
AND ADOPTING APPROPRIATIONS FOR FISCAL YEAR
2011

WHEREAS, the Executive Director has submitted to the Redevelopment Agency of the City of Hayward estimates of revenue from all sources and estimates of expenditures required for the proper conduct of the activities of the Redevelopment Agency of the City of Hayward for fiscal year 2011; and

WHEREAS, a public hearing was held by the Redevelopment Agency of the City of Hayward, at which time all interested persons were afforded an opportunity to be heard on matters pertaining to the recommended budget.

NOW, THEREFORE, BE IT RESOLVED by the Redevelopment Agency of the City of Hayward that:

1. The budget presented by the Executive Director is hereby approved and adopted as the budget of the Redevelopment Agency of the City of Hayward for fiscal year 2011. The budget presented by the Executive Director and approved by this resolution appears on pages 124-134, of the document entitled " City of Hayward Recommended Operating Budget Fiscal Years 2011 and 2012," with adjustments as outlined in the June 15, 2010 Budget Public Hearing Report," which is hereby referred to, incorporated herein, and made a part of this resolution as though set forth in full.
2. The following amounts are hereby appropriated expenditures:

FY 2011 Fund Expenditure and Transfer Out Budget

451 – Redevelopment Operating Fund	10,061,317
452 – Low & Moderate Housing Fund	4,846,024
453 – Low & Moderate Homeownership Fund	600,000
311 – Redevelopment Debt Service Fund	3,939,158
	19,446,499

3. Any and all expenditures relating to the objectives described in the budget are hereby approved and authorized and payments therefore may be made by the Finance Director.
4. Except as limited in paragraph 5 of this resolution, the Executive Director is authorized without further action from Council to enter into a contract or agreement for any commodity or service included in the annual budget of the Redevelopment Agency.
5. For the purposes of determining whether the Executive Director has the authority to execute a contract for a commodity or service pursuant to section 3 above, the Executive Director shall have the authority to expend such funds and enter into and execute any and all contracts and documents necessary to carry out the objectives of the Agency's appropriations as set forth in this budget.
6. The Redevelopment Agency Board finds that the administrative and planning expenditures budgeted to the Redevelopment Agency Low and Moderate Income Housing Funds 452 and 453 for fiscal year 2011 are necessary for the production, improvement, or preservation of low- and moderate-income housing and are not disproportionate to the total cost of production, improvement or preservation of such housing.

HAYWARD, CALIFORNIA, June 22, 2010

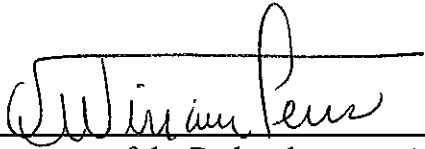
ADOPTED BY THE FOLLOWING VOTE:

AYES: AGENCY MEMBERS: Zermefio, Quirk, Halliday, May, Dowling, Henson
CHAIR: Sweeney

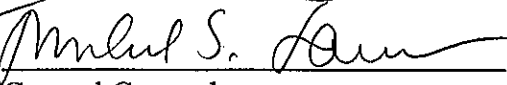
NOES: AGENCY MEMBERS: None

ABSTAIN: AGENCY MEMBERS: None

ABSENT: AGENCY MEMBERS: None

ATTEST: 
Secretary of the Redevelopment Agency
of the City of Hayward

APPROVED AS TO FORM


General Counsel

HAYWARD CITY COUNCIL

RESOLUTION NO. 10-085

Introduced by Council Member Dowling

RESOLUTION ESTABLISHING THE APPROPRIATION LIMIT
FOR FISCAL YEAR 2011

WHEREAS, by Resolution No. 10-084, the City Council approved the budgets and appropriated funds for operating expenses and capital projects for fiscal year 2011.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Hayward that the appropriations limit for fiscal year 2011 is hereby established as \$217,723,859. In accordance with the requirements of state law regarding the appropriations limit, the annual adjustment factors for 2011 are hereby selected as follows: For change in population, the factor shall be the City of Hayward population growth factor and for the change in the cost of living, the factor shall be the California per capita income factor. When adopted, the vote on this resolution shall constitute the recorded vote of the City Council for purposes of complying with the applicable procedural requirement of state law.

IN COUNCIL, HAYWARD, CALIFORNIA June 22, 2010

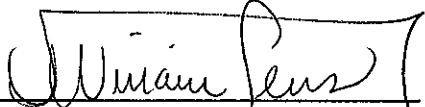
ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS: Zermefio, Quirk, Halliday, May, Dowling, Henson
MAYOR: Sweeney

NOES: COUNCIL MEMBERS: None

ABSTAIN: COUNCIL MEMBERS: None

ABSENT: COUNCIL MEMBERS: None

ATTEST: 
City Clerk of the City of Hayward

APPROVED AS TO FORM:


City Attorney of the City of Hayward

HAYWARD CITY COUNCIL

RESOLUTION NO. 10-086

Introduced by Council Member Dowling

RESOLUTION AMENDING THE MASTER FEE SCHEDULE
FOR FISCAL YEAR 2011 RELATING TO THE PUBLIC
WORKS DEPARTMENT, ESTABLISHING LANDING FEES
FOR THE HAYWARD EXECUTIVE AIRPORT

BE IT RESOLVED by the City Council of the City of Hayward resolution 10-061, the Master Fee Schedule for fiscal year 2011, is hereby amended to add the following new fees under Public Works section, Airport Services, item 8:

Public Works

A. AIRPORT SERVICES

8. Landing Fee

Commercial aircraft operations (shall include landings of all non-based general aviation aircraft that conduct air taxi, charter or cargo operations under FAR Part 121 or Part 135) based on maximum certificated gross landing weight:

	Per Landing	Daily	Monthly
0 - 3,500 pounds	\$2	\$5	\$13
3,501 - 6,250 pounds	\$4	\$10	\$26
6,251 - 12,500 pounds	\$8	\$20	\$52
12,501 - 25,000 pounds	\$16	\$40	\$104
25,001 - 50,000 pounds	\$32	\$80	\$208
50,001 pounds and above	\$64	\$160	\$416

IN COUNCIL, HAYWARD, CALIFORNIA June 22, 2010

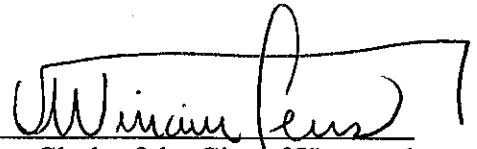
ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS: Zermefio, Quirk, Halliday, May, Dowling, Henson
MAYOR: Sweeney

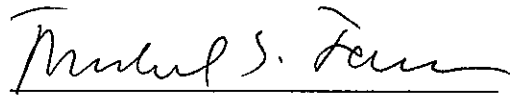
NOES: COUNCIL MEMBERS: None

ABSTAIN: COUNCIL MEMBERS: None

ABSENT: COUNCIL MEMBERS: None

ATTEST: 
City Clerk of the City of Hayward

APPROVED AS TO FORM:


City Attorney of the City of Hayward

HAYWARD CITY COUNCIL

RESOLUTION NO. 10-087

Introduced by Council Member Dowling

RESOLUTION CONFIRMING THE PROPOSED OPERATING
BUDGET OF THE CITY OF HAYWARD FOR FISCAL YEAR
2012;

WHEREAS, the City Manager has submitted to the City Council of the City of Hayward estimates of revenues from all sources and estimates of expenditures required for the proper conduct of the activities of the City of Hayward for fiscal year 2012 contained in those documents entitled "City of Hayward Recommended Operating Budget FY 2012," with adjustments to the Recommended Budget as specified in the budget report of June 15, 2010; and

WHEREAS, a public hearing was held by the City Council of the City of Hayward, on June 15, 2010, at which time all interested persons were afforded an opportunity to be heard on matters pertaining to the budget recommended by the City Manager; and

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Hayward as follows:

1. That the budget for FY 2012 presented by the City Manager in the documents entitled "City of Hayward Recommended Operating Budget, FY2012 with adjustments to the Recommended Budget as outlined in the June 15, 2010 Public Hearing Budget Report is hereby accepted and confirmed as the proposed budget of the City of Hayward for FY 2012. Copies of the budget documents and the staff reports presented by the City Manager are on file in the office of the City Clerk and are hereby referred to, incorporated herein, and made a part of this resolution as though set forth in full.

Fiscal Year Accepted 2012 Budget	
General Fund	\$ 122,046,937
Special Revenue	\$ 6,172,673
Debt Service	\$ 3,872,751
Enterprise	\$ 64,104,606
Internal Services	<u>\$ 23,005,068</u>
Total	\$ 219,202,035

2. Any monies received during fiscal year 2012 as a consequence of a grant application approved by the City Council are hereby appropriated for the purposes for which the grant has been approved. Such appropriation includes authorization for the City Manager to expend such monies and for the Director of Finance to make payments therefore in accordance with the terms and conditions and for the purposes of the grant.

3. The Director of Finance is directed to comply with GASB 31 (Unrealized investment gains and losses) and is authorized to make such entries as are required to the City's financial records. In addition, the Director of Finance is authorized to make such changes to the budget as are required by GASB 31.

4. The City Manager is hereby directed to bring this proposed budget for FY 2012 back to Council, along with staff's recommended changes and adjustments, for formal adoption by Council during the FY 2012 budget process.

IN COUNCIL, HAYWARD, CALIFORNIA June 22, 2010

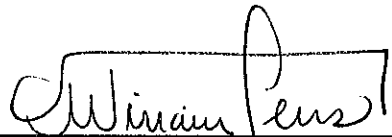
ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS: Zermefio, Quirk, Halliday, May, Dowling, Henson
MAYOR: Sweeney

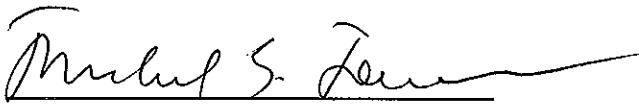
NOES: COUNCIL MEMBERS: None

ABSTAIN: COUNCIL MEMBERS: None

ABSENT: COUNCIL MEMBERS: None

ATTEST: 
City Clerk of the City of Hayward

APPROVED AS TO FORM:


City Attorney of the City of Hayward

HAYWARD CITY COUNCIL

RESOLUTION NO. 10-088

Introduced by Agency Member: Dowling

RESOLUTION CONFIRMING THE PROPOSED
REDEVELOPMENT AGENCY BUDGET OF THE CITY OF
HAYWARD FOR FISCAL YEAR 2012;

WHEREAS, the Executive Director has submitted to the Redevelopment Agency of the City of Hayward estimates of revenues from all sources and estimates of expenditures required for the proper conduct of the activities of the Redevelopment Agency of the City of Hayward for fiscal year 2012 contained in those documents entitled "City of Hayward Recommended Redevelopment Agency Budget FY2012," with adjustments to the Recommended Budget as specified in the budget report of June 15, 2010; and

WHEREAS, a public hearing was held by the Agency Board, on June 15, 2010, at which time all interested persons were afforded an opportunity to be heard on matters pertaining to the budget recommended by the Executive Director; and

NOW, THEREFORE, BE IT RESOLVED by the Redevelopment Agency Board of the City of Hayward as follows:

1. That the budget for FY 2012 presented by the Executive Director in the documents entitled "City of Hayward Recommended Redevelopment Agency Budget, FY 2012 with adjustments to the Recommended Budget as outlined in the June 15, 2010 Public Hearing Budget Report are hereby accepted and confirmed as the budget of the Hayward Redevelopment Agency for FY 2012. Copies of the budget documents and the staff reports presented by the Executive Director are on file in the office of the City Clerk and are hereby referred to, incorporated herein, and made a part of this resolution as though set forth in full.

Fiscal Year Accepted 2011/12 Budget	
Fund 451	\$ 8,274,263
Redevelopment Operating Fund	
Fund 452	\$ 3,104,410
Low & Moderate Housing Fund	
Fund 453	\$ 600,000
Low & Moderate Homeownership Fund	
Fund 311	\$ 4,016,158
Redevelopment Debt Service	
Total	\$ 15,994,831

2. The Director of Finance is directed to comply with GASB 31 (Unrealized investment gains and losses) and is authorized to make such entries as are required to the Agency's financial records. In addition, the Director of Finance is authorized to make such changes to the budget as are required by GASB 31.

3. The Executive Director is hereby directed to bring this proposed budget for FY 2012 back to the Agency Board, along with staff's recommended changes and adjustments, for formal adoption by the Board during the FY 2012 budget process.

IN COUNCIL, HAYWARD, CALIFORNIA June 22, 2010

ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS: Zermefio, Quirk, Halliday, May, Dowling, Henson
MAYOR: Sweeney

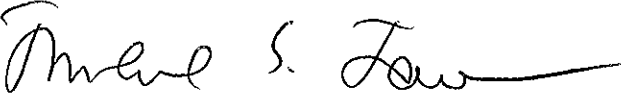
NOES: COUNCIL MEMBERS: None

ABSTAIN: COUNCIL MEMBERS: None

ABSENT: COUNCIL MEMBERS: None

ATTEST: 
City Clerk of the City of Hayward

APPROVED AS TO FORM:


City Attorney of the City of Hayward



Supplemental Information

Financial Policies and Practices

Supplemental Information

Financial Policies and Practices

Budget Control

Appropriations of fiscal resources are the responsibility of the City Council and City Manager.

Appropriations requiring Council action include:

- Expenditures from Reserves or Designated Fund Balances.
- New appropriations, not approved in the adopted budget.
- Any contract for professional service included in the annual budget that will cost more than \$25,000 shall be executed by the City Manager only upon approval of the contract by the City Council given at a meeting of the City Council.

Appropriations requiring City Manager action include:

- Transfers between funds.
- Any monies received during fiscal year 2010 as a consequence of a grant application approved by the City Council are hereby appropriated for the purposes for which the grant has been approved. Such appropriation includes authorization for the City Manager to expend such monies and for the Finance Director to make payments therefore in accordance with the terms and conditions and for the purposes of the grant.

City Departments perform the following budgetary control functions.

- Review purchase transactions and payment requests for compliance with City rules, regulations, and budgetary limits.
- Administer the City's payment system to review, process, and pay purchasing transactions and expense claims.

- Receive and deposit all City receipts, which are invested by the Finance Director.

- Maintain records for all these transactions and their effect on cash balances.

- Maintain a position control system, based on the budget, to control City staffing in conjunction with the City Manager Department.

- Administer the City's payroll system to process personnel transactions and to review and pay personnel expenses.

Monthly financial reports on budget performance are reviewed by department managers, with a summary report forwarded to the City Council. Department staff is responsible for reviewing financial reports and recognizing apparent budget problems and recommending corrections.

Legal control of the budget is at the fund level, while supervisory control is maintained at the department level. Grant funds are reviewed by their project managers at the project level.

All City purchase orders are centrally reviewed by Finance staff prior to issuance to determine if funds are available.

Supplemental Information

Financial Policies and Practices

Reserves

Background

Hayward should maintain a prudent level of financial resources to protect against reducing service levels or raising taxes and fees because of temporary revenue shortfalls or unpredicted one-time expenditures. These resources also provide a first defense against deficit spending and help maintain liquidity when budgeted draw downs are inevitable.

Reserves may be used at the City Council's discretion to address temporary cash flow shortages, emergencies, unanticipated economic downturns, and one-time opportunities. These resources are intended to provide flexibility to respond to unexpected opportunities that may help the City of Hayward achieve its goals. The use of these funds may also be tied to an adverse change in economic indicators to ensure that the funds are not depleted before an emergency arises.

Policy

It is the policy of the City of Hayward to establish and maintain adequate financial reserves in order to avoid the negative effects of economic cycles upon essential services to the public and to assure that annual fluctuations in revenue receipts do not impede the City's ability to meet its expenditure obligations. During periods of economic sufficiency, these reserves shall be used as a source of supplemental revenue through prudent investments and earnings under policies of the City Council and for meeting short-term cash flow deficiencies. During periods of economic downturns, when revenues fail to meet the normal operating requirements of essential public services, or when need for disbursements temporarily exceeds receipts, these reserves may, upon the recommendation of the City Manager and the authorization of the City Council, be used in accordance with the standards set forth herein.

