

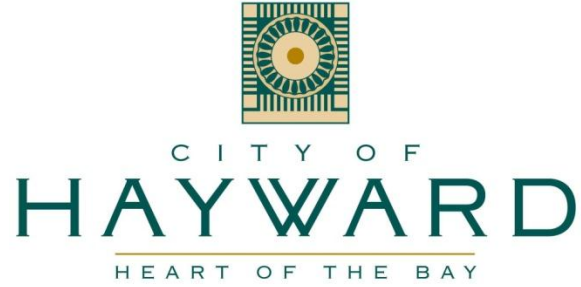
CITY OF
HAYWARD
CALIFORNIA



**Adopted Biennial
Operating Budget**
Fiscal Years 2013 & 2014



HEART OF THE BAY



Adopted Biennial
Operating Budget
Fiscal Years 2013 & 2014

Prepared by Department of Finance

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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 2014



Bill Quirk
Council Member
Term Expires 2012



Barbara Halliday
Council Member
Term Expires 2016



Mark Salinas
Council Member
Term Expires 2014



Olden Henson
Council Member
Term Expires 2012

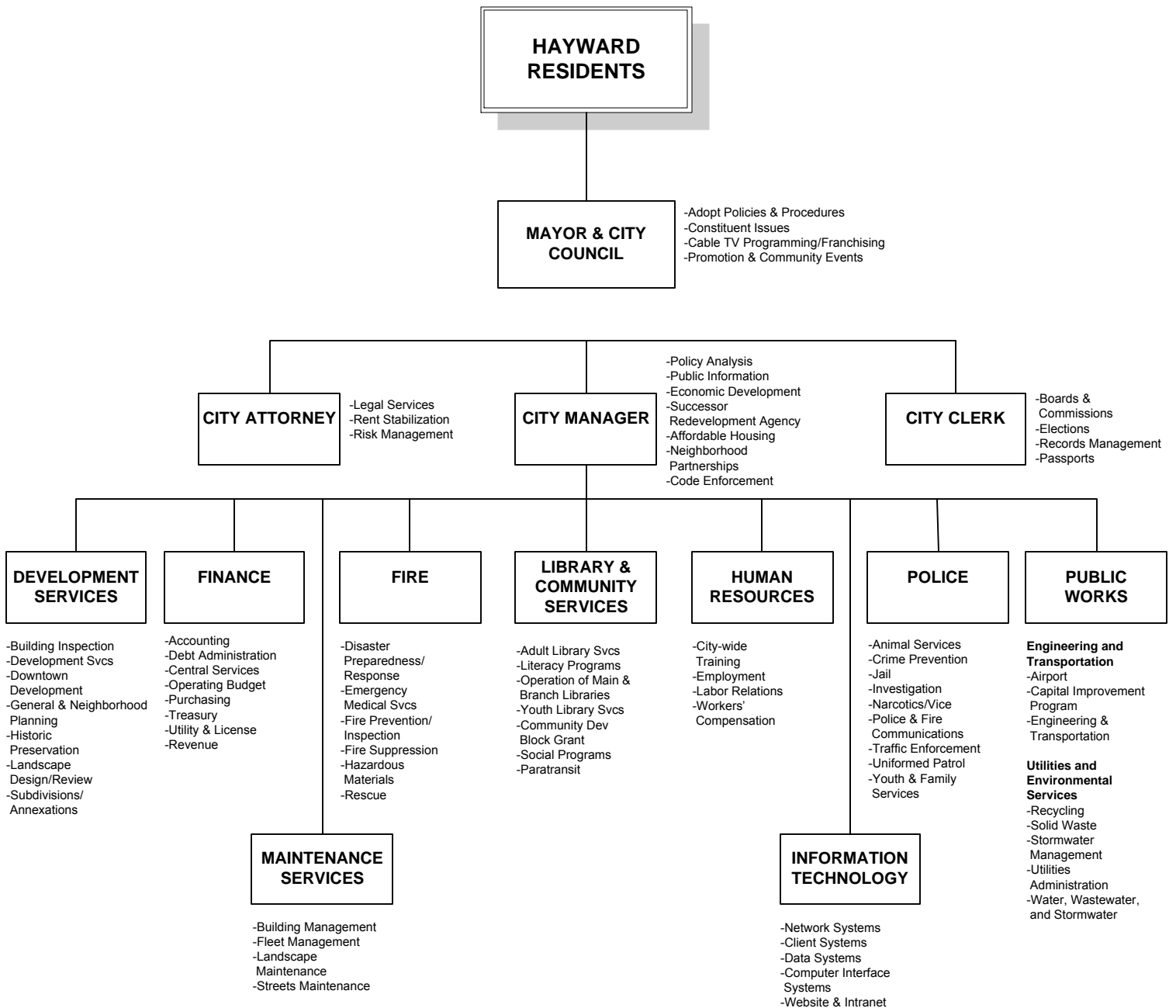


Francisco Zermeño
Council Member
Term Expires 2016



Marvin Peixoto