The minimum and maximum targets are as follows:

Name	Minimum	Maximum	Basis
General Fund-Economic Uncertainty	\$5,000,000	10% of the annual general fund operating appropriations	Sales tax, real property transfer tax and development related fees are sensitive to general economic cycles. Since they are major revenue sources to the general fund it is necessary to create a reserve that will allow the City to continue providing acceptable service levels during economic downturns.
General Fund-Liquidity	\$2,500,000	5% of the annual general fund operating appropriations	Certain major revenues of the general fund are passed through other government agencies, state and county. We cannot control the timing of when they make payments to the City. This reserve is to address short-term borrowing needs the City may encounter.
Name	Minimum	Maximum	Basis
General Fund-Emergencies	\$10,000,000 (to be established)	3 months City payroll	To ensure that the City can provide essential services to the public during a disaster, a

Supplemental Information Financial Policies and Practices

	over 10 year planning period)		reserve for emergencies will be developed over the next 10 year planning period.
Fleet Management	Annual replacement requirements of existing assets	Long-term replacement requirements for existing and future assets	Accumulation of reserves will ensure timely replacement of city assets.
Facilities Replacement	Annual replacement requirements of existing assets	Long-term replacement requirements for existing and future assets	Accumulation of reserves will ensure timely replacement of city assets.
Technology Replacement	Annual replacement requirements of existing assets	Long-term replacement requirements for existing and future assets	Accumulation of reserves will ensure timely replacement of city assets.
Risk Management-General Liability	\$1,000,000	Amount recommended by City Attorney	The City is self insured and therefore it is prudent to set aside reserves for an unforeseen claim.
Retirement Benefit Liability (City to explore establishing a Trust Fund to hold and manage these reserves)	3% of annual payroll (to begin in 2010 and grow to minimum target over 10 year planning period)	Actuarial determined OPEB liability	Per GASB 45, City's must report the other Pension Employee Benefits (OPEB) Liability in financial statements. It is also recommended to set aside reserves for these obligations.
The budget presented by the City Manager annually is required to include a recommendation for the amounts to be appropriated to these Reserves. In times of economic downturn, if revenues are insufficient to meet the normal operating requirements of essential services, funds contained in the Reserve for Economic Uncertainty or Reserve for Liquidity may be used if authorized by the City Council, based on the following priorities: 1) Staffing levels in essential services shall be maintained, in order to avoid or reduce the necessity for lay-offs; 2) A hiring freeze shall be implemented for designated positions as appropriate to maintain essential services to the public; 3) User fees and services charges shall be utilized as fully as possible for those services for which they are appropriate; 4) The level of the Reserve shall be restored in a timely manner as economic recovery occurs, consistent with the maintenance of essential services; 5) Essential services and appropriate levels of such services shall be determined from time to time by the City Council upon the recommendation of the City Manager.			

Supplemental Information

Financial Policies and Practices

References

- *NACSLB's Framework for Improved State and Local Government Budgeting and Recommended Practices.*
- *Impact of Management Practices on Municipal Credit*, Fitch IBCA, May 4, 2000
- *Budgeting a General Fund Reserve*, CSMFO, February 18, 2000
- *City of Hayward City Council Resolution 89-180*, June 13, 1989

Debt Issuance and Management Parameters

Background

A comprehensive debt policy sets forth the parameters for issuing debt and managing the debt portfolio and provides guidance to decision makers. These parameters recognize a long-term commitment to full and timely repayment of all debt as an intrinsic requirement for entry into the capital markets.

Adherence to the parameters helps to ensure that Hayward maintains a sound debt position and that its credit quality is protected. A policy regarding debt issuance and management is beneficial because it enhances the quality of decisions, rationalizes the decision-making process, identifies objectives for staff to implement, demonstrates a commitment to long-term financial planning objectives establishes healthy boundaries for the debt burden of the organization, and is viewed positively by the rating agencies.

Issuers of government bonds should sell their debt using the method of sale that is most likely to achieve the lowest cost of borrowing while taking into account both short-range and long-range implications for taxpayers and ratepayers. Differing views exist among issuers and other bond market participants with respect to the relative merits of the competitive and negotiated methods of sale. Moreover, research into the subject has not lead to universally accepted findings as to which method of sale is preferable when taking into account differences in bond structure, security, size, and credit ratings for the wide array of bonds issued by state and local governments.

Policy

The City of Hayward has developed a comprehensive debt management policy. The following parameters are to be considered before debt issuance:

1. The purposes for which debt may be issued shall be determined;
2. Legal debt limitations or limitations established by policy, including limitations on the Pledge of the issuer's general credit shall be calculated;

Limits are generally set for legal, public policy, and financial reasons.

a. *Legal limits* may be determined by:

- State constitution or law,
 1. The City is bound by a provision in state law limiting indebtedness for California cities to 15% of the assessed value of all real and personal property of the city. This statutory limitation applies to bonded indebtedness of the City payable from the proceeds of taxes levied on property.
- Local charter, by-laws, resolution or ordinance, or covenant.

b. *Public Policy limits* can include:

- Purposes for which debt proceeds may be used or prohibited,
- Types of debt that may be issued or prohibited.

1. Types of debt permitted to be issued are:

- short-term and long-term debt,
- general obligation and revenue debt,

- capital and variable rate debt,
- lease-backed debt, such as certificates of participation,
- special obligation debt such as assessment district debt,
- pension obligation bonds,
- conduit issues,
- State Revolving Loan Funds and Pools,
- Inter-fund borrowing,
- taxable and non-taxable debt;
- Relationship to and integration with the Capital Improvement Program, and
- Policy goals related to economic development, capital improvement financings, tax increment financing, and public-private partnerships.

c. *Financial limits* generally reflect public policy or other financial resource constraints, such as reduced use of a particular type of debt due to changing financial conditions. Appropriate debt limits can positively impact both bond ratings, if the government demonstrates adherence to such policies over time. Financial limits are often expressed as ratios customarily used by credit analysts. Different financial limits are used for different types of debt. Examples include:

- *Direct Debt* can be measured or limited by the following ratios:
 - ✓ Debt per capita,
 - ✓ Debt to personal income,
 - ✓ Debt to taxable property value, and
 - ✓ Debt service payments as a percentage of general fund revenues or expenditures.
- *Revenue Debt* levels are often limited by debt service coverage ratios (e.g., annual net pledged revenues to annual debt service) or credit rating impacts (e.g., additional bonds should not lower ratings) contained in bond covenants.
- *Conduit Debt* limitations may reflect the right of the issuing government to approve the borrower's creditworthiness, the purpose of the borrowing issue, or a minimum credit rating. Such limitations reflect sound public policy, particularly if there is a contingent impact on the general revenues of the government or marketability of the government's direct debt.
- *Short-Term Debt Issuance* should describe the specific purposes and circumstances under which it can be used, as well as limitations in term or size of borrowing.

Prior to the issuance of any debt, the funding source for the debt service is identified and designated. The level of debt to which the City obligates itself is managed within available resources and represents a minimal cost to general taxpayers. To the extent possible, the City plans the issuance of new debt to occur when resources are made available by the retirement of an existing obligation. By managing the timing of new debt, current City operations are not affected.

3. Debt structuring practices that are to be considered before issuance of debt:

- maturity of the debt,
- setting the maturities of the debt equal to or less than the useful life of the project, (debt should not be issued for a term greater than the useful life of the asset)
- use of zero coupon bonds, capital appreciation bonds, deep discount bonds, or premium bonds,
- debt service structure (level debt service payments, equal principal payments or other

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- repayment structure defined by state law),
 - redemption provisions (mandatory and optional call features),
 - use of credit enhancement, such as bond insurance,
 - use of senior lien and junior lien obligations,
 - use of derivative products;
 - use of variable rate or fixed-rate debt, and
 - other structuring practices should be considered such as capitalized interest, deferral of principal and/or other internal credit support, including general obligation pledges.
4. Additional consideration shall be given to credit objectives, such as:
 - maintenance of specific credit ratings, and
 - adherence to benchmark direct and overall debt ratios and other affordability targets;
 5. Authorized methods of sale shall be considered on a case by case basis, including:
competitive sale, negotiated sale, and private placement;
 - a. The presence of the following factors may favor the use of a *competitive sale*:
 - The rating of the bonds, either credit-enhanced or unenhanced, is at least in the single-A category.
 - The bonds are general obligation bonds or full faith and credit obligations of the issuer or are secured by a strong, known and long-standing revenue stream.
 - b. The presence of the following factors may favor the use of a *negotiated sale*:
 - The rating of the bonds, either credit-enhanced or unenhanced, is lower than single-A category.
 - Bond issuance or other credit enhancement is unavailable or not cost-effective.
 - The structure of the bonds has features such as a pooled bond program, variable rate debt, deferred interest bonds, or other bonds that may be better suited to negotiation.
 - The issuer desires to target underwriting participation to include disadvantaged business enterprises (DBEs) or local firms.
 - Other factors that the issuer, in consultation with its financial advisor, believes favor the use of a negotiated sale process.
 6. Method of selecting outside finance professionals shall be consistent with the City's procurement practices;
 7. Refunding of debt calculations;
 8. Primary and secondary market disclosure practices;
 9. Compliance with federal tax law provisions, such as arbitrage requirements;
 10. Integration of capital-planning and debt-financing activities; and
 11. Investment of bond proceeds where otherwise not covered by explicit written law or written investment policy.

In order to be an effective management tool, the parameters of the debt issuance and management must be compatible with the City's goals pertaining to the capital improvement program and budget, the long-term financial plans, and the operating budget. Debt parameters should strike an appropriate balance between establishing limits on the debt program and providing sufficient flexibility to respond to unforeseen circumstances and new opportunities. Finally, the Finance Director should consider debt parameters on a given issuance, and the debt program should be continuously monitored to ensure that it is in compliance with these parameters.

Supplemental Information Financial Policies and Practices

References

- Developing Formal Debt Policies," *Government Finance Review*, August 1991.
- "Preparing a Municipal Debt Policy Statement," *Government Finance Review*, June 1994.
- Audio Cassette Tape, GFOA Annual Conference Session, "Debt Affordability Analysis: A Comparative Approach," 1996.
- An Elected Official's guide to Debt Issuance, J.B. Kurish and Patricia Tigue, GFOA, 2005.
- Debt Management Policy, GFOA Recommended Practice, 2003

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Investment Policy

The City's investment related activities include good cash management, which involve accurate cash projection, the expeditious collection of revenue, the control of disbursements, cost-effective banking relations, and a short-term borrowing program which coordinates working capital requirements and investment opportunity.

In concert with these requirements are the many facets of an appropriate and secure short-term investment program.

Investment Policy

The City Of Hayward incorporates a prudent and systematic investment process. Investment related activities are formalized in the form of written policies and procedures. The primary objective of the investment policy is safety, liquidity and yield. City policy requires diversification of the investment portfolio, in order to reduce the risk of loss resulting from over concentration of assets in a specific maturity, a specific issuer, or a specific class of securities.

An Investment Advisory Committee is appointed by the City Manager for the purpose of overseeing the implementation of the City's investment program and assuring it is consistent with the investment policy as approved by the Council. The investment advisory committee meets quarterly to determine general strategies and to monitor results. The City's investment policy is formally reviewed and approved by the Investment Advisory Committee annually. The policy is then reviewed and approved by the City Council at a public meeting.

Oversight

A system of internal controls has been implemented by the Director of Finance to prevent losses of public funds arising from fraud, employee error, and misrepresentation by third parties, unanticipated changes in financial markets, or imprudent actions by employees and

officers of the City.

Controls deemed most important include: control of collusion, separation of duties, separating transaction authority from accounting and recordkeeping, custodial safekeeping, clear delegation of authority, specific limitations regarding securities losses and remedial action, written confirmation of telephone transactions, minimizing the number of authorized investment officials, documentation of transactions and strategies, and ethical standards.

Reporting

Monthly and annual investment reports are distributed to the City Manager, City Council, and Investment Advisory Committee. The reports provide information regarding all investment activity that transpired over the period of the report, and include current economic conditions which affect the portfolio.

Revenue Enhancements and Setting of Charges and Fees

Background

The City of Hayward uses charges and fees to fund the provision of goods and services. Charges for services: Charges are voluntary payments that are used to finance traditional governmental services such as water, wastewater, recreational activities such as library services; and miscellaneous programs, such as planning services, building permits and, dangerous tree removal. Fees for services: From a technical standpoint, fees are distinctively different from charges, although the terms may be used interchangeably by some. A fee is imposed as a result of a public need to regulate activities, typically related to health, safety, or other protective purposes. Fees result in the purchase of a privilege or authorization and are applied to such activities as passports, inspections, and building permits. According to economic theory, the most efficient use of resources is achieved if the price for a good or service is set at a level that is related to the cost of producing the good or service. In practice, governments set some charges and fees to recover 100 percent of the cost. Other charges and fees are set at levels below cost for various reasons, and in some cases, state or local law may restrict the amount of a charge or fee.

Policy

The City of Hayward supports the use of charges and fees as a method of funding governmental services. The following policy is established regarding the charge and fee setting process:

1. Hayward intends to recover the full cost of providing goods and services. Circumstances where a charge or fee is set at less than 100 percent of full cost shall be identified. If the full cost of a good or service is not recovered, then an explanation of the City's rationale for this deviation should be provided. Some considerations that might influence Hayward's pricing practices are the need to regulate demand, the desire to subsidize a certain product, administrative concerns such as the cost of collection, and the promotion of other goals.
2. Charges and fees should be reviewed and updated periodically based on factors such as the impact of inflation, other cost increases, the adequacy of the coverage of costs, and current competitive rates.
3. Information on charges and fees should be available to the public. This includes the City of Hayward policy regarding setting fees and charges based on full cost recovery, and information about the amounts of charges and fees, current and proposed, both before and after adoption.
4. Staff will regularly assess the cost and feasibility of collection and recovery. Although it may be determined that a high level of cost recovery may be appropriate for specific services, it may be impractical or too costly to establish a system to identify and charge the user. Accordingly, the feasibility of assessing and collecting charges should also be considered in developing user fees, especially if significant program costs are intended to be financed from that source.
5. Very low cost recovery levels are appropriate under the following circumstances:
 - a. There is *no* intended relationship between the amount paid and the benefit received. Almost all "social service" programs fall into this category as it is *expected* that one group will subsidize another.
 - b. When collecting fees is not cost-effective or will significantly impact the efficient delivery of the service.

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- c. If the service is non-recurring, generally delivered on a “peak demand” or emergency basis, cannot reasonably be planned for on an individual basis, and is not readily available from a private sector source. Many public safety services also fall into this category.
 - d. When collecting fees would discourage compliance with regulatory requirements and adherence is primarily self-identified, and as such, failure to comply would not be readily detected by the City. Many small-scale licenses and permits may fall into this category.
6. The use of service charges and fees as a major source of funding service levels is especially appropriate under the following circumstances:
 - a. The service is similar to services provided through the private sector.
 - b. Other private or public sector alternatives could or do exist for the delivery of the services.
 - c. For equity or demand management purposes, it is intended that there be a direct relationship between the amount paid and the level and cost of the service received.
 - d. The use of the service is specifically discouraged. Police responses to disturbances or false alarms might fall into this category.
 - e. The service is regulatory in nature and voluntary compliance is not expected to be the primary method of detecting failure to meet regulatory requirements. Building permit, plan checks, and subdivision review fees for large projects would fall into this category.
7. The following general concepts will be used in developing and implementing service charges and fees:
 - a. Revenues should not exceed the reasonable cost of providing the service.
 - b. Cost recovery goals should be based on the total cost of delivering the service, including direct costs, departmental administration costs, and organization-wide support costs such as accounting, personnel, data processing, vehicle maintenance and insurance.
 - c. The method of assessing and collecting fees should be simple as possible in order to reduce the administrative cost of collection.
 - d. Charges and fees should be reviewed annually and adjusted by the Bay Area CPI increase, salary increases or by their applicable multipliers based on the cost of providing services.