Council Member
Term Expires 2014

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

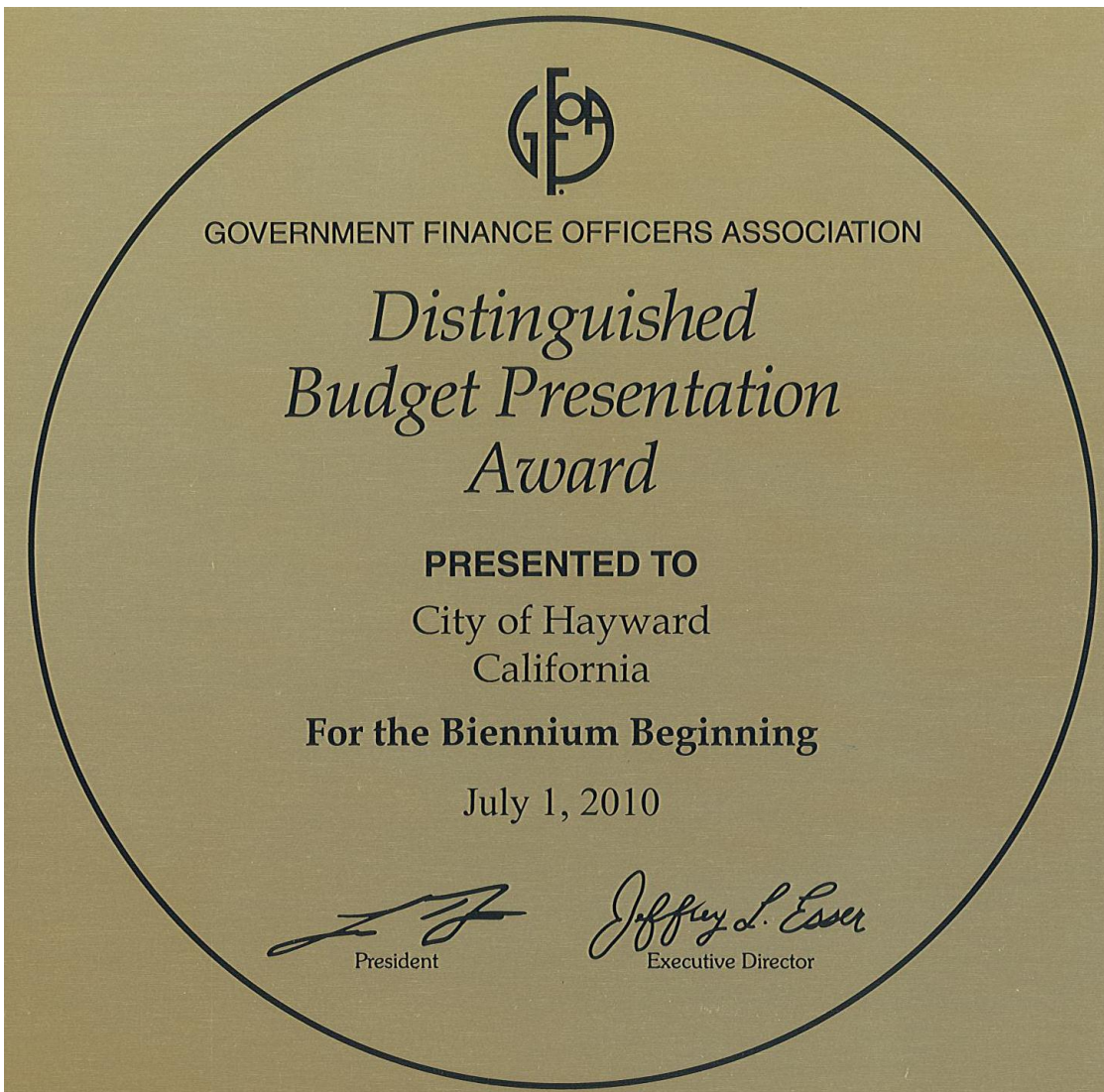
Assistant City Manager	Kelly McAdoo
Development Services	David Rizk
Finance	Tracy Vesely
Fire	Chief Garrett Contreras
Human Resources	Fran Robustelli
Information Technology	Clancy Priest
Library & Community Services	Sean Reinhart
Maintenance Services	Matt McGrath
Police	Chief Diane Urban
Public Works Engineering & Transportation	Morad Fakhrai
Public Works Utilities & Environmental Services	Alex Ameri

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, 2010. 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 two-year period.