References

- *Catalog of Public Fees and Charges*, compiled by Dennis Strachota and Bruce Engelbrekt, GFOA, 1992.
- *Costing Government Services: A Guide for Decision Making*, Joseph T. Kelley, GFOA, 1984.
- "User Charges and Fees," C. Kurt Zorn in *Local Government Finance: Concepts and Practices*, edited by John E. Petersen and Dennis R. Strachota, GFOA, 1991.
- "Cost Analysis and Activity-Based Costing for Government," GFOA, 2004

Multi-Year Capital Improvement Plan (CIP)

Background

Buildings, infrastructure, technology, and major projects are the physical foundation for providing services to constituents. The procurement, construction, and maintenance of capital assets are critical activities of the City of Hayward, and therefore require careful planning.

Capital planning is critical to water, sewer, transportation, sanitation, and other essential public services. It is also an important component of a community's economic development program and strategic plan. And, it provides structure and support for the management and maintenance of capital facilities and infrastructure, which are important to the future health of the community. It is extremely difficult for governments to address the current and long-term needs of their constituents without a sound multi-year capital improvement plan that clearly identifies capital and major equipment needs, maintenance requirements, and funding options, as well as their respective impacts on the relative operating budgets.

Recommendation

The City of Hayward shall prepare and adopt comprehensive 10-year capital improvement plans to ensure effective management of capital assets. A prudent multi-year capital improvement plan identifies and prioritizes expected needs based on a community's strategic plan, establishes project scope and cost, details estimated amounts of funding from various sources, and projects future operating and maintenance costs.

Identify needs. The first step in capital planning is identifying needs. Using information, including development projections, strategic plans, comprehensive plans, facility master plans, regional plans, and citizen input processes, governments should identify present and future service needs that require capital infrastructure or equipment. In this process, attention should be given to:

- Capital assets that require repair, maintenance, or replacement that, if not addressed, will result in higher costs in future years
- Infrastructure improvements needed to support new development or redevelopment
- Projects with revenue-generating potential
- Improvements that support economic development
- Changes in community needs
- New policies, such as those related to sustainability and energy efficiency

Determine costs. The full extent of project costs should be determined when developing the multi-year capital improvement plan. Cost issues to consider include the following:

- The scope and timing of a planned project should be well defined in the early stages of the planning process
- Identify and use the most appropriate approaches, including outside assistance, when estimating project costs and potential revenues
- For projects programmed beyond the first year of the plan, Hayward should adjust cost

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projections based on anticipated inflation

- The ongoing operating costs associated with each project should be quantified, and the sources of funding for those costs should be identified
- A clear estimate of all major components required to implement a project should be outlined, including land acquisition needs, design, construction, contingency and post-construction costs
- Recognize the non-financial impacts of the project (e.g., environmental) on the community.

Prioritize capital requests. Hayward is continually faced with extensive capital needs and limited financial resources. Therefore, prioritizing capital project requests is a critical step in the capital improvement plan preparation process. When evaluating project submittals, Hayward should:

- Reflect the relationship of project submittals to financial and governing policies, plans, and studies
- Allow submitting departments to provide an initial prioritization
- Incorporate input and participation from major stakeholders and the general public
- Adhere to legal requirements and/or mandates
- Anticipate the operating budget impacts resulting from capital projects
- Apply analytical techniques, as appropriate, for evaluating potential projects (e.g., net present value, pay back period, cost-benefit analysis, life cycle costing, cash flow modeling)
- Re-evaluate capital projects approved in previous multi-year capital improvement plans
- Use a rating system to facilitate decision-making

Develop financing strategies. Hayward recognizes the importance of establishing a viable financing approach for supporting the multi-year capital improvement plan. Financing strategies should align with expected project requirements while sustaining the financial health of the organization. While undertaking a capital financing plan Hayward should:

- Anticipate expected revenue and expenditure trends, including their relationship to multi-year financial plans
- Prepare cash flow projections of the amount and timing of the capital financing
- Continue compliance with all established financial policies
- Recognize appropriate legal constraints
- Consider and estimate funding amounts from all appropriate funding alternatives
- Ensure reliability and stability of identified funding sources
- Evaluate the affordability of the financing strategy, including the impact on debt ratios, taxpayers, ratepayers and others.

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References

- John Vogt, *Capital Budgeting and Finance: A Guide for Local Governments*, (Washington, D.C.: International City/County Management Association, 2004)
- National Advisory Council on State and Local Budgeting, *Recommended Budget Practices: A Framework for Improved State and Local Government Budgeting* (Chicago: GFOA, 1998)
- Patricia Tigue, *Capital Improvement Programming: A Guide for Smaller Governments* (Chicago: GFOA, 1996).
- Nicole Westerman “Managing the Capital Planning Cycle: Best Practice Examples of Effective Capital Program Management,” *Government Finance Review* 20, no. 3 (June 2004).
- GFOA Recommended Practice: *Establishing Appropriate Capitalization Thresholds for Tangible Capital Assets* (2001)
- GFOA Recommended Practice: *Establishing the Useful Life of Capital Assets* (2002)
- GFOA Recommended Practice: *Establishment of Strategic Plans* (2005)

Internal Service Maintenance and Capital Replacement

Background

Capital assets comprise major government facilities, infrastructure, equipment, vehicles, computers, and data networks enabling the delivery of public sector services. The quality and continued utilization of these capital assets are essential to the health, safety, economic development and quality of life of those utilizing such assets.

Budgetary pressures may impede capital program investments for maintenance and replacement purposes, making it increasingly difficult to sustain existing capital asset condition and avoid functional obsolescence. Yet deferring such essential reinvestments reduces vital public services and may even endanger public safety. The financial result is increased cost as the physical condition of these assets declines. Hayward has therefore established capital planning, budgeting and reporting practices to encourage adequate capital spending levels. A government's financial and capital improvement plans should address the continuing investment necessary to properly maintain its capital assets. Such practices should include proactive steps to promote adequate capital maintenance and reinvestment in existing public capital assets.

Recommendation

The City of Hayward established internal service funds for facilities, fleet and technology. These funds create a system for planning, budgeting and periodic assessment of capital maintenance/replacement needs. The following actions are considered in these assessments:

1. Develop and maintain a complete inventory of all capital assets. This inventory should contain essential information including engineering description, location, physical dimensions and condition, "as-built" documents, warranties, maintenance history, book value and replacement cost. Operating cost information could also be included. Database and geographic information technologies should be employed to assist in this task.
2. Develop a policy to require periodic measurement of the physical condition of all existing capital assets including estimated remaining useful life of assets. Document the established methods of condition assessment. Periodically evaluate the capital program using data driven analysis of asset condition as well as past expenditure levels.
3. Establish condition/functional performance standards to be maintained for each category/component of capital assets. Such standards may be dictated by mandated safety requirements, federal or state funding requirements or applicable professional standards. Use these standards and a current condition assessment as a basis for multi-year capital planning and annual budget funding allocations for capital asset maintenance and replacement.
4. Develop financing policies for capital maintenance/replacement which encourage a high priority for those capital programs whose goal is maintaining the quality of existing assets. Consider earmarking fees or other revenue sources to help achieve this goal.
5. Allocate sufficient funds in the 10-year capital improvement plan and annual operating budgets for routine maintenance, repair and replacement of capital assets in order to extend the useful life of these assets and promote a high level of performance throughout the target period.
6. At least annually, report on capital assets, including:

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- a. Condition ratings jurisdiction-wide
- b. Condition ratings by geographical area, asset class, and other relevant factors
- c. Indirect condition data (e.g., work orders, repeat repairs)
- d. Replacement life cycle(s) by asset type
- e. Year-to-Year changes in net asset value
- f. Actual expenditures and performance data on capital maintenance compared to budgeted expenditures performance data (e.g., budgeted improvements compared to actual)
7. Report trends in spending and accomplishments in the jurisdiction's Capital Improvements Program including trends in spending, replacement cycle, and other important factors for each major asset category.

References

- John Vogt, *Capital Budgeting and Finance: A Guide for Local Governments*, ICMA, 2004.
- Nicole Westerman, *Managing the Capital Planning Cycle: Best Practice Examples of Capital Program Management*, Government Finance Review, 2004.
- GFOA & National Advisory Council on State and Local Budgeting Best Practices in Public Budgeting (Practice #s 2.2, 5.2, 6.2, 11.5). – www.GFOA.org/services/nacslb.
- GFOA Recommended Practice, *Capital Project Budget (2006)*; www.GFOA.org.
- GFOA Recommended Practice, *Establishing the Estimated Useful Lives of Capital Assets (2002, 2007)*; www.GFOA.org.
- GFOA Recommended Practice, *Considerations on the Use of the (GASB 34 Reporting Model) Modified Approach to Account for Infrastructure Assets (2002)*; www.GFOA.org.

Long Range Financial Forecasting in the Budget Preparation Process

Background

The National Advisory Council on State and Local Budgeting (NACSLB) has endorsed the forecasting of revenues and the forecasting of expenditures in their Recommended Budget Practices. The City Council recognizes the importance of combining the forecasting of revenues and the forecasting of expenditures into a single financial forecast all the City's major operating funds. Hayward should have a financial planning process that assesses long-term financial implications of current and proposed policies, programs, and assumptions that develop appropriate strategies to achieve its goals. A key component in determining future options, potential problems, and opportunities is the forecast of revenues and expenditures. Revenue and expenditure forecasting does the following:

- *Provides an understanding of available funding;*
- *Evaluates financial risk;*
- *Assesses the likelihood that services can be sustained;*
- *Assesses the level at which capital investment can be made;*
- *Identifies future commitments and resource demands; and*
- *Identifies the key variables that cause change in the level of revenue.*

Most importantly, forecasting provides an early warning system for identifying future problems that might not be obvious when only looking at the short-term horizon, and allows the organization to adjust in a planned manner rather than as a reaction after the fact.

Policy

Hayward's budget shall include a long range financial forecast of General Fund revenues and expenditures including subsidy funds. The forecast will extend at least ten years including the budget period. The forecast, along with its underlying assumptions and methodology, will be clearly stated and made available to participants in the budget process. It will also be referenced in the final budget document. To improve future forecasting, staff should analyze the variances between previous forecast and actual amounts. The variance analysis should consider the factors that influence revenue collections, expenditure levels, and forecast assumptions. The forecast shall include a fund balance calculation and any difference from established reserve levels.

References

- *Recommended Budget Practices: A Framework for Improved State and Local Government Budgeting, NACSLB, 1998.*
- *Recommended Budget Practices CD-ROM, NACSLB, 1998.*
- *Budget Awards Program: Illustrations and Examples of Program Criteria, Juliet Carol Powdar, GFOA, 1999.*

Balanced Budget

Background

A government should develop a policy that defines a balanced operating budget, encourages commitment to a balanced budget under normal circumstances, and provides for disclosure when a deviation from a balanced operating budget is planned or when it occurs.

A balanced budget is a basic budgetary constraint intended to ensure that a government does not spend beyond its means. At a minimum, balance should be defined to ensure that a government's use of resources for operating purposes does not exceed available resources over a defined budget period. A more stringent definition requires that a government maintain a balance between operating expenditures and operating revenues over the long term, not just during the current operating period. This latter definition of balance is referred to as structural balance.

The policy should provide clear definition as to how budgetary balance is to be achieved. Definitions of items to be counted as operating resources (e.g., revenues) and operating resources uses (e.g. expenditures) should be explicitly identified. All major funds should be included. The policy should explicitly note and, if necessary explain the relevant constitutional, statutory, or case law provisions that impose a balanced budget requirement upon the government. The policy also should identify the circumstances when deviation from a balanced budget may occur. The policy should be written in nontechnical language or have a nontechnical summary. Because of its importance in budget decisions, it should be readily available to stakeholders and publicly discussed at key points in the budget process. Compliance is met with some states and local governments by defining resources and resource uses to include fund balances or charges to fund balances. There may be statutory or other requirements that a budget must be balanced based on this definition. These types of statutory balanced budget requirements are a component of and not in conflict with the goal of achieving structural balance. Additional or even separate reporting may be required to demonstrate that both statutory balance and structural balance have been achieved.

This practice does not directly apply to capital budgets. Capital budgets are often funded at least partially from one-time resources. However, the ongoing maintenance or replacement of capital equipment of facilities is an important part of the budget process. Such items, particularly maintenance or equipment replacements, are often defined as operating items to ensure their inclusion in operating budget decisions.

Policy

The City of Hayward's balanced budget policy includes the following:

- Identification of and rationale for which operating resources and resource uses are included or excluded from the definition of a balanced budget calculation: The calculation includes operating revenues and expenditures only; capital maintenance or replacement is excluded; interfund transfers are excluded and highly variable components of ongoing revenues (such as the volatile component of real property transfer tax revenues or development-related revenue) shall be excluded on a case by case basis.
- Fund balances may be used as a resource for non-recurring expenditures.

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- The budget must be balanced, upon adoption.
- The modified accounting accrual basis is used to define revenues and expenditures.
- The circumstances in which noncompliance with the balanced budget policy shall be permitted if fully disclosed (e.g. during the early stages of an economic downturn so that services can be reduced in an orderly fashion).
- Mid term reviews shall be used to take action to bring the budget into balance if adjustments are needed in the course of a fiscal period.
- The balanced budget policy will be applied over a 10-year financial planning horizon for the City's General Fund in order to identify and plan to avoid structural imbalances in the long term.

References

- *NACSLB's Framework for Improved State and Local Government Budgeting and Recommended Practices.*
- *NACSLB's Practices located on GFOA's web site at www.gfoa.org*

National Advisory Council on State and Local Budgeting (NACSLB) Budget Practices

Background

The City of Hayward makes program and service decisions and allocates resources to programs and services through the budget process. As a result, the budget process is one of the most important activities undertaken by Hayward. The quality of decisions resulting from the budget process and the level of their acceptance depends on the budget process that is used.

The National Advisory Council on State and Local Budgeting (NACSLB) developed a set of recommended practices in the area of state and local budgeting.

Policy

Hayward endorses the work of the NACSLB, including the NACSLB's definition, mission, and key characteristics of the budget process, stated as follows:

Definition of the Budget Process: The budget process consists of activities that encompass the development, implementation, and evaluation of a plan for the provision of services and capital assets.

Mission of the Budget Process: To help decision makers make informed choices about the provision of services and capital assets and to promote stakeholder participation in the process.

Key Characteristics of the Budget Process:

- * Incorporates a long-term perspective;
- * Establishes linkages to broad organizational goals;
- * Focuses budget decisions on results and outcomes;
- * Involves and promotes effective communication with stakeholders;
- * Provides guidelines to Hayward's management and employees.
- * Brief analysis discussing the current financial status, the immediate future status, and long-term trends.

Given the evolving nature of good budgeting and management, these NACSLB practices are not intended as mandatory prescriptions for Hayward. Rather, they are recommendations that provide a blueprint for Hayward to make improvements to their budget processes. Implementation of these practices is expected to be an incremental process that will take place over a number of years.

References

- * NACSLB's Framework for Improved State and Local Government Budgeting and Recommended Practices.
- * NACSLB's Practices located on GFOA's web site at www.gfoa.org.
- * *Budget Awards Program: Illustrations and Examples of Program Criteria*, Juliet Carol Powdar, GFOA, 1999.

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Budget Policies and Practices

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Budget Process

As part of the City of Hayward's budget process, the City budget is prepared in conformance with the professional standards of the Government Finance Officer's Association (GFOA), the California Society of Financial Officers (CSMFO), and the National Advisory Council on State and Local Budgeting (NACSLB) principles.

The NACSLB budgeting principles are outlined below.

Principle I – Establish Broad Goals

- Element 1
Assess community needs, priorities, challenges and opportunities
- Element 2
Identify opportunities and challenges for government services, capital assets, and management
- Element 3
Develop and disseminate broad goals

Principle II – Develop Approaches

- Element 4
Adopt financial policies
- Element 5
Develop programmatic, operating, and capital policies and plans
- Element 6
Develop programs and services that are consistent with policies and plan
- Element 7
Develop management strategies

Principle III – Develop Budget

- Element 8
Develop a process for preparing and

adopting a budget

- Element 9
Develop and evaluate financial options
- Element 10
Make choices necessary to adopt a budget

Principle IV – Evaluate Performance

- Element 11
Monitor, measure, and evaluate performance
- Element 12
Make adjustments as needed

Budget Basis

The City of Hayward operates on a fiscal year, which begins July 1 and concludes on June 30. The annual operating budget is adopted on or before the end of June for the upcoming fiscal year.

The budget resolution, adopted annually by the City Council, and administered by the City Manager, authorizes appropriations at the fund level. The appropriations are distributed to various budget programs according to the budget document.

On July 1, the adopted budget is authorized for expenditure. During the fiscal year, total City expenditures may not legally exceed the amount appropriated for the year. The only exception is if a resolution is approved by the City Council, amending or supplementing the budget. In addition, Council must approve the transfer of appropriations between funds.

On June 30, at the conclusion of the fiscal year, all remaining operating budget appropriations lapse; to the extent they have not been expended or encumbered.

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Budget Preparation Calendar

The development, evaluation, and production of the operating budget is a lengthy process that involves many staff members.

The following schedule outlines the major elements in the operating budget development process. The schedule is approximate and covers one complete budget cycle.

December

Finance staff works with the City Manager's Office to design the upcoming budget document; with the goal being to present the Council with a document that is easily understood, and contains the information necessary for the Council to make reasoned policy decisions.

Finance staff develops department budget instructions and guidelines in preparation for distribution to department staff.

January

Budget instructions are distributed and departments begin work on their budgets.

The City Manager's Office, with assistance from Finance staff, reviews, prepares, and presents a mid-year financial update to the City Council. The report compares actual revenues and expenditures to budget. If adjustments to the current budget are indicated, recommendations are developed.

February

The City Manager's Office works with and presents to Council the Mid-year Budget Review. During the meeting, the status of the current year's budget is evaluated, and any necessary adjustments are discussed and subsequently acted upon.

At this meeting, the Council sets its programmatic priorities and establishes policy direction for the

upcoming budget cycle. Information from this meeting is incorporated into the budget development process. Further budget preparation instructions are distributed to department staff at this time.

March

Finance staff reviews department submissions, obtains additional information, refines revenue and expenditure projections, and compiles a draft budget document for review by the City Manager.

April

The City Manager reviews the draft budget document and makes final decisions regarding budget proposals. City Manager input is incorporated into the final copy of the recommended budget.

May

The City Manager's Recommended Budget is presented to the Council. A series of Council work sessions coordinated by the City Manager's Office are held to review the recommended budget in detail. During this time, departments provide additional information, as requested. The public is invited to attend these work sessions and is afforded the opportunity to address the Council.

June

A public hearing is conducted by the City Manager's Office for the purpose of receiving public input on the Recommended Operating and Capital Budgets, the Redevelopment Agency budget, the Master Fee Schedule, and the Gann Appropriation Limit. At this time, the Council provides direction to staff regarding any desired revisions to the recommended budget.

The Council adopts resolutions implementing the operating and capital budgets, the Redevelopment Agency budget, the Master Fee Schedule, and the Gann Appropriation Limit. The resolutions reflect changes to the recommended budget as directed by the Council based on its budget deliberations.

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July

July 1, the newly adopted budget becomes effective. Finance staff incorporates the Council's final budget decisions into the budget document. The financial, personnel, and narrative sections are updated as necessary to reflect changes made during the Council works sessions and public hearings.

August

The adopted budget, which reflects modifications made by the Council from the recommended budget, is printed and distributed.

Accounting for the budget

The budget conforms to Generally Accepted Accounting Principles (GAAP) with the exception of the treatment of loans made and loan payments collected by the Community Development Block Grant Fund.

Expenditures in the City's governmental fund types are recorded using the "modified accrual" basis. This means that obligations of the City are accrued, or treated as expenditures, in the year of the commitment to purchase. Revenues are recorded when they are received, or are "accrued" if they are both measurable and available to finance expenditures of the current period.

For proprietary fund types, the "full accrual" basis is employed wherein revenues are recognized in the period in which they are actually earned.

The encumbrance system serves as an extension of the City's budgetary process. Purchase orders, contracts, and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation. Encumbrances outstanding at year-end are treated as reservations of fund balances, and are automatically reappropriated for inclusion in the following year's budget.

The City prepares financial statements annually in

compliance with generally accepted accounting principles (GAAP) for governmental entities, using the basis described above.

The financial statements, which are audited by an independent certified public accountant, are generally available approximately six months after the June 30 close and are contained in the City's Comprehensive Annual Financial Report.

Supplemental Information Financial Reports in the Budget

The following describes the various types of revenues and expenditure categories presented in the budget document.

Revenues

Each budget summary report presents five years of data; three years of actual revenue, one year of estimated revenue, and one year of budgeted revenue.

Revenue categories are as follows:

- **Licenses and Permits** – includes charges for City licenses and permits.
- **Fines and Forfeitures** – Includes criminal, parking, and administrative citations.
- **Interest and Rents** – interest earned, or rents charged
- **From Other Agencies** – revenue or grant funds received from Federal, State, or other local agencies.
- **Fees and Service** - includes charges for City fees and services.
- **Other Revenue** – other revenue as not described above.

On some summary reports, additional revenue items are itemized if they make up a large percent of the revenue.

Expenditures

Each budget summary report presents five years of data; three years of actual expenditures, one year of estimated expenditures, and one year of budgeted expenditures.

Expenditure categories are as follows:

- **Salary & Benefits** consist of direct pay and employee benefits such as retirement and medical insurance.
- **Charges to/(from) other programs** consist of an employee charging another department for their staff time.
- **Maintenance and Utilities** consist of all costs of repairs and maintenance not performed by City employees, as well as electrical or other utility costs.
- **Supplies and Services** represent all other purchased services and supplies.
- **Service Fees** represent the charge for service from one City department to another. Three types of services are charged in this way; facilities management, fleet management, and technology services.
- **Capital expense** represents all non-durable goods purchased in excess of \$1,000. Interdepartmental charges and credits represent employee salary and benefit charges from one department to another.

On some summary reports, additional expenditure items are itemized if they make up a large percent of the revenue.

Supplemental Information Financial Reports in the Budget

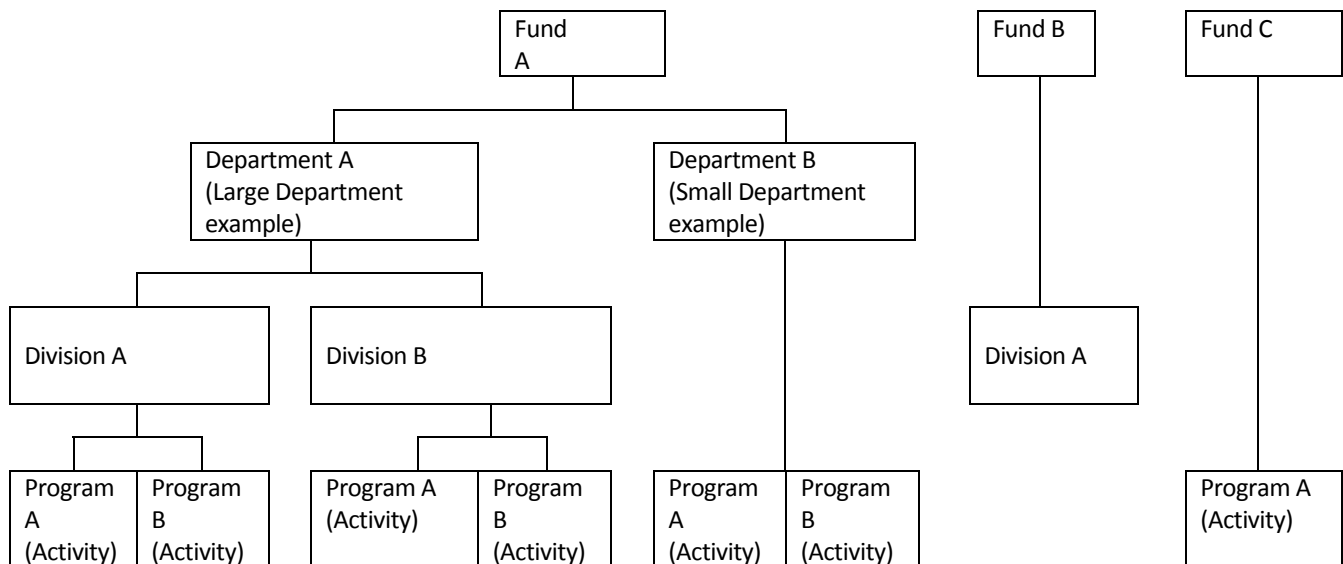
Report Layout

The City budget is a summary of fund budgets. All City accounts are organized on a fund basis; each of which is considered a separate entity. Each fund has revenues, expenditures, fund transfers, and a cash balance. The largest fund is the General Fund, where most City services are funded. The General Fund is the only fund that is presented at the more detailed department and division reporting levels.

The following levels of reporting are presented in the budget, described from largest to the smallest.

- **Fund.** The broadest organizational reporting level is the fund. All government resources are allocated to and accounted for in individual funds, based upon the purpose(s) for which they are to be used. Funds may be used to account for programs or specific revenue and expenditures, such as the receipt and use of grant fund.
- **Department.** The department report is the highest summary level of reporting within a fund. Department reports can either summarize one or more divisions or one or more programs. Department summaries are presented where there are one or more departments located within a fund; such as in the General Fund.
- **Division.** A division report summarizes one or more programs. Division summaries are used in large departments or funds, where there are many programs.
- **Program** - The program level is the building block of the financial reporting system and is the smallest reporting level presented. Program reports are presented when a substantial level of detail is desired. An operation or project can have as many programs as it needs to properly account for use of its resources.

The following examples show budget reporting at different levels of detail.





Supplemental Information

Community Profile

Supplemental Information

City Service and Staffing Overview

City Government

City Services

Hayward is a full service city that provides a wide range of municipal services including law enforcement, fire prevention and protection, housing and economic development, land use and development services and regulations, community planning, a library system, street construction and maintenance, landscape maintenance services, transportation planning, contracted curbside recycling and refuse collection, and general administrative services provided by the City Manager, City Clerk, City Attorney, Human Resources, and Finance departments.

In addition, the City operates and maintains facilities for water distribution, and stormwater and sanitary sewer collection and disposal. The City also operates a general aviation airport, downtown parking facilities, and an event facility with an exhibition hall and meeting rooms. Through its Redevelopment Agency, the City provides development services and improvements in the downtown area.

City Management

The City operates under the Council-Manager form of government. The Mayor is directly elected to a four-year term of office and serves as a voting member and the presiding officer of the City Council. The City Council is comprised of six other members, each of who are elected at-large to four year overlapping terms. The Mayor and City Council serve as the legislative and policy making body of the City government, and appoint a City Manager, City Clerk, and City Attorney.

The City Manager is the City's chief executive officer and appoints all other City staff including department heads. The City Manager is responsible for the daily administration of the City government and provides direction and leadership to the departments in implementing the policies of the City Council

City Employee Organizations / Bargaining Unit

Unit	Number of Employees	Full Time Equivalent	Expiration of Contract
Sieu - Local 1021 Clerical	196	177.7	4/30/2013
Sieu - Local 1021 Maintenance Unit	123	122.5	4/30/2013
Sieu - Local 1021 Confidential Unit	5	5	4/30/2013
International Federation of Professional and Technical Engineers, Local 21	97	93.5	9/30/2013
Hayward Association of Management Employees (H.A.M.E)	77	77	6/30/2013
International Association of Firefighters – Local 1909	111	111	12/31/2015
Hayward Fire Officers – IFF Local 1909	10	10	12/31/2013
Hayward Police Officer Association (H.P.O.A)	198	198	6/30/2015
Hayward Police Management Association	2	2	6/30/2015
Unrepresented Group	26	26	6/30/2013
Mayor and City Council	7	7	N/A
Interns	6	3.70	N/A
Appointed Positions	3	3	N/A

Snapshot: Hayward

Web site: www.hayward-ca.gov

Date of incorporation: 1876

Type of City: Charter City (Adopted 1956)
<http://www.hayward-ca.gov/about/pdf/CHARTER.pdf>

General Plan: <http://www.hayward-ca.gov/about/general.shtm>

Form of government: Council-Manager

City Flower: Carnation

Number of employees: 836.15 FTE

Area in square miles: 62.55 square miles

Libraries: 2 (Main and Weeks Branch)

City Buildings and Facilities:
<http://user.govoutreach.com/hayward/faq.php?cid=10778>

Fire protection: 9 stations, 122 firefighters

Police protection: 1 station, 198 officers

Population (as of 01/2010): 153,104
Source: (CA Department of Finance)
3rd largest city in Alameda County, 33rd largest in CA.

**Number of registered voters
(as of 03/2010):** 54,684
Source: Office of the City Clerk

Single Family Home (as of 05/2010):
Source: Bay East Association of Realtors.
Average Price: \$337,597

Condominium (as of 05/2010): Source: Bay East Association of Realtors.
Average Price: \$201,489

**Property Values –
Net Assessed Value of Land and Improvements:**

FY 2010 – City \$14.9 Billion

Transportation:

Serviced by an extensive network of freeways and bus lines, Hayward has two BART stations (Hayward and South Hayward), an Amtrak station, and the Hayward Executive Airport, with easy access to San Francisco, Oakland, and San Jose airports. The following distances are from City Hall to:

Hayward Executive Airport: 2 miles
Oakland International Airport: 10 miles
San Francisco International Airport: 23 miles
San Jose International Airport: 27 miles

Sister Cities:

Funabashi, Japan
Ghazni, Afghanistan

Annual Events:

<http://user.govoutreach.com/hayward/faq.php?cid=10772>

Top Hayward Employers:

1.	Kaiser Permanente	2,200
2.	Alameda County	2,000
3.	Hayward Unified School District	1,776
4.	Cal State East Bay University	1,600
5.	St Rose Hospital	1,000
6.	City of Hayward	836
7.	Gillig Corporation	700
8.	Chabot College	615
9.	IMPAX Laboratories, Inc.	600
10.	Marelich Mechanical	500

Supplemental Information Community Profile

Location: City Hall, 777 B Street, Hayward, California, 94541, United States.

Hayward is located in the United States, State of California, County of Alameda, on the eastern shore of the San Francisco Bay, 25 miles southeast of San Francisco, 14 miles south of Oakland, 26 miles north of San Jose, and 10 miles west of the Livermore Valley.



The City of Hayward encompasses 61 square miles ranging from the shore of the Bay eastward to the southern Oakland-Berkeley hills. The City of Hayward is known as the “Heart of the Bay,” not only for its central location but also for its accepting and caring environment.

About the Area

The community is comprised of residences of all types and at a range of costs, major retail and commercial establishments, a California State University campus, a community college, two major hospitals, and state and county offices.

Largely due to its central Bay Area location and its direct access to interstate highways, rail lines, a trans-bay bridge, and public transit routes, Hayward serves as a major transportation hub and a center of commercial and industrial activity.

Hayward is home to a California State University campus (Cal State East Bay) and Chabot Community College. The Hayward Unified School District operates 25 elementary schools, five middle schools, and three high schools, an Alternative High School, English Language Center, Adult Education Center and a Child Care Center for pre-school children. Local technical and business colleges provide training programs designed to equip students with practical job skills. The vast educational and research resources of University of California campuses in Berkeley and San Francisco, and Stanford University, are located nearby.

From the hills to the shore, the Hayward terrain is as diverse as its community members. Green in the winter and spring, golden brown in the summer and fall, the ridgelines afford a view of the bay and the surrounding areas. On Hayward's western border, a large protected portion of wetlands is a refuge for wildlife.