SAFE

TOP PRIORITY

- Improve public safety in targeted areas
 - Downtown - Neighborhoods - BART stations
 - Entertainment areas - Retail areas
- Continue consistent, determined use of the SMASH Program
- Reduce gang violence in Hayward
 - Develop & implement an improved gang enforcement strategy, including a gang injunction program
 - Support gang prevention and intervention programs through schools and other agencies
 - Partner with all applicable agencies and organizations to reduce gang activity in Hayward
- Reduce residential burglaries
- Reduce 'urban mining' and prevent illegal buying
- Improve safety of school campuses and routes to and from schools
 - Partner with HUSD to improve training and operations of school campus safety personnel
 - Enhance curfew and truancy enforcement
- Improve the shopping experience in all major retail areas, particularly Downtown and in malls and centers
- Reduce impact of unacceptable social behaviors—including panhandling—on commercial and retail areas of the community
- Improve disaster preparedness and disaster response in the community
- Continue to abate homeless encampments in the community

CLEAN

TOP PRIORITY

- Strengthen code enforcement and eliminate blight citywide
- Continue Neighborhood Partnership Program
 - Revise Strategic Plan to incorporate strategies for the next phase of the program
 - Implement next phase of program
- Strengthen and expand KHCG Task Force into neighborhood organizations
- Decrease litter in the city
- Decrease illegal dumping
- Prevention and rapid abatement of graffiti
- Improve graffiti prevention through increased use of public art in retail and commercial areas
- Control and/or regulate car sales in the public right-of-way

GREEN (SUSTAINABLE)

TOP PRIORITY

- Continue implementation of the Climate Action Plan
- Increase Hayward's sustainability as a community in all aspects of urban life
- Continue efforts to increase the overall tree inventory throughout the community
- Develop and implement residential and commercial energy efficiency and renewable energy programs, including non-General Fund financing components
- Increase use of clean and green energy such as solar photovoltaic and biogas-to-energy production at utility facilities
- Increase use of recycled water
- Continue to implement the "Healthy City" program and to gain national and state recognition
 - Partner with other agencies to fight obesity among Hayward youth
 - Pursue and implement a model urban agriculture program throughout the community
- Continue efforts to eliminate long-term homelessness in Hayward and identify housing for individuals when and where appropriate

Organizational Health

- Ensure a safe and healthy work environment
- Implement the selected Financial Enterprise/Enterprise Resource Planning (ERP) system
- Improve the organization's ability to apply business process analysis in decision making
- Redesign and deploy the City's website
- Continue staff development and succession planning
- Develop an employee attraction and retention program
- Strengthen the organization's ability and capacity to manage disasters
- Continue the development, adoption, and maintenance of strategic plans for key functions
 - Finance: develop
 - Economic Development: update and implement
 - Police: update and maintain
- Develop goals and corresponding metrics to assess progress in programmatic areas such as economic development, business attraction, and other key projects and programs

Land Use

- Conclude implementation of the 238 Settlement Agreement
- Implement a 238 Corridor land disposition strategy
- Adopt and implement Mission Boulevard Corridor Form-Based Code
- Redesign and update gateways and corridors; partner with County where appropriate
- Continue implementation of South Hayward BART TOD Project
- Revise the City's Sign Ordinance
- Develop a Downtown Specific Plan
- Develop framework, scope, budget, and funding for updating the General Plan
- Continue implementation of Airport development projects including California Air National Guard reuse
- Continue to implement Historic Preservation Program elements
- Continue to participate in development of a regional Sustainable Communities Strategy
- Update the City's Subdivision Ordinance

Fiscal Stability

- Implement programs and fiscal policies to resolve long-term, structural deficit
- Protect and maximize local revenues
- Increase community property values
 - Increase academic performance in Hayward schools in partnership with HUSD and the community
 - Brand, market, and promote the community of Hayward
- Determine strategy and funding options for economic development efforts following dissolution of the Redevelopment Agency
- Protect City's assets and key interests in the wake of the State's elimination of the Redevelopment Agency
- Strengthen and protect City's business community
 - Engage in and succeed at aggressive economic development
 - Protect and promote the City's industrial base
 - Strengthen Chamber, business and industrial partnerships
- Work with partners to successfully implement Promise Neighborhood grant and secure multi-year funding
- Through partnership with other agencies and organizations, develop and support the necessary elements to provide high-quality educational opportunities for all, throughout the community
- Work with partners in the community to improve the academic performance of all K-12 students
- Seek and secure outside funding:
 - Grants
 - Appropriations
 - Federal and State programs
- Develop long-term facilities master plan to identify and evaluate City facility needs and funding options



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.