Supplemental Information Community Profile

Scattered between the hills and shores are many neighborhood parks and greenbelts along the public utility right-of-way. Parks include the Japanese Gardens near downtown Hayward, and the Garin and Dry Creek Regional Parks, encompassing over 3,000 acres and 20 miles of hiking trails. Local parks are maintained by the Hayward Area Recreation and Park District. The district offers a full range of classes in recreation and art, and it manages community facilities such as the prize winning Japanese Tea Garden, Sulphur Creek Nature Center, and the Shoreline Interpretive Center.

Hayward visitors enjoy cultural finds such as the Hayward Arts Council's Green Shutter Gallery and the Sun Gallery (a museum and art education center); a Historical Museum; theatrical presentations and entertainment at Chabot College's Performing Arts Center, Cal State Hayward's University Theatre, or the City's conference and meeting facility, which hosts such diverse functions as community crab feeds and computer trade shows.

Hayward has two golf courses: an 18-hole professionally rated course, Skywest, located near the local airport, and Mission Hills, an executive course adjacent to a housing development along Mission Boulevard, one of the main thoroughfares bisecting the City.

Hayward enjoys a mild California climate, with an average temperature ranges between 67-47 degrees.

Local Economy

Hayward is located at the crossroads of transportation, with four freeways serving Hayward, along with the transbay Hayward-San Mateo Bridge, two Bay Area Rapid Transit (BART) stations, and several Alameda County (AC) Transit bus routes. There are three international airports (Oakland, San Francisco, San Jose) located close by. In addition, Hayward has its own general aviation airport.

History

Hayward was founded in 1852 by William Hayward, who purchased 40 acres of land encompassing what is now Downtown Hayward. The early Hayward community, with its location at the crossroads of commerce, its temperate climate, and its fertile soil, consisted of a stage coach stop, post office, general trading store, a dairy farm, and one of the area's finest hotel resorts. Hayward experienced tremendous growth during the post-war years and since the 1960's has grown at a steady and managed pace. Hayward was incorporated in 1876, with the City Charter being adopted in 1956.

Early Settlers

Before the appearance of the Spanish padres and the founding of Mission San Jose, the Hayward area was occupied by the Costanoan Indians for some 3,000 years. They lived in cone-shaped straw and mud huts, coming down from the hills to the bay to gather shellfish and hunt sea lions for their diet.

In 1843, Mexican Governor Michaeltoreño rewarded Guillermo Castro for his past military and civil service by granting him "El Rancho San Lorenzo" – 27,000 acres of flatlands, hills and canyons now known as Hayward and Castro Valley. Castro erected an adobe house where the historic Hayward City Hall is located. Castro's corrals were in the area now occupied by the current Library and Post Office, and not far from the location of the Hayward Area Historical Society Museum. By 1852, Don Castro had laid out the town of San Lorenzo, four blocks square, on the area surrounding his rancho adobe and rodeo plaza. He donated land for schools and public places and began to sell off parcels of land.

How Hayward Got Its Name

In 1851, during the time of the Gold Rush, William Hayward made his way to "El Rancho San Lorenzo," squatting

Supplemental Information

Community Profile

on land in Palomares Canyon. In 1852, at the invitation of Don Guillermo Castro, Hayward bought 40 acres of land spanning what is now the downtown Hayward area. He opened a general trading store which soon prospered into a stagecoach stop, a post office, a hostelry and a dairy farm. Later, William Hayward became Post Master, Justice of Peace, County Supervisor and Eden Township Roadmaster. Hayward and his second wife, Rachel, also established the “Hayward’s Hotel,” one of the area’s finest resorts.

Although Don Castro named what is now downtown Hayward “San Lorenzo,” many people referred to the town as “Hayward’s Place” or “Hayward’s” because of the famous Hayward Hotel. When the post office was established in 1860, the town was given the official name of “Haywood,” due to a clerical error. In 1876, “Haywood” was incorporated as the “Town of Haywards,” with a population of 1,100. In 1894, the “s” in “Haywards” was dropped and on September 18, 1928, the status of the community was changed to the “City of Hayward.”

Early Transportation

In 1850, Hayward’s convenient ship access to San Francisco Bay and the Pacific beyond brought freighter industry to Hayward. Hayward was also the stagecoach stop between Oakland and San Jose. In 1865, the first railroad reached Hayward from Alameda via San Leandro. The “San Francisco, Alameda and Hayward Railroad” helped draw hundreds of new comers to the area – Mexicans, Danes, Germans, Irish and Portuguese immigrants. In 1868, a strong earthquake leveled the railroad station (located approximately where the Hayward BART station now stands), the Edmunson warehouses, most of the businesses, and the historic Castro Adobe. The earthquake fault, responsible for the springs and abundance of water that once attracted the early settlers to the downtown, would continue to play a major role in Hayward’s history.

The Central Pacific Railroad in 1869, the South Pacific Coast Narrow Gauge in 1875, and the Western Pacific Railroad in 1910, continued to open Hayward’s doors to travelers. The Hayward-San Mateo Bridge, built in 1929, and the rising popularity of the automobile attracted more and more people to Hayward. Hayward had become the crossroads of the Bay Area. Today, two BART stations, an Amtrak station, an extensive network of freeways, public transportation and easy access to San Francisco, Oakland and San Jose airports allow commuters and residents to travel to and from Hayward with ease.

From a Town to a City

In the early decades of the 20th Century, the Hayward Area became known as the “Heart of the Garden of Eden” because of its temperate climate and fertile soil. Everything – produce, chickens, cattle, flowers – grew in abundance. By 1950, Hayward, grown to a population of 14,000, had become the “Apricot City” and home to Hunt’s Cannery.

After World War II, more and more newcomers flocked to Hayward as they searched for and found affordable housing, quick access to job markets and a lifestyle conducive to raising young families. The Hayward Post-war Planning Committee, formed in 1944, laid much of the groundwork for a self-sustaining and balanced community. The Committee formulated a comprehensive 12-Point Plan that led to road improvements, industrial development, bus lines, hospitals, an airport, libraries, a water system, parks and institutions of higher education.

By 1960, the population had swelled to 72,700. By the mid-1960’s, Hayward’s landscape changed from apricot trees and canneries to subdivisions and shopping centers. Hayward’s growth continued through the 1970’s and 1980’s.

By 1990, with a population of 121,000, Hayward became one of the top 15 most ethnically-diverse communities in the nation. Here, people from many cultures live and work together to build a community reflective of its

residents.

Hayward Today

Today, the City of Hayward is known as the “Heart of the Bay,” not only for its central location but also for its accepting and caring environment.

Hayward continues to plan for the future, maintaining a balance between the needs of our diverse residents and a growing business community. Hayward’s Growth Management Strategy, designed with input from citizens, balances the needs of our growing population with the preservation of open space, and the need for economic development.

We are creating a pedestrian-friendly downtown with a balanced mix of housing, retail shops, offices and restaurants. The new Civic Center serves as the focal point for this revitalization. Encouraging new businesses to move to Hayward, expanding our sales tax base and strengthening our diverse economy are priorities.

Supplemental Information Community Profile

Hayward Demographics (2000 Census)

Population	Hayward	U.S.
Total Population	140,030	281,421,920
Female	50.4%	50.9%
Male	49.6%	49.1%
18 years and over	73.2%	74.3%
65 years and over	10.2%	12.4%
Married Persons	53.3%	56.5%
Single Persons	46.7%	43.5%
Median Age	31.9	35.3
Average Family Size	3.6	3.1
Ethnicity		
White	46.4%	77.0%
Black or African American	11.9%	12.6%
American Indian and Alaska Native	0.9%	0.9%
Asian	20.5%	3.7%
Native Hawaiian and Other Pacific Islander	2.1%	0.1%
Other	18.2%	5.6%
Hispanic or Latino (of any race)	37.0%	12.9%
Housing Characteristics	Hayward	U.S.
Total Housing Units	45,960	115,904,640
Median Home Cost	\$237,300	\$119,600
Number of Households	44,804	105,480,104
Persons per Household	3.08	2.59
Economic Characteristics	Hayward	U.S.
Median Household Income	\$51,177	\$41,994
Per Capita Income	\$19,695	\$21,587
In Labor Force	63.8%	63.9%
Families below poverty level	2,313	6,620,945
Education Characteristics	Hayward	U.S.
School Enrollment		
Elementary School Enrollment	17,096	33,653,64

Supplemental Information Community Profile

Education Characteristics	Hayward	U.S.
High School Enrollment	7,819	16,380,951
College or Graduate School	10,491	17,483,262
Educational Attainment Population 25 years and older		
High School Graduate	25.8%	28.6%
Associates Degree	6.7%	6.3%
Bachelor's Degree	14.4%	15.5%
Graduate or Professional Degree	5.4%	8.9%

Supplemental Information Community Profile



Internet Links

Demographics

1. Bay Area Information, ABAG
<http://census.abag.ca.gov/cities/Hayward.htm>
2. California Department of Finance
<http://www.dof.ca.gov/HTML/DEMOGRAP/repndat.htm>
3. U.S. Census Bureau
<http://www.census.gov/>
<http://quickfacts.census.gov/qfd/states/06000.html>
4. H.U.D. State of Cities Report
<http://socds.huduser.org/index.html>

Economy

5. Association of Bay Area Governments
<http://www.abag.ca.gov/>
6. Bay Area Economic Forum
<http://www.bayeconfor.org/baefresources.html>
7. California Department of Finance
http://www.dof.ca.gov/HTML/FS_DATA/Fs_home.htm
8. U.S. Department of Labor, Bureau of Labor Statistics
<http://www.bls.gov/>
9. U.S. Department of Commerce, Bureau of Economic Analysis
<http://www.bea.gov/>

10. U.S. Federal Reserve Bank, Beige Book
<http://www.federalreserve.gov/>
<http://www.federalreserve.gov/fomc/beigebook/2010/20100303/12.htm>

Education

11. California Department of Education
<http://goldmine.cde.ca.gov/>
12. California State University, East Bay
<http://www.csueastbay.edu/>
13. Chabot Community College
<http://chabotweb.clpccd.cc.ca.us/>
14. Hayward Unified School District
<http://www.husd.k12.ca.us/>

Employment

15. State of California, Employment Development Department
<http://www.calmis.cahwnet.gov/>

Governmental Reporting

16. California State Controller's Office, Local Governmental Reporting
<http://www.sco.ca.gov/pubs/index.shtml>

Public Finance Trade Organizations

17. Government Finance Officer Association
<http://www.gfoa.org/>

Supplemental Information Community Profile

18. CA Society of Municipal Finance Officers
<http://csmfo.org/>

19. Municipal Management Assoc of N CA
<http://www.mmanc.org/>

Recreation

20. Hayward Area Recreation and Park District
<http://hard.dst.ca.us/>

21. East Bay Regional Park Service
<http://www.ebparks.org/>

22. Shoreline Interpretive Center
<http://sanfrancisco.about.com/od/sfparks/p/haywardshorelin.htm>

Transportation

23. Alameda County Transit
<http://www.actransit.org/>

24. Metropolitan Transportation Authority
<http://www.mtc.ca.gov/>

25. Alameda County Transportation
Improvement Authority (ACTI)
<http://www.acta2002.com/flashed.html>

26. Amtrak
<http://www.amtrak.com/>

27. Bay Area Rapid Transit (BART)
<http://www.bart.gov/index.asp>

28. Oakland International Airport
<http://www.flyoakland.com/>

29. San Francisco International Airport
<http://www.sfoairport.com/>

30. San Jose International Airport
<http://www.sjc.org/>

31. East Bay Paratransit Consortium
http://www.abag.ca.gov/abag/local_gov/para.html

32. Bay Area Transit Project (BATIP)
<http://www.transitinfo.org/>

31. TravInfo
<http://www.travinfo.org/>

32. Rides for Bay Area Commuters
<http://www.rides.org/>

33. Caltrans, District 4
<http://www.dot.ca.gov/dist4/>

Hayward Area History

34. Hayward Area Historical Society
<http://www.haywardareahistory.org/>

Hayward Area Information

35. Earthquake Information
<http://www.abag.ca.gov/bayarea/eqmaps/>
<http://earthquake.usgs.gov/earthquakes/>

36. Weather
<http://www.wunderground.com/cgi-bin/findweather/hdfForecast?query=94541&searchType=WEATHER>

Government Representation

37. Alameda County Registrar of Voters
<http://www.acgov.org/rov/>

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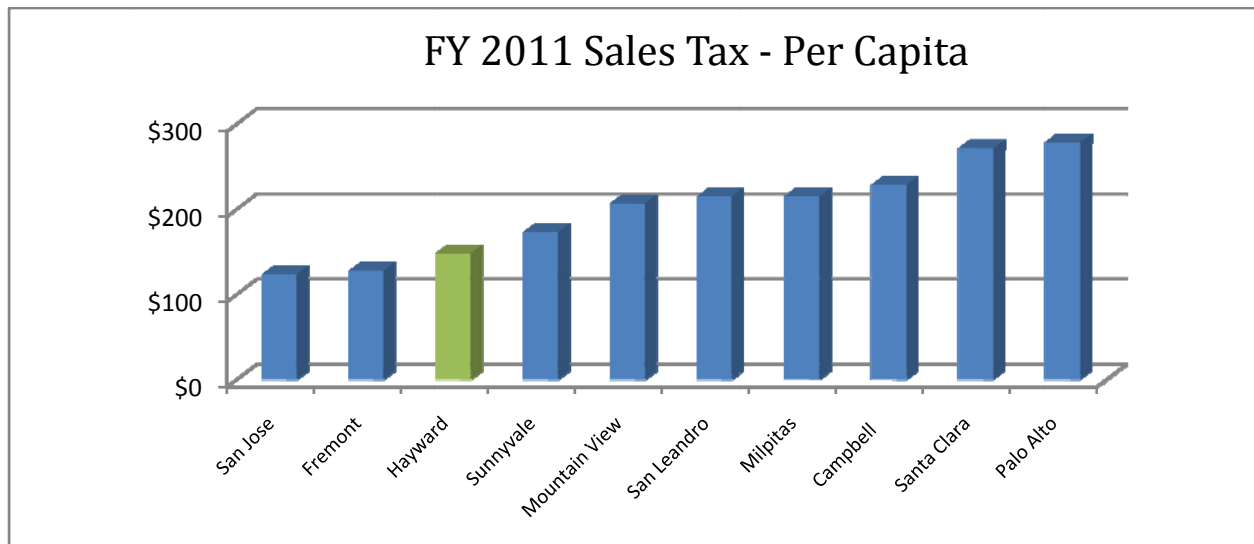
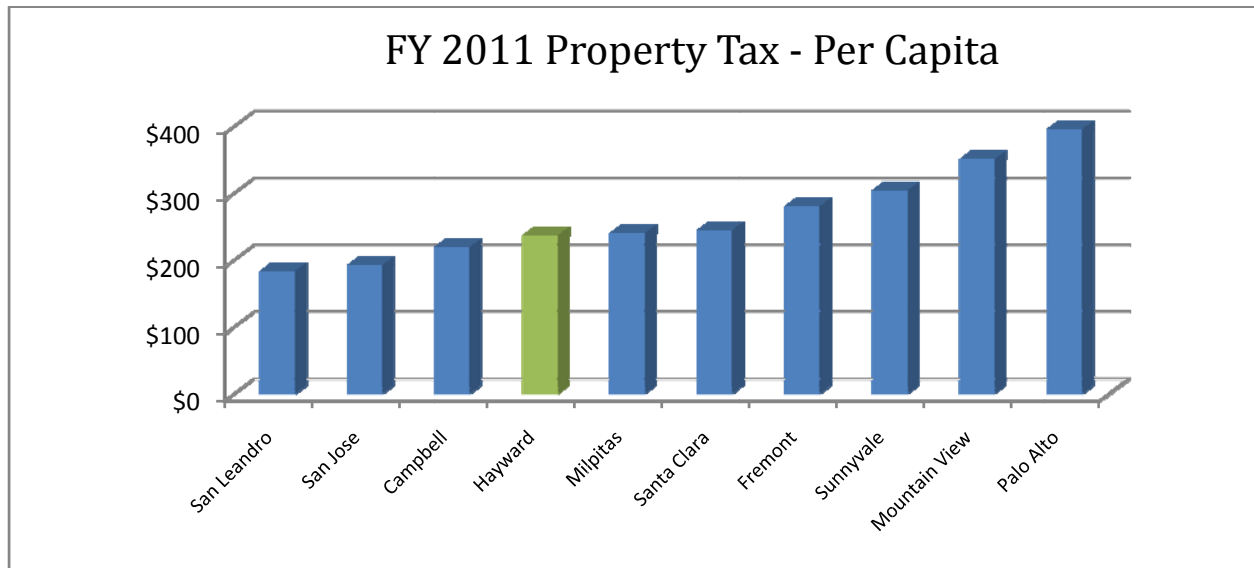
Supplemental Information

Local Agency Comparison

Supplemental Information

Local Agency Comparison

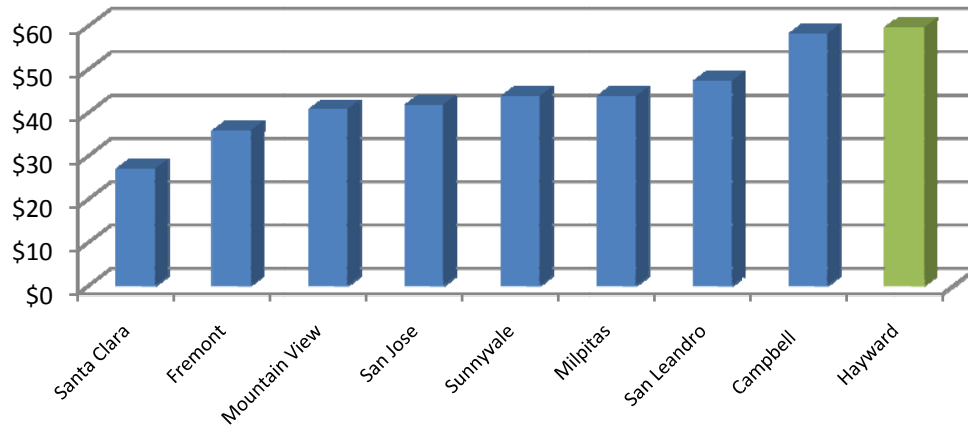
The following charts provide a revenue comparison with other local jurisdictions.