Department	FY 2013 & FY 2014 Service Delivery Outcomes	Supported Priority and/or Initiative					
		Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
City Attorney	1. Accelerate actions associated with targeted neighborhood nuisances and abatement program.	√	√				
	2. Support departments in economic development projects as necessary or appropriate.				√	√	
	3. Support the City's Synchronized Multi-agency Safe Housing (SMASH) program to deal with problem houses in the City.	√	√				
	4. Provide legal review and support for implementation of new ordinances and amending of the municipal code.	√	√			√	√

City of Hayward
City Council Priorities

Department	FY 2013 & FY 2014 Service Delivery Outcomes	Supported Priority and/or Initiative					
		Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
City Clerk	1. Continue to coordinate with City departments to promote a paperless work environment by identifying work processes that eliminate/reduce the production of paper copies.			√		√	√
	2. Continue to expand the use of Agenda Manager to include an intra-departmental workflow.			√		√	√
	3. Continue to maintain the use of Agenda Manager to include Boards, Commissions, and Committee agendas.			√		√	√
	4. Continue to generate revenue by providing passport services according to guidelines established by the U.S. Department of State.					√	
	5. Continue to improve the City's Records Management Program by ensuring that public records are maintained in accordance with legal requirements and reflect organizational changes					√	√
	6. Continue to maintain the Hayward Municipal Code by updating it within the required adoption procedures						√
	7. Continue to expand records accessibility on the City's website by linking agreements, recorded documents, and other official documents to LaserFiche.						√

City of Hayward
City Council Priorities

Department	FY 2013 & FY 2014 Service Delivery Outcomes	Supported Priority and/or Initiative					
		Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
City Clerk	8. Continue to support the administrative needs of the Council's appointed bodies.						√

City of Hayward
City Council Priorities

Department	FY 2013 & FY 2014 Service Delivery Outcomes	Supported Priority and/or Initiative					
		Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
City Council/Mayor	<ul style="list-style-type: none"> - Improve Public Safety in targeted areas, particularly Downtown, schools and BART stations - Develop and implement an improved gang enforcement strategy, including a gang injunction program - Enhance Curfew & Truancy Ordinances - Support gang prevention and intervention programs - Improve Disaster Preparedness and Response in the organization and within the neighborhoods 	√					
	<ul style="list-style-type: none"> - Strengthen code enforcement citywide (SMASH) - Strengthen and expand KHCG Task Force into neighborhood organizations - Improve graffiti prevention through increased use of public art in retail and commercial areas - Control car sales in the public right of way - Reduce and clean up homeless encampments and address related issues 		√				

City of Hayward
City Council Priorities

Department	FY 2013 & FY 2014 Service Delivery Outcomes	Supported Priority and/or Initiative					
		Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
City Council/Mayor	<ul style="list-style-type: none"> - Continue implementation of the Climate Action Plan - Fund and implement residential and commercial energy efficiency, photovoltaic, and hot water solar programs - Continue development of residential and commercial energy conservation programs - Position Hayward and gain recognition as a “Healthy City” under the national and state program - Increase use of clean and green energy such as solar photovoltaic and bio-gas to energy production at utility facilities - Increase use of recycled water 			√			

City of Hayward
City Council Priorities

Department	FY 2013 & FY 2014 Service Delivery Outcomes	Supported Priority and/or Initiative					
		Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
City Council/Mayor	<ul style="list-style-type: none"> - Complete implementation of the Computer Aided Dispatch & Records Management System - Select Financial Enterprise/Enterprise Resource Planning (ERP) system and begin implementation - Redesign the City’s web page - Continued staff development and succession planning - Develop an employee attraction and retention program - Continue the development, adoption and maintenance of strategic plans for key functions: <ul style="list-style-type: none"> • Finance • Economic Development • Police 						√

City of Hayward
City Council Priorities

Department	FY 2013 & FY 2014 Service Delivery Outcomes	Supported Priority and/or Initiative					
		Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
City Council/Mayor	<ul style="list-style-type: none"> - Continue implementation of the 238 Settlement Agreement - Adopt and implement Mission Boulevard Corridor Specific Plan/Form-Based Code - Continue implementation of South Hayward BART TOD project - Revise the City’s Sign Ordinance - Update Downtown Plan - Plan for update of the General Plan - Continue implementation of Airport development projects - Continue to implement Historic Preservation Program Elements - Develop a housing strategy and implementation plan - Pursue and support City Center project 				√		
	<ul style="list-style-type: none"> - Implement programs to resolve long-term structural deficit - Protect local revenues - Increase community property values <ul style="list-style-type: none"> • Increase academic performance in Hayward schools • Brand, market and promote the community of Hayward - Strengthen and protect Hayward’s business community - Seek and secure outside funding - Explore Public Facilities Bond Measure 					√	