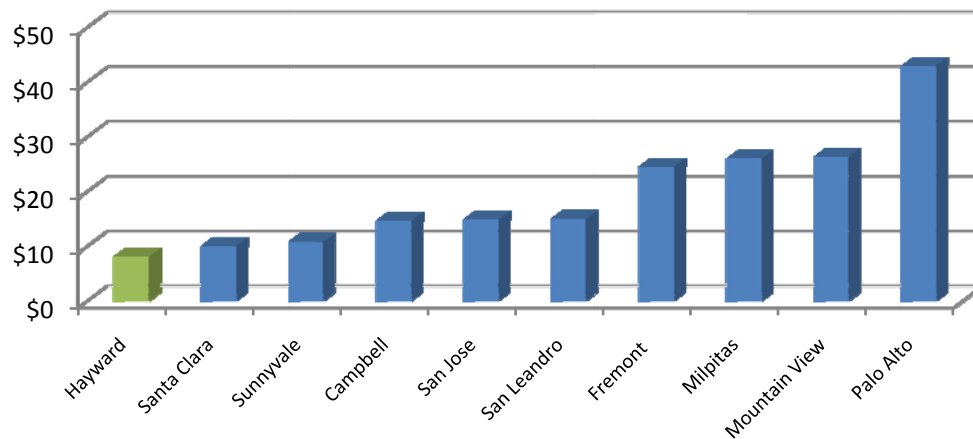
Supplemental Information

Local Agency Comparison

FY 2011 Franchise Fee Revenue - Per Capita



FY 2011 Building Permit Revenue - Per Capita



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Supplemental Information

Capital Improvement Program



CITY OF
HAYWARD
HEART OF THE BAY

April 22, 2010

Honorable Mayor and City Council:

This letter serves to transmit the Ten-Year Capital Improvement Program (CIP) for your consideration. The City Council will review this document during a work session in May. Beforehand, the Planning Commission will have reviewed the document for conformance with the General Plan.

The draft before you contains description sheets for each current project, as well as identified future projects. In addition, an overview of program changes is offered in the "Project Changes and Modifications" section beginning on page 16.

Staff successfully transitioned last fiscal year from a 5-year CIP to a 10-year version; therefore, the document before you covers fiscal years 2011 through 2020. The number of funds within the CIP has grown by the addition of both a redevelopment capital project fund and a low/moderate housing fund. Also added were new operating capital funds for Police, Fire, Maintenance Services, as well as Fleet replacement funds. All of these funds were added in order to better understand and capture a more complete picture of the overall needs for each of the departments and to allow for the prioritization of projects versus the amount of funding available each fiscal year. The organization of the CIP was also revised with a separate divider for the internal service funds and the new operating capital replacement funds.

In the past, the recurring capital purchase needs of the major operating departments (Police, Fire, and Maintenance Services) were not addressed in a systematic way. These three new funds identify recurring replacement needs, such as hoses for the Fire Department and armored vests for the Police Department. Each of these funds was started with a transfer from General Fund reserves; however, as seen in each of these funds, there is not sufficient General Fund dollars for these needs. Thus, these are the only funds in the CIP that show a negative balance and the purpose is to highlight unmet critical funding requirements, although FY 2011 projects were limited to available funding so that capital project appropriations for next year can be made for specific projects.

Similarly, for the first time, Fleet capital replacement funds are included, one for General Fund vehicles and one for Enterprise vehicles. General Fund vehicle needs are separated as to Police, Fire, and all others. Here again, the needs are identified although at this time funding is not available. In the case of Enterprise vehicle replacement, annual funding is now being transferred from the Enterprise funds for their planned vehicle replacements.

Unrestricted Funds

As was the case last year, current economic conditions, albeit slowly improving, continue to pose funding challenges pertaining to CIP-related projects. Therefore, minimal unrestricted funding is available again this year; however, within existing funding constraints, the FY 2011 CIP continues

OFFICE OF THE CITY MANAGER

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Attachment I

to allocate resources to address Council's priorities, especially as they pertain to improving the attractiveness and safety of neighborhoods.

As noted above, although the economy is showing signs of improvement, it is still in a tenuous state. It is clear that the economy will not rebound in any significant way for several years, and we will not see a noticeable upswing in the near future. To help address the City's continuing General Fund deficit, staff is again recommending the transfer of additional Gas Tax revenues to the General Fund over the next two years as well as eliminating and reducing planned transfers from the General Fund to the Transportation System Improvement Fund. These actions will result in approximately \$1.2 million added to the General Fund each of the next two years.

One successful example of utilizing staff resources towards addressing a key Council priority has been the Neighborhood Partnership Program. Building on last year's efforts, City staff members have continued to meet at least twice per month with residents from various neighborhoods throughout the City to hear their concerns and to take steps to address many of the issues raised. As a direct result of these meetings, new speed control measures (such as speed lumps), improved lighting, and other items have all been implemented, greatly improving the overall safety in the target neighborhoods. Such efforts will continue into FY 2011 as we add other neighborhoods to the growing list of successful City-neighborhood partnerships. However, the amount and flexibility of funds available to address neighborhood concerns is diminished. We will not be able to respond as quickly or to the extent as we have in the past few years.

The City's appearance is also considered to be a high-priority item, and several projects in the CIP support that effort. Probably the most visible project to date has been the painting of murals in both the downtown and along Foothill Boulevard. This effort, which is part of the City Gateways project, has received positive reviews and will continue into FY 2011. The Median Landscaping Improvement Project will beautify and improve landscaping along key thoroughfares throughout the City with some larger-scale projects planned for the coming fiscal year. In the Gas Tax Fund, a project added last year to purchase and implement software to better maintain and keep track of the City's urban forest is expected to be fully implemented by the middle of next fiscal year.

It is important to note that both the Neighborhood Improvement Project and the City's Gateway project are budgeted in the City's Capital Improvement Fund and rely on revenues received from construction tax, non-discretionary reimbursements from outside agencies and the assumed development on Orchard that would have acquired a portion of Traynor Avenue. This development is not proceeding and the revenue has been deferred in the budget. While the fund currently enjoys an adequate fund balance; that could change if construction improvement tax receipts continue to trend downwards due a slumping housing market and the predicted land sale does not occur. In this scenario, other funding sources would need to be identified in order to continue with these beneficial projects.

Library

Another key project in the Capital Improvement Fund is the design and construction of a new library. Several factors have affected the preliminary design process. The recommended site entails acquiring land from the US Postal Service. Funding is available to complete this acquisition during FY 2011 along with completion of the preliminary design process. Although delayed, this project continues to be a high-priority item for staff and the community, and will be pursued during the

coming fiscal year so that the project does not lose momentum. As noted in last year's transmittal, the planned donation of \$10 million from Calpine will favorably position the City to establish a funding foundation from which to pursue bond or alternate funding for construction of the new library in the coming years.

Streets and Roads

With the assistance of federal, state and local funding, the City was able to complete work on several larger-scale projects associated with pavement rehabilitation and sidewalks. All told, the City was able to implement and complete five major pavement rehabilitation or reconstruction-related projects totaling over \$7 million. Central to this effort was the utilization of approximately \$2.5 million in federal stimulus funds. With this money, several main arterials such as Clawiter, Huntwood, Industrial, and Cypress were improved, thereby greatly improving the City's infrastructure of roads as well as safety for pedestrians and motorists alike. During FY 2011, such efforts will continue as funding allows. The City is hoping to receive another \$3.4 million in stimulus funds next fiscal year through the Jobs for Main Street Act of 2010, otherwise known as Stimulus II. However, funding through this program does not appear likely at this point; therefore, the projects planned under this funding source may be eliminated for FY 2011. More information on the availability of funds through this program will be forthcoming during the late spring/early summer of this year.

Aside from street improvements, City staff was also focused on supporting livable neighborhoods through the evaluation, design, and construction/improvement of sidewalks and wheelchair ramps throughout the City. During FY 2010, Districts 4, 5, 7, and 10 were targeted for improvement at a cost of approximately \$1.8 million. In addition, new sidewalks were installed on Berry Avenue from Soto to Whitman at a cost of \$577,000, thereby greatly improving pedestrian safety in that area. Similar funding is set aside for the FY 2011 projects, which will include commencing work in Districts 1 and 8 and along D Street, Cypress Street, Western Boulevard, and Huntwood Avenue/Sandoval Way. These and other expenditures designed to benefit and encourage pedestrian and other non-vehicular activity are highlighted in the Livable Neighborhoods section of the CIP.

One of the major street rehabilitation projects scheduled to be completed by the middle of FY 2011 involves improvements to the Mount Eden Phase II Annexation area, specifically the West-Mohr and Mohr-Depot Islands, so that they are brought up to City standards. Design work was successfully completed during FY 2010; construction is set to start by the summer of 2010 and will last until December of this year. Funding for this project, which is expected to cost approximately \$7.4 million, will be primarily paid by a developer contribution and Alameda County, with the City's share amounting to \$1.9 million. Eventually, the City's contribution will be reimbursed from County RDA tax increment funds.

Outside of the City's commitment to the betterment of its roadways and pedestrian routes, there are two major transportation-related projects scheduled for completion within the next several years. The largest single project in the CIP is the Route 238 Corridor Improvement Project. Staff successfully acquired all needed right-of-way during FY 2010 and will commence the first phase of construction by this summer. Completion of all three phases of construction is expected to take two and a half years, with an anticipated ending date of late in FY 2012. Since Caltrans will be relinquishing both the Foothill and Mission corridors to the City as a result of this

project, a project was added to account for the maintenance of traffic signals and other ongoing costs that will result from the relinquishment of both of these thoroughfares. Although not included as a project, following recent direction from Council, staff is pursuing possible funds to improve the section of Mission Boulevard (Route 185 - north of A Street to City boundary) prior to accepting relinquishment from Caltrans.

Design work will continue on the first phase of the 880/92 Reliever Route project in FY 2011, which includes construction of the Whitesell Street extension and now includes improvements along the Winton Avenue corridor. The original West A Street extension is no longer viable due to Airport Runway Safety Area requirements and associated environmental issues. When construction is completed by FY 2015, the project is expected to cost approximately \$25 million; funding for the Reliever Route project will be wholly provided through Measure B funds administered by the Alameda County Transportation Improvement Authority (ACTIA).

Utilities

Utilities-related expenditures reflect a comprehensive plan developed to address needs pertaining to the Water Distribution System, Sewer Collection System, and Water Pollution Control Facility (WPCF). The CIP includes improvement and replacement projects to ensure that the water and sewer infrastructure needed to deliver critical utilities services is reliable, efficient, and appropriately sized to meet the needs of the community.

Major water system projects in the near term focus on the replacement and renovation of existing water storage reservoirs to increase storage capacity and improve structural reliability. In FY 2010, construction started on replacement of the existing one million gallon (MG) Highland 1000 Reservoir off of La Mesa Drive with a new 2.2 MG structure to address a storage deficiency. This project is scheduled to be completed in FY 2011. In addition, the Highland 250, D Street, and Maitland reservoirs are currently scheduled to undergo seismic upgrades over the next two to three years. In future years, projects to replace the existing 1 MG High School Reservoir, located above City Center Drive, with a 3 MG facility and to construct a new 2 MG reservoir on Hesperian Blvd are included to improve storage capacity. Various water main replacement and improvement projects are included to ensure that system capacity requirements are achieved and that facilities are maintained for optimal operating efficiency.

In order to keep pace with changing conditions and assess future needs, the CIP includes an update to the Water System Master Plan in FY 2012 to evaluate the system in view of current conditions and the improvements made in recent years, with additional funding proposed in subsequent years for projects that will be recommended in the update. Master Plan updates are also planned for the Sewer Collection System in FY 2012 and the Water Pollution Control Facility in FY 2011, with funding provided to implement recommendations resulting from these planning efforts.

The Sewer Collection System will undergo several pipeline improvements in the next few years. These improvements are planned to either replace pipelines that are showing signs of their age and require frequent maintenance and repair, or to upsize undersized mains to increase their hydraulic capacity to handle current and near-term future flows. Many of the projects in future years center around updating technology to most efficiently monitor and maintain facilities, and implementing preventative maintenance and cleaning schedules to keep the facilities operating at optimum efficiency.

Noteworthy near-term WPCF projects include Phase II Improvements that will enclose the effluent channel and convert an existing gravity thickener to a new primary clarifier. Design of the effluent channel enclosure will commence in FY 2011, with construction planned for the following year. The conversion of the gravity thickener has been delayed to FY 2013, due to other priorities. Work is also scheduled to begin in FY 2011 on replacement of an existing trickling filter that is inefficient and does not meet current seismic standards. This project is also part of the WPCF Phase II Improvements.

A new project has been added to the Utilities CIP to renovate the existing Utilities Center and add a training facility on the second floor. With the recent closure of Centennial Hall, the City no longer has a convenient location for City-wide trainings and community meetings. The second floor of the Utilities Center is currently vacant. Funding is proposed to convert this area into usable meeting and training space for the City organization as a whole.

In addition to improvement and replacement projects, the CIP identifies resource efficiency opportunities within the Utilities systems.

Water Distribution System

- **Water Conservation.** Funding is continued for City rebate programs for residents and businesses to replace existing fixtures, such as toilets, with high efficiency models that exceed the fixture efficiency currently required by the State Plumbing Code.
- **“Smart” Water Metering.** A new project is added in FY 2011 to evaluate the feasibility of converting existing water meters to “smart” meters that would enable customers to obtain accurate real-time water use information and better manage their water consumption. Because of the accuracy and immediacy of “smart” meters, significant water savings may be achieved, although such an endeavor would be costly. Thus, it is critical that the City review carefully all of the issues before making a decision on whether to proceed with a conversion. Assuming that the results of the study are positive, funding is added to implement a conversion project beginning in FY 2012.
- **Water Efficient Demonstration Garden.** Funding is included to construct a water efficient demonstration garden along the walkway connecting City Hall to BART. The project will replace existing turf and non-native plant species with low water-using and native plant materials, incorporating Bay-Friendly practices and integrated pest control.