City of Hayward
City Council Priorities

Department	FY 2013 & FY 2014 Service Delivery Outcomes	Supported Priority and/or Initiative					
		Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
City Manager	1. Continue promotion of Hayward to desired retailers.				√	√	
	2. Assist developers, brokers, and commercial property owners in filling commercial sites.				√	√	
	3. Continue improving and updating the Economic Development website “Hayward Open for Business.”				√	√	
	4. Continue to support Hayward business community by assisting their project needs through facilitating meetings with appropriate Development Services staff.					√	
	5. Expand the “Buy Hayward/Shop Hayward First Program.”					√	
	6. Strengthen and improve the “College Discount Day” Program.					√	
	7. Reevaluate Economic Development Strategic Plan following dissolution of Redevelopment Agency.				√	√	√
	8. Continue implementation of the Neighborhood Partnership Program Strategic Plan.	√	√				√
	9. Continue to augment and improve services and outreach to non-English speaking constituents.						√
	10. Continue development of Online Neighborhood Partnership Networks.	√	√				√

City of Hayward
City Council Priorities

Department	FY 2013 & FY 2014 Service Delivery Outcomes	Supported Priority and/or Initiative					
		Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
City Manager	11. Continue to seek funding and implement the City's Public Art program.		√			√	
	12. Continue the operation of the Blight Buster Volunteer Program.	√	√			√	
	13. Continue support to the Keep Hayward Clean and Green Task Force (including Adopt-A-Block).	√	√	√			
	14. Continue implementation and operation of the Corridor Improvement Projects.	√	√				
	15. Continue support of SMASH operations.	√	√				
	16. Continue development and implementation of ten-year financial planning process.					√	√
	17. Increase accountability through personnel evaluations and clear communication of ethical and work values						√
	18. Continue City Center redevelopments, as warranted.				√		
	19. Continue implementation of South Hayward BART TOD.				√		
	20. Finalize implementation of Rt. 238 Settlement Agreement.				√	√	

Department	FY 2013 & FY 2014 Service Delivery Outcomes	Supported Priority and/or Initiative					
		Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
Development Services	1. Working with Public Works Department, help implement near-term strategies and actions of the Hayward Climate Action Plan.			√			
	2. Fund and implement residential and commercial energy efficiency and renewable energy programs.			√			
	3. Position Hayward and gain recognition as a Healthy City under national and state programs.			√			
	4. Resolve all zoning and related issues in the 238 Corridor and develop a Corridor land disposition strategy with CalTrans.				√		
	5. Fully expend Federal Energy Efficiency and Conservation Block Grant funds, including funds associated with three energy efficiency rebate programs.			√			
	6. Develop and implement the Mission Boulevard Corridor Specific Plan, to include a Form-Based Code.				√	√	
	7. Implement the South Hayward BART/Mission Boulevard Form-Based Code.				√	√	
	8. Complete and adopt a Multi-Jurisdictional Local Hazard Mitigation Plan.	√				√	

Department	FY 2013 & FY 2014 Service Delivery Outcome	Supported Priority and/or Initiative					
		Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
Development Services	9. 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; and c) incorporating Crime Prevention through Environmental Design components and Crime-Free Prevention Program participation in multi-development standards of the Zoning Ordinance.	√				√	
	10. Begin process to develop a new Housing Element by reviewing regional housing needs allocation numbers released by ABAG.				√		
	11. Establish a process, schedule, cost estimate, and identification of funding sources for update of the General Plan.	√	√	√	√	√	
	12. Participate in regional planning efforts to develop a Sustainable Communities Strategy.				√	√	
	13. Improve the appearance of gateways and corridors into the City in coordination with Alameda County.		√		√		

Department	FY 2013 & FY 2014 Service Delivery Outcomes	Supported Priority and/or Initiative					
		Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
Development Services	14. Continue implementation of the South Hayward BART TOD Project by securing a lifestyle grocery store for South Hayward and by identifying financing/funding strategies and sources.				√		
	15. Update the Downtown Plan, as resources allow.	√	√	√	√	√	
	16. Implementation of Historic Preservation Program including: a) development of the Prospect Hill Historic District; b) develop local planning and zoning incentives for historical properties; c) adding properties to the City Register; and d) developing list of potentially significant multi-family residential properties.					√	
	17. Process revisions to the City's Sign Ordinance, as resources allow.		√		√		
	18. Update the City's Subdivision Ordinance				√		
	19. Pursue and support the City Center project.				√		
	20. Continue to implement improvements to the Permit Center and development review processes and procedures.				√	√	

Department	FY 2013 & FY 2014 Service Delivery Outcomes	Supported Priority and/or Initiative					
		Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
Finance	1. Lead the implementation of a new citywide comprehensive financial management system inclusive of payroll, budgeting, utility billing, permitting, etc., that <ul style="list-style-type: none"> a. enhances budgeting and financial reporting; b. interfaces purchasing system with budget and accounts payable to minimize transactions and risk of error/duplication of staff time; and c. streamlines payroll system to an electronic entry instead of manual paper timesheets. 			√		√ √	√ √
	2. Implement updated financial policies that improve internal controls (cash handling, purchasing, credit card use, etc.).					√	√
	3. Update and improve long-range financial planning models for improved fiscal decision-making.					√	√

Department	FY 2013 & FY 2014 Service Delivery Outcomes	Supported Priority and/or Initiative					
		Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
Fire	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.	√					
	2. Plan and work toward funding for replacement of fire apparatus on a regular schedule.					√	√
	3. Increase the community element in disaster planning.	√					√
	4. Identify funding to replace about 114 aging portable radios that will no longer be supported by the manufacturer after 2009.	√				√	√
	5. Refine/improve the new ARFF program by providing continuing education and training in cooperation with Hayward Executive Airport; financed by enterprise funds/fees.	√				√	√
	6. Increase organizational capabilities related to Disaster Preparedness.	√					√
	7. Aggressively pursue outside revenue source(s) to assist in operations.					√	
	8. Continue participation in Para-medicine trial studies while building a relationship with Alameda County EMS Agency, thus improving citizen survivability.	√					√

Department	FY 2013 & FY 2014 Service Delivery Outcomes	Supported Priority and/or Initiative					
		Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
Fire	9. Support SMASH operations through diligent, aggressive code enforcement.	√					√
	10. Provide accurate, up to date and relevant information through the City's user friendly disaster preparedness web site.	√		√			
	11. Identify funding to replace all of the Department's Self Contained Breathing Apparatus (SCBA), which are nearing the end of their service life.	√				√	√
	12. Continue efforts to solidify a MOU for fire protection and EMS services with CSUEB.	√				√	√

Department	FY 2013 & FY 2014 Service Delivery Outcome	Supported Priority and/or Initiative					
		Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
Human Resources	1. Assist organization to address significant fiscal issues by working collaboratively with the Finance team and the employee groups to achieve financial goals while minimizing service reductions.					√	√
	2. Working with the Personnel Commission, review and revise City Personnel Rules.						√
	3. Participate in the implementation of an Enterprise Resource Program					√	√
	4. Provide support to departments related to accountability and enforcement of personnel policies. Train departments to perform administrative investigations related to policy violations.						√
	5. Provide leadership and support to the organization for a comprehensive succession planning effort to prepare for upcoming retirements of key positions within the organization.						√
	6. Continue implementation of efficiencies for the Worker’s Compensation program to increase workplace safety and injury prevention programs, improve service delivery to injured workers and decrease overall costs of the program.					√	√

Department	FY 2013 & FY 2014 Service Delivery Outcomes	Supported Priority and/or Initiative					
		Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
Information Technology	1. Continue implementation of citywide ERP system, including network server hardware installation.	√	√	√	√	√	√
	2. Configure over 40 new mobile systems and 90 mobile routers in Public Safety vehicles.	√		√		√	√
	3. Configure and distribute 140 netbook computers to Police Department staff.	√		√		√	√
	4. Continue the virtualization of both the network and desktop systems for enhanced sustainability.	√	√	√		√	√
	5. Complete citywide upgrade to Windows 7 and Office 2010.	√	√	√	√	√	√
	6. Update city website, integrating social media applications.	√	√	√	√	√	√
	7. Upgrade citywide internal email system software and VOIP telephone server system.			√		√	√
	8. Integrate new traffic management system into citywide network.	√				√	√
	9. Continue to support the organization with the highest service level possible.						√

Department	FY 2013 & FY 2014 Service Delivery Outcomes	Supported Priority and/or Initiative					
		Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
Library & Community Services	1. Secure new grants and volunteer/intern resources in an amount equal to at least 15% of total department general fund budget.					√	
	2. Operate After-School Homework Centers and other educational services for youth to increase academic performance in Hayward schools in partnership with HUSD and the community.	√		√		√	
	3. Administer the City's Housing Rehabilitation Programs for low-income homeowners aged 65 or older, or persons with disabilities.	√	√	√	√		
	4. 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.		√	√		√	
	5. 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.		√	√		√	