Water Pollution Control Facility

- **Solar Energy.** A project to construct one megawatt solar panels at the WPCF, currently in design and planned for construction in FY 2011, will enable the facility to draw a significant amount of needed energy from an alternative renewable source.
- **Enhancement of Co-Generation System.** A new project, scheduled to begin in FY 2011, involves the installation of a grease receiving and processing facility. Waste grease can be put to beneficial use at the WPCF by increasing digester gas production, which can then be

utilized in the planned major improvement to the plant's energy co-generation system, another green, renewable energy system.

- **Recycled Water.** In order to make more efficient use of potable water, the City is pursuing the opportunity to produce recycled water, in cooperation with Calpine; and to develop a distribution system to deliver the excess tertiary treated recycled water to nearby sites for use in landscape irrigation and some industrial processes.

In order to raise the needed capital for many of the wastewater-related projects above, Utilities staff has developed a plan that includes grants, low interest loans from the State's Clean Water Revolving Fund, and use of existing Fund reserves. Below is a table that summarizes the low-interest loan and grant monies expected to be available and pursued for City projects.

Project/Funding Source(s)	Amount	Year	Repayment Source(s)
Solar Project • PG&E Grant • California Energy Commission Loan	\$2,600,000 \$2,450,000	FY12-16 FY11	• None • 100% from Wastewater Fund
Effluent Contact Channel • Low-interest SWRCB SRF Loan	\$3,100,000	FY12	• 100% from Wastewater Improvement Fund 613
WPCF Effluent Channel Enclosure • Low-interest SWRCB SRF Loan	\$5,100,000	FY12	• 100% from WPCF Replacement Fund
Recycled Water Facilities • SWRCB Construction Grant • US Bureau of Reclamation Title XVI Grant ⁽¹⁾ • Low-interest SWRCB SRF Loan	\$2,100,000 \$2,100,000 \$5,700,000	FY12 FY12 FY12	• None • None • 50% from Wastewater Improvement Fund 613 and 50% from Water Improvement Fund 622

⁽¹⁾ Funding not certain; requires USBR approval and congressional authorization

Final Clarifier • Low-interest SWRCB SRF Loan	\$1,500,000	FY18	• 100% from Wastewater Improvement Fund 613
Co-Generation Project • PG&E Rebate ⁽²⁾ ⁽²⁾ Rebate available if fuel cells are selected instead of internal combustion engines)	\$6,300,000	FY13	• None

Airport

A primary focus at the Airport during FY 2011 will be to rehabilitate pavement along the Airport's taxiways with the rehabilitation of taxiways Diagonal and Echo. In addition, a new annual project was included in the fund starting in FY 2013, which will rehabilitate or reconstruct the most severely damaged taxiways each year; \$350,000 has been allocated per year for this effort.

One other critical project that will commence next fiscal year with the help of federal funding involves the environmental planning portion of a project to enclose portions of Sulphur Creek with the intent to address a safety issue resulting from the existing open channel that crosses the runway safety area for runway 10L. The total amount of investment at the Airport from FY 2011 through FY 2020 is approximately \$32 million, with much of the funding for these projects coming from projected Federal Aviation Administration (FAA) grants under the Airport Improvement Program as well as transfers from the Airport's operating fund.

Facilities

The Internal Service Fund for Facilities, which was implemented last fiscal year, is utilized to exclusively address the improvements and upkeep of many of the City's older buildings, such as the Police Department and various fire stations. Some of the more prominent projects in this fund include HVAC upgrades, roof repair, and replacement, and the replacement of flooring and carpet at various City facilities. The projects contained within this fund are dependent both on the FY 2010 transfer from the Capital Improvement Fund and the ability to implement Facility Charges beginning in FY 2011 from the General Fund and other supported departments. The long-term goal is to develop sufficient reserves in the Facilities Fund to address the improvements and maintenance on an on-going basis.

Technology Services

Another internal service fund addresses the aging information technology infrastructure and the unmet technology needs throughout the City. Starting in FY 2009 and continuing through FY 2010, many of the City's desktop computers were replaced with newer, more efficient models; this cost is an ongoing, annual expense as the life span of most desktops is no more than four years. Along with regular desktop replacement, the City's servers and other technology infrastructure have no long-term replacement funding at this time.

Two major projects that have been included in this fund are the replacement of the City's CAD/RMS system and the accumulation of funding for a new financial system. It should be noted that the financial system is expected to cost approximately \$6 million, and only \$2.5 million of that amount has been budgeted over the next 10 years in Fund 726. A funding source for the remaining \$3.5 million has yet to be identified; therefore, that unfunded portion of the project is included on the Identified Capital Needs list.

The CAD/RMS system is funded by both a loan from the Sewer Fund and General Fund savings identified by the Police Department. This internal service fund will also serve to replace other items, such as network servers and public safety mobile units, as well as other business technology needs. As with the Internal Service Fund for Facilities, successful implementation of the projects within this fund is dependent both on the transfers from the Capital Improvement Fund and the ability to implement Information Technology Charges beginning in FY 2011 from the General Fund and other supported departments. And, like the other technology items mentioned above, there is no source yet identified for accumulating funds to replace the CAD/RMS system in the out years at the end of its useful life.

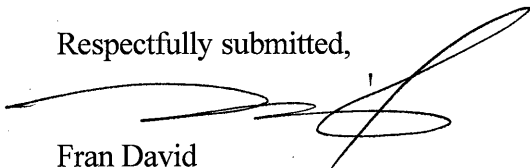
Identified Capital Needs

The last section of the CIP is the Identified Capital Needs section. The list, which was significantly modified in last year's CIP and revised further in this edition of the CIP, previously only included projects identified in official city documents such as the Circulation Element, Neighborhood Plans, Landscape Beautification Plan, Airport Master Plan, and the Technology Strategic Plan. While new capital funds were created in order to address many facility and technology-related needs, this section also covers other department requests that cannot be addressed because of lack of funding. New identified unfunded items added this year are shaded and those items which are funded and removed this year are shown with a note in bold lettering.

Although the City's revenue streams continue to erode, we have re-doubled our efforts to dedicate as many financial and staff-related resources as possible towards projects deemed as the most critical to both the community and Council. What is clearly evident throughout the CIP is that there are many critical projects that cannot be funded at this time, especially as they pertain to the City's own facility, equipment, fleet, and information technology needs. However, the first step towards eventually funding many of these projects is to develop a plan that encompasses all of the needs of each department. With the addition of the new funds for Redevelopment, Public Safety, and Maintenance, we are beginning this process and now have a better understanding of what lies ahead.

Attached to this letter is a summary of the key assumptions (Attachment A) that were used in preparing the Ten-Year CIP. The staff and I look forward to discussing projects and issues embodied in this capital plan.

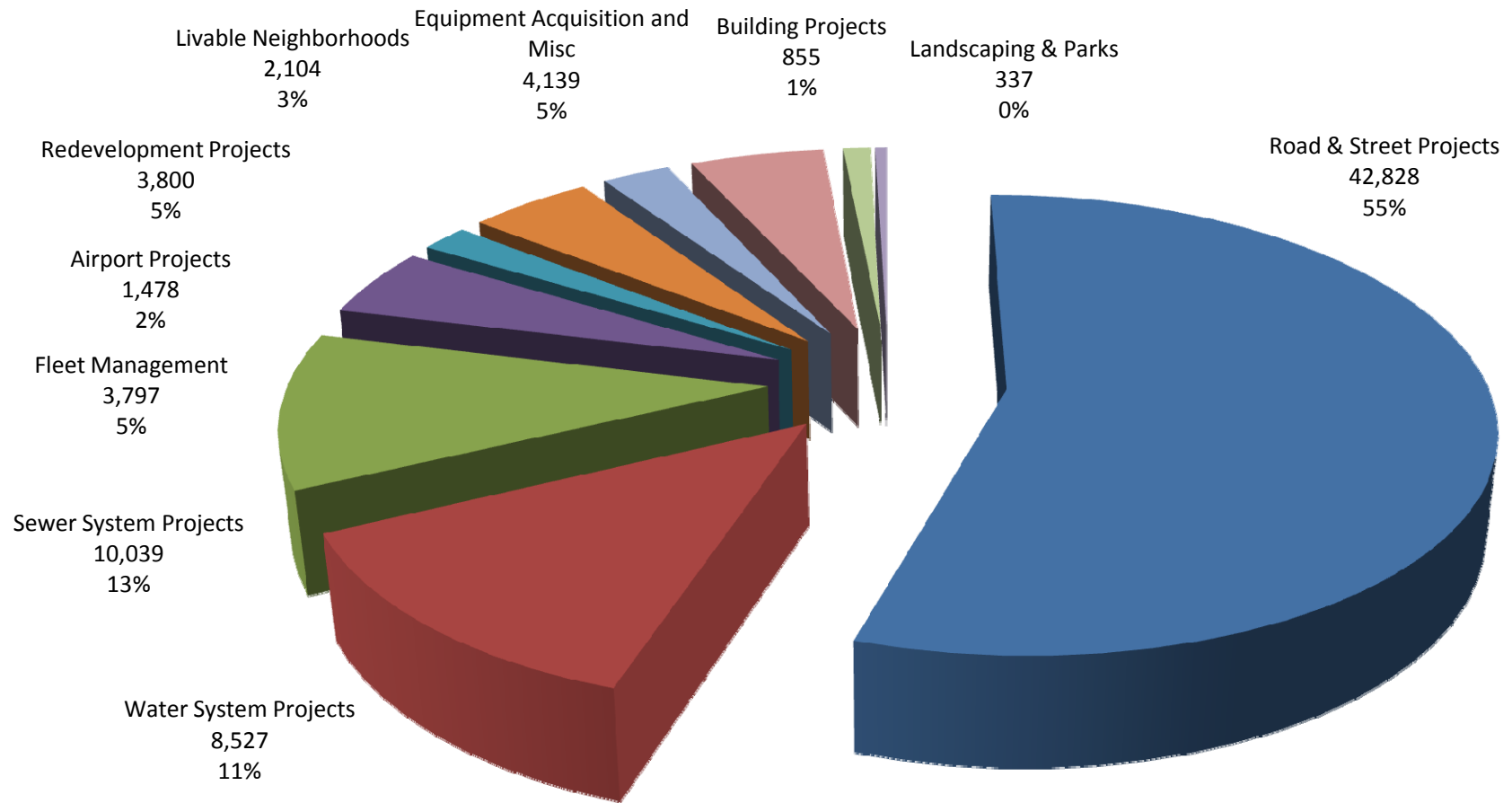
Respectfully submitted,



Fran David
Acting City Manager

Attachment A – Assumptions

FY 2011 Capital Improvement Program



TEN-YEAR CAPITAL IMPROVEMENT PROGRAM

CAPITAL PROJECT EXPENDITURE SUMMARY

PROJECT DESCRIPTION	PROJECT TOTAL	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Road & Street Projects	138,099	42,828	38,108	6,367	14,787	12,467	4,647	4,702	4,858	4,714	4,621
Sewer System Projects	83,064	10,039	34,800	4,005	9,475	3,445	3,460	3,160	10,660	2,260	1,760
Water System Projects	58,123	8,527	4,859	8,425	4,805	6,105	4,610	10,802	7,330	1,330	1,330
Fleet Management	37,970	3,797	3,797	3,797	3,797	3,797	3,797	3,797	3,797	3,797	3,797
Airport Projects	29,873	1,478	4,595	5,485	6,485	3,485	3,145	1,685	835	1,485	1,195
Redevelopment Projects	23,600	3,800	1,800	1,000	0	2,000	0	4,000	3,000	4,000	4,000
Livable Neighborhoods	18,844	2,104	1,890	2,150	1,550	1,850	1,850	1,850	1,950	1,950	1,700
Equipment Acquisition and Misc	13,263	4,139	1,836	1,026	1,509	593	533	795	1,774	509	549
Building Projects	3,004	855	756	315	210	125	203	70	280	120	70
Landscaping & Parks	<u>497</u>	<u>337</u>	<u>160</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL CAPITAL EXPENDITURES	338,494	77,904	92,601	32,570	42,618	33,867	22,245	30,861	34,484	20,165	19,022

NOTE: Expenditure amounts do not include reimbursements or transfers between funds, or vehicle replacements and operating/maintenance expenses. All expenditures expressed in \$1,000's. Additionally, these totals do not reflect payment of debt service.

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Supplemental Information

Glossary and Acronyms

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Glossary and Acronyms

2-1-1: 2-1-1 is a free, non-emergency, confidential, 3-digit phone number and service that provides easy access to housing information, and critical health and human services. 2-1-1 operates 24 hours a day, 7 days a week with multi-lingual capabilities.

Account Balance: Total dollars remaining in an account after current revenues are added and current expenditures are subtracted.

(ACTA) Alameda County Transportation Authority: The agency that administers the Alameda County transportation sales tax program.

(ACTIA) Alameda County Transportation Improvement Authority: The agency that administers the re-authorized Alameda County transportation sales tax program.

Activity: An accounting entity created to capture the revenues and expenses connected with a specific unit of work or service responsibility.

(ADA) American Disabilities Act: The Americans with Disabilities Act gives civil rights protections to individuals with disabilities similar to those provided to individuals on the basis of race, color, sex, national origin, age, and religion. It guarantees equal opportunity for individuals with disabilities in public accommodations, employment, transportation, State and local government services, and telecommunications.

(ALS) Advanced Life Support: implies that an emergency medical technician (EMT) is capable of performing advanced life support skills as either an EMT-A (Advanced), EMT-I (Intermediate) or an EMT-P (Paramedic), commonly referred to simply as a paramedic or medic. Also known as (FRALS) First Responder Advanced Life Support.

Appropriation: An authorization granted by the City Council to make expenditures and to incur obligations for specific purposes.

(ARRA) American Recovery and Reinvestment Act: On Feb. 13, 2009, Congress passed the American Recovery and Reinvestment Act of 2009. It was signed into law four days later. As a direct response

to the economic crisis, the Recovery Act has three immediate goals: Create new jobs and save existing ones; Spur economic activity and invest in long-term growth; Foster unprecedented levels of accountability and transparency in government spending.

Assessed Valuation: A dollar value placed on real estate or other property by Alameda County as a basis for levying property taxes.

Audit: A review of the City's accounts by an independent accounting firm to verify that the City's financial statements accurately reflect the City's financial position.

Balanced Budget: The budget for a fund is balanced when total budgeted resources, including revenues, transfers in from other funds, and unallocated fund balance from previous years meet or exceed total budgeted use of resources, including expenditures and transfers out to other funds.

(BALIS) - Bay Area Library Information System: organization of public libraries created to enhance local library and information services through cooperative resource sharing. It is one of fifteen such cooperatives in California which are helping their members share the resources to better serve library users. The BALIS service area covers three counties: Alameda, Contra Costa and San Francisco, with a combined population of approximately three million.

(BART) Bay Area Rapid Transit: providing train service throughout the San Francisco metropolitan area including the East Bay.

Base Budget: Estimate of the funding level required to continue existing service levels during the next fiscal year, including the deletion of current year funding for one-time activities and additions necessary to meet current expenditure patterns and to provide for anticipated inflationary cost increases.

(BAAQMD) Bay Area Air Quality Management District: Agency which sponsors programs and regulates industry and employers to promote clean air.

(BIA) Business Improvement District: is a public-private partnership in which businesses in a defined area pay an additional tax or fee in order to fund improvements within the district's boundaries. Also known as (DBI) Downtown

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Glossary and Acronyms

Business Improvement.

Bond: Capital raised by issuing a written promise to pay a specified sum of money, called the face value or principal amount, with interest at predetermined intervals.