City of Hayward
City Council Priorities

Department	FY 2013 & FY 2014 Service Delivery Outcomes	Supported Priority and/or Initiative					
		Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
Library & Community Services	6. Administer the City's Para-transit service for people who are unable to use other forms of public transportation because of a medical condition or disability.	√		√		√	
	7. Pursue and implement a model "urban agriculture" program throughout the community.			√			
	8. Lead effort to plan and fund a new Library and Community Learning Center facility.					√	

Department	FY 2013 & FY 2014 Service Delivery Outcomes	Supported Priority and/or Initiative					
		Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
Maintenance Services	1. Street Maintenance - Abate illegal dumping in public right-of-ways within 72 hours.	√	√	√			
	2. Street Maintenance - Abate graffiti on public right-of-ways within 48 hours.	√	√	√			
	3. Street Maintenance – Supply and install anti-graffiti coating/sealant on completed and on-going Mural Art Program projects.	√	√	√			
	4. Street Maintenance - Assist KHCG, Adopt-A-Block, and other City volunteer groups by attending meetings and removing collected debris at clean-up events.	√	√	√			
	5. Street Maintenance – Hold Annual “City of Hayward Clean-Up Day Event” at Weekes Park, in conjunction with the Public Works Department.		√	√			
	6. Street Maintenance - Post additional streets for street sweeping, in an effort to better clean problem areas in which vehicles frequently do not move.	√	√	√			
	7. Street Maintenance – Provide service and support to City Public Works Department for major capital projects.	√	√	√			
	8. Landscape Maintenance - Hold the 28th Arbor Day (May 2013) and qualify for the 27th recognition as a Tree City USA (submit application December 2012).		√	√			

Department	FY 2013 & FY 2014 Service Delivery Outcomes	Supported Priority and/or Initiative					
		Safe	Clean	Green	Land use	Fiscal Stability	Organizational Health
Maintenance Services	9. Landscape Maintenance – Manage and maintain the City’s Public Tree Inventory of 30,000 trees.	√	√	√			
	10. Landscape Maintenance - Plant 300 street trees citywide.		√	√			
	11. Landscape Maintenance – Provide management, maintenance, and oversight of thirteen Lighting and Landscape Districts and two Maintenance Districts, with Development Services Department.	√	√	√		√	
	12. Facilities Management – Complete capital improvement projects funded in Facilities Capital Improvement Project Fund. a. Replace roof at Fire Station #3 and coat exterior decks at Fire Station #1. b. Replace Chiller Air-Conditioning System at Police department, and split system at Animal Control. c. Replace flooring at the Police department’s women’s locker room.	√	√	√		√	
	13. Facilities Management - Maintain and update facilities replacement plan. a. Remodel Main Library Office and build a sorter room. b. Insulate City Hall 4th floor ceiling for heating retention. c. Replace Gun Range target assemblies.	√	√	√		√	

Department	FY 2013 & FY 2014 Service Delivery Outcomes	Supported Priority and/or Initiative					
		Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
Maintenance Services	14. Facilities Management – Coordinate facility use with various groups for events held at City Hall and the City Hall Plaza (Blues Festival, Cinco de Mayo Festival, Light-Up the Season, Downtown Street Parties, and other events.)	√	√	√			
	15. Fleet Management – Ensure police and fire vehicles are given priority service to minimize impact on public safety.	√					√
	16. Fleet Management - Complete 100% of mandatory State inspections, including smog, aerial certifications, and BIT inspections.	√	√	√			
	17. Fleet Management – Complete acquisition of new/replacement vehicles and equipment funded in the Fleet Capital Improvement Project budget.	√	√	√		√	
	18. Fleet Management – Evaluate alternative-fuel vehicle options, including Compressed Natural Gas (CNG), hybrids, and electric vehicles when purchasing new vehicles.		√	√		√	
	19. Fleet Management - Maintain and update fleet replacement plan.	√	√	√		√	
	20. Fleet Management – Analyze City fleet to ensure excess vehicles are identified and either sold or reassigned.	√	√	√		√	

Department	FY 2013 & FY 2014 Service Delivery Outcomes	Supported Priority and/or Initiative					
		Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
Police	1. Respond to crime trends by identifying, investigating, and solving violent and property crimes in real time, and providing support to the crime prevention efforts of District and Patrol operations.	√					√
	2. The responding officer will arrive on the scene of a Priority 1 call for service within 5 minutes of the time of dispatch 90% of the time.	√					
	3. Provide traffic enforcement services with the goal of achieving a 10% reduction in injury accidents City-wide.	√					
	4. Expand community policing involvement with the goal of increasing the number of community partnerships by 10%	√					√
	5. Increase the Police Department's effectiveness in dealing with gangs and drugs by incorporating a stronger intelligence-led component to enforcement, investigation, and abatement.	√					√
	6. Strengthen collaboration between the Police Department and the Hayward Unified School District in the development of enhanced safety strategies for HUSD campuses.	√					