Budget: A comprehensive financial plan of operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

(CAD/RMS) Public Safety Computer Aided Dispatch/Records Management System: This system provides support for public safety dispatch and the management of the related records and reports that results from police and fire responses

(CALEA): Commission on Accreditation for Law Enforcement Agencies: It was created in 1979 as a credentialing authority through the joint efforts of law enforcement's major executive associations: International Association of Chiefs of Police (IACP); National Organization of Black Law Enforcement Executives (NOBLE); National Sheriffs' Association (NSA); and the Police Executive Research Forum (PERF). The purpose of CALEA's Accreditation Programs is to improve the delivery of public safety services, primarily by maintaining a body of standards, developed by public safety practitioners, covering a wide range of up-to-date public safety initiatives; establishing and administering an accreditation process; and recognizing professional excellence.

(CalPERS) California Public Employees' Retirement Systems: The retirement system, administered by the State of California, to which all permanent City employees belong.

Capital Acquisitions: Items of a permanent or semi-permanent nature that cost in excess of \$1,000.

Capital Improvements: A permanent major addition to the City's real property assets including the design, construction, purchase, or major renovation of land, buildings, or facilities. Examples are the installation or repair of new or existing streets, traffic signals, sewer lines, roads, and parks.

(CDBG) Community Development Block Grant: Federal funding that allows communities to create flexible, locally designed comprehensive community development strategies to enable them to develop viable urban communities (Title I, Housing and Community Development Act of 1974).

(CIP) Capital Improvement Program: An ongoing plan of single and multiple year capital expenditures, which is updated annually.

(COPs) Certificates of Participation: A lending agreement secured by a lease on the acquired asset or other assets of the City.

(CPI) Consumer Price Index: An indicator of inflation, used in some salary-increase or other calculations.

Debt Service: The payment of interest and principal on borrowed funds.

Deficit: The result of an excess of expenditures over resources.

Department: A major administrative division of the City with overall management responsibility for an operation or a group of related operations within a functional area.

Designated Reserve: Funds specifically appropriated and set aside for anticipated expenditure requirements which are uncertain.

Division: An organizational sub-unit of a department which encompasses a substantial portion of the duties assigned to a department.

Eden I & R (Information and Referral): For over 34 years, Eden I & R has been successfully fulfilling its mission of "*linking people and resources*" by consistently and creatively responding to the community's changing needs. The agency's services are the results of collaborations that depend on the work of hundreds of community-based organizations. Because no other centralized source for health, housing, and human services information exists anywhere else in Alameda County, Eden I&R has become a critical resource for thousands of at-risk individuals, such as youth, non-English speakers, the economically disadvantaged, people living with HIV/AIDS, domestic violence survivors, the elderly, disabled, the homeless, and human service

Supplemental Information

Glossary and Acronyms

agencies seeking services or housing for their clients.

Employee Services: An expenditure category used to account for the salaries, overtime, and benefits for City employees.

Encumbrance: A commitment of funds for goods or services for which the expenditure has not yet occurred.

Enterprise Fund: A fund established to finance and account for the acquisition, operation, and maintenance of governmental facilities and services that are entirely or predominantly self-supported by user charges. In Hayward, examples of enterprise funds are those for water, sewer, and the airport.

(EOC) Emergency Operations Center: A centralized location where individuals responsible for responding to a large-scale emergency can have immediate communication with each other and with City management for the purpose of enhancing coordination in exercising direction and control of emergency response and recovery efforts.

(ERAF) Educational Revenue

Augmentation Fund: In 1992, the State of California found itself in a serious deficit position. To meet its obligations to fund education at specified levels under Proposition 98, the state enacted legislation that shifted partial financial responsibility for funding education to local government (cities, counties, and special districts). The state did this by instructing county auditors to shift the allocation of local property tax revenues from local government to “educational revenue augmentation funds” (ERAFs), directing that specified amounts of city, county and other local agency property taxes be deposited into these funds to support schools.

(ERP) Enterprise Resource Planning: It is an integrated computer-based system used to manage internal and external resources including tangible assets, financial resources, materials, and human resources. It is a software architecture whose purpose is to facilitate the flow of information between all business functions inside the boundaries of the organization and manage the connections to outside stakeholders. Built on a centralized

database and normally utilizing a common computing platform, ERP systems consolidate all business operations into a uniform and enterprise wide system environment

(ESG) Emergency Shelter Grant: [The](#) Emergency Shelter Grants program provides homeless persons with basic shelter and essential supportive services. It can assist with the operational costs of the shelter facility, and for the administration of the grant. ESG also provides short-term homeless prevention assistance to persons at imminent risk of losing their own housing due to eviction, foreclosure, or utility shutoffs. The City of Hayward does not receive a direct annual allocation of ESG funds.

Expenditure: The amount of cash paid or to be paid for services rendered, goods received or an asset purchased.

(FB) Fund Balance: The total dollars remaining in a fund after current expenditures for operations and capital improvements are subtracted.

(FD) Fund: A separate, independent accounting entity used to set forth the financial position of results of operations related to the specific purpose for which the fund was created. Examples of funds used in the City of Hayward are the General Fund, the Community Development Block Grant Fund, and the Airport Operations Fund.

Franchise Fee: State statutes provide cities with the authority to impose fees on privately owned utility and other companies for the privilege of using city owned rights-of-way. The franchise fee is negotiated between the City and the utility.

For the City of Hayward, franchise fees are charged to the following: Waste Management of Alameda County (WMAC) (collection and disposal of residential and commercial waste), Pacific Gas & Electric Company (PG&E) (distribution of electric power and natural gas), and Comcast Cable (cable television provider).

The City Of Hayward owns and operates its own water distribution and wastewater collection and treatment systems, in which it charges a franchise fee to the utility funds, as authorized by State law.

(FTE) Full-time Equivalent: The decimal equivalent of a position converted to a full-time basis. For example, one person working half time

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Glossary and Acronyms

would count as 0.5 FTE; one person working full-time would count as 1.0 FTE.

(FY) Fiscal Year: The twelve-month period to which the annual budget applies. In Hayward, this period of time is July 1 through June 30.

Gann Limit: State of California legislation that limits a City's appropriations growth rate to changes in population and either the change in California per capita income or the change in the local assessment roll due to non-residential new construction.

(GASB) Governmental Accounting Standards Board: This is the organization that establishes generally accepted accounting principles for state and local governments.

(GF) General Fund: The City's principal operating fund, which is supported by general taxes and fees and which can be used for any legal government purpose.

(GIS) Geographic Information System: It is any system that captures, stores, analyzes, manages, and presents data that are linked to a location. In the simplest terms, GIS is the merging of cartography and database technology. GIS systems are used in cartography, remote sensing, land surveying, utility management, photogrammetric, geography, urban planning, emergency management, navigation, and localized search engines.

Grant: A contribution by a government or other organization to support a particular function or project. Grants may be classified as either categorical or block, depending upon the amount of discretion allowed the recipient.

(HARD) Hayward Area Recreation and Park District: The Hayward Area Recreation & Park District is an independent special use district providing park and recreation services for over 250,000 residents living within a 64 square-mile area which includes the City of Hayward, Castro Valley, San Lorenzo and the unincorporated Ashland, Cherryland and Fairview districts.

(HODAG) Rental Housing Development Grant: The Housing Development Action Grant program has been defunct since 1989.

However, between 1983 and 1989, these funds were used to establish rent-stabilized housing for low income-eligible tenant households.

(HRLP) Housing Rehabilitation Loan Program: Through this CDBG-funded, City-operated program, grants and deferred, below-market-rate loans are made to eligible households to maintain their housing, by improving accessibility, correcting code violations, and making health and safety related repairs.

(HUD) Housing and Urban Development: Department of Housing and Urban Development: the United States federal department that administers federal programs dealing with better housing and urban renewal; created in 1965

(HUSD) Hayward Unified School District: The Hayward Unified School District is comprised of 23 Elementary schools, 5 Middle schools, 3 High schools, an Alternative High School, English Language Center, Adult Education Center, and childcare centers for pre-school children. They have over 20,000 students in grades K-12 who interact with teachers in Hayward Unified's classrooms each day who bring with them diverse cultures, heritages, languages, and economic conditions.

Interdepartmental Charges and Credits: A mechanism through which one program may bill another program (charges) and be reimbursed (credits) for the cost of various services provided. Interdepartmental charges and credits are based on the actual, direct costs of the service provided. They function as cost allocation tools, allowing the financial reports to more accurately reflect the real cost of individual programs.

Infrastructure: Facilities on which the continuance and growth of the community depend on, such as roads, sidewalks, parks, public buildings, etc.

Inter-fund Transfers: The movement of money from one fund to another for costs associated with liability insurance, worker's compensation, and cost allocation. Most transfers are made on a quarterly basis.

(ISF) Internal Service Fund: A fund that is used to finance and account for goods and /or services provided by one City department to other City departments on a cost-reimbursement basis. These include the Worker's Compensation Insurance,

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Liability Insurance, and Equipment Management funds.

(KHCG) Keep Hayward Clean and Green:

The KHCG Task Force was formed by the City Council to assist Council and City staff in addressing issues that impact community appearance. The Task Force currently has 20 members, including a liaison from the Hayward Youth Commission. Members will get involved with clean-up efforts, encourage involvement by other community members, and assist the City in improving policies and procedures to support the overall KHCG effort.

(LLD) Landscape and Lighting District: A 1972 State of California Act: Landscaping and Lighting District is a flexible tool used by local government agencies to pay for landscaping, lighting and other improvements and services in public areas. As a form of benefit assessment, it is based on the concept of assessing only those properties that benefit from improvements financed, either directly or indirectly through increased property values. Because it is considered a benefit assessment, a 1972 Act assessment is not subject to Proposition 13 limitations.

(L & M) Low and Moderate Housing

Program: The Low and Moderate Housing Fund provides housing assistance within and outside of the Redevelopment Area. Eligible activities include: assistance to first-time homebuyers; rehabilitation of single family and multifamily residences; gap financing for affordable housing; and acquisition, demolition, and new construction of rental or ownership housing.

(MD) Maintenance District: Maintenance Districts are formed for the payment, in whole or in part, of the costs and expenses of maintaining and operating public improvements which are local in nature and which specially benefit the lots or parcels assessed. It is intended that the costs and expenses of maintaining and operating such public improvements shall be payable from annual benefit assessments apportioned among the lots or parcels of property within the established maintenance district, the nature and formula.

Maintenance and Utilities: An expenditure

category used to account for costs related to the repair and maintenance of equipment, buildings, and grounds that are not performed by City employees. This category also includes utility charges for some departments.

(MOU) Memorandum of Understanding: The documented agreements resulting from labor negotiations between the City of Hayward and its bargaining units.

Non-recurring Costs: One-time activities for which the expenditure should be budgeted only in the fiscal year in which the activity is undertaken.

Object: A term used in the expenditure classification to distinguish the article purchased or services obtained, for example, salaries, utility costs, or office supplies.

(OPEB) Other Post Employment Benefits:

Post-employment benefits are those benefits other than pension benefits, including post-employment healthcare (retiree medical) and other non-pension benefits.

Operating Budget: Annual appropriation of funds to support ongoing program costs, including employee services, maintenance, supplies, and equipment.

Ordinance: A formal legislative enactment by the City Council, which has the full force and effect of law within the City boundaries unless it is in conflict with any higher form of law, such as a state statute or constitutional provision.

Overhead: Charges to various funds to cover the cost of administrative services, rent, custodial services, etc.

(PEG) Public/Educational/Government service:

The availability of a cable or state franchise holder's system for public, educational, or governmental use by various agencies, institutions, organizations, groups, and individuals, including the City and its designated access providers, to acquire, create, and distribute programming not under a state franchise holder's editorial control.

(PG&E) Pacific Gas and Electric: Pacific Gas and Electric Company, incorporated in California in 1905, is one of the largest combination natural gas and electric utilities in the United States. Based in San Francisco, the company is a subsidiary of PG&E Corporation. The company provides natural

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gas and electric service to approximately 15 million people throughout a 70,000-square-mile service area in northern and central California. Pacific Gas and Electric Company and other utilities in the state are regulated by the California Public Utilities Commission. The CPUC was created by the state Legislature in 1911.

Program: An activity or group of activities that is an organizational subunit of a department, and is directed toward providing a particular service or support function. Each City department may be responsible for a number of programs.

Property Tax: Property tax is an ad valorem (value-based) tax imposed on real property and tangible personal property within the City's jurisdiction.

The largest element of property tax includes secured or real property. For most of us, real property is our house and the land on which the house was built. Property Tax is determined by two factors: the assessed value of the property and the tax rate for the area in which the property is located.

The two factors are controlled through the provisions of Proposition 13. The other element of property tax includes non-secured (or personal property), which is tangible property, such as machinery.

Business owners who have a taxable personal property cost of \$100,000 or more are required to submit a Business Property Statement annually. Similarly, owners of aircraft and boats are required to file a Vessel Property Statement.

Proprietary Fund: A term also used to describe enterprise funds or those funds used to account for City operations that are financed and operated like private business enterprises, i.e., facilities and services owned by the City.

(RDA) Redevelopment Agency: The Redevelopment Agency is an independent body responsible for developing and implementing redevelopment projects in the Hayward Redevelopment area. The Agency Board is comprised of the City Council. The fund supports expenditures related to the

development and implementation of redevelopment projects in Hayward.

Reserved Fund Balance: Accounts used to record a portion of the fund balance as legally segregated for a specific use or not available for appropriation.

Resolution: A special order by the City Council that requires less legal formality than an ordinance in terms of public notice prior to approval.

Resources: Total amount available for appropriation, including estimated revenues, beginning fund balances, and fund transfers.

Revenue: Income received during the fiscal year from taxes, fees, permits, franchises, interest, and intergovernmental sources.

(RPTT) Real Property Transfer Tax: RPTT is levied when real property is sold, based on the sale price. It is typically paid by the buyer, but can be paid by the seller or a combination of the two. The City Council has the authority to set a real property transfer tax as a general tax. In FY 1992-93, the City increased its real property transfer tax to \$4.50 per thousand dollars, based on the full purchase price of residential, commercial, and industrial property transfers.

When combined with the \$1.10 documentary stamp tax levied by Alameda County, the total rate applied to property sales in Hayward is \$5.60 per thousand dollars.

Real Property Transfer Tax is a volatile revenue source; based solely on the frequency and magnitude of local real estate transactions. As real estate transactions increase, so does this revenue source, assuming sales prices remain stable or increase.

Salaries and Benefits: A budget category that accounts for salaries of employees, overtime, and employee benefits, such as retire and medical premiums.

Sales Tax: Sales Tax is an excise tax imposed on retailers for the privilege of selling tangible personal property.

Special Revenue Fund: A fund used to account for revenue sources that are restricted by law or administrative action to expenditures for specified purposes. Examples of Hayward special revenue

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funds are the Small Business Economic Development Loan, Recycling, and Local Law Enforcement Block Grant funds.

Structural Deficit: The permanent financial gap that results when, discounting economic cycles, ongoing revenues do not match or keep pace with ongoing expenditures.

Supplies and Services: An expenditure category used to account for all departmental expenses except for personnel, maintenance, utilities, and capital costs.

(TOT) Transient Occupancy Tax: A tax imposed on travelers who stay in temporary lodging facilities within the City.

Undesignated Fund Balance: Accounts used to record a portion of the fund balance not legally segregated for a specific use and, therefore available for appropriation.

Use Tax: Use Tax is an excise tax imposed on a person for the storage, use, or other consumption of tangible personal property purchased from any retailer.

(UUT) Utility Users Tax: The UUT may be imposed by a city on the consumption of utility services, including (but not limited to) electricity, gas, water, sewer, telephone (including cell phone and long distance), sanitation and cable television. The rate of the tax and the use of its revenues are determined by the local agency. A UUT may be imposed as a special tax, earmarked for a specific purpose, or a general tax to be used for a variety of municipal service needs at the discretion of the city council. The tax is levied by the city, collected by the utility as a part of its regular billing procedure, and then remitted to the city.

(VLF) Vehicle License Fee: The “true” VLF component is a tax on the ownership of a registered vehicle in place of taxing vehicles as personal property. The in-lieu tax is calculated based on individual vehicles’ market value and depreciation rate.