Department	FY 2013 & FY 2014 Service Delivery Outcomes	Supported Priority and/or Initiative					
		Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
Police	7. Increase compliance enforcement and abatement of crimes against public order, such as human trafficking, prostitution and other vice crimes, and regulatory crimes pertaining to entertainment and regulated retail establishments.	√	√				
	8. Meet the FCC's narrow banding requirement by January 2013 for all radio frequencies within the City. The Police Department will also take the lead for the East Bay Regional Interoperability Communications System (EBRICS), with the first implementation being the Fire Department, also in January of 2013.	√				√	√

Department	FY 2013 & FY 2014 Service Delivery Outcomes	Supported Priority and/or Initiative					
		Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
Public Works Engineering & Transportation	1. Complete construction of the Route 238 Corridor Improvement Project. (FY 2013 priority)		√	√	√	√	
	2. Complete final design and right-of-way acquisition phases for the 880/92 Reliever Route project. (FY 2013 priority)		√	√	√	√	
	3. Commence construction on the Dixon Street Improvements project. (FY 2013 priority)		√	√	√	√	
	4. Initiate final design work related to the new main library. (FY 2013 priority)			√	√	√	
	5. Complete design phase for a new Fire Station #7, and, pending availability of funds, begin construction. (FY 2013 priority)	√			√	√	
	6. Commence construction on the 880/92 Reliever Route (phase I) project. (FY 2014 priority)		√	√	√	√	
	7. Commence design work on phases II and III of the Route 238 Corridor Improvement project. (FY 2014 priority)		√	√	√	√	
	8. Complete construction on a new Fire Station #7. (FY 2014 priority)	√			√	√	
	9. Conduct a Citywide intersection improvement study. (FY 2014 priority)	√				√	

City of Hayward
City Council Priorities

Department	FY 2013 & FY 2014 Service Delivery Outcomes	Supported Priority and/or Initiative					
		Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
Public Works Engineering & Transportation	10. Commence construction on the Sulphur Creek mitigation project. (FY 2013 priority)	√			√	√	
	11. Design and construct new administrative offices and terminal building for the Hayward Executive Airport. (FY 2013 priority)			√	√	√	
	12. Commence with the design phase for the realignment of Taxiway Zulu. (FY 2014 priority)				√	√	

Department	FY 2013 & FY 2014 Service Delivery Outcomes	Supported Priority and/or Initiative					
		Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
Public Works Utilities & Environmental Services	1. Initiate design of Water Pollution Control Facility Improvements Phase II Project.				√	√	
	2. Implement single use bag reduction.			√			
	3. Implement mandatory recycling ordinance for all large commercial waste generators and all multi-family.			√		√	
	4. Assess feasibility of expanding recently constructed one megawatt solar energy facility at the WPCF.				√	√	
	5. Design 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.			√	√		
	6. Design and construct the Utility Center renovation and Training Center addition.						√
	7. Rehabilitate the 16" water transmission main between the Highland 250 and 500 reservoirs.	√			√	√	
	8. If proven feasible, begin year 1 of three year program to convert to Advanced Metering Infrastructure (AMI) Water Meters citywide.			√		√	
	9. Implement the fuel cell cogeneration technology to replace the WPCF aging co-generation system to a modern, efficient, and clean & green system.			√		√	

Department	FY 2013 & FY 2014 Service Delivery Outcomes	Supported Priority and/or Initiative					
		Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
Public Works Utilities & Environmental Services	10. Prepare Water System Master Plan Update.				√	√	
	11. Prepare sewer collection system Master Plan Update.				√	√	
	12. Prepare WPCF Master Plan update.				√	√	
	13. Make incremental changes as needed at the Water Pollution Control Facility to accommodate Russell City Energy Center, including work to provide water service and wastewater treatment for RCEC.				√	√	
	14. Construct grease receiving station at WPCF to enhance production of renewable and clean energy.			√	√	√	
	15. Design and construct Mission Aqueduct seismic improvements on Mission Blvd. in Fremont.	√				√	

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Budget Guide

The purpose of the City of Hayward's budget is to provide a financial plan that integrates Council goal-setting into the budget process and supports the City Council Priorities and Initiatives. It also represents the official organizational plan by which City policies, priorities and programs are implemented. The budget serves as a communication tool with residents, businesses and employees about how the City's financial resources are allocated to provide services to the community.

The following is a brief outline of the contents of the budget book:

City Council Priorities: Each year, Council establishes and affirms their priorities for staff to help guide the development of the upcoming annual budget, and to provide a platform for assessing work productivity and performance at the end of each year

Budget Guide: The Budget Guide presents a brief description of the budget process and the key elements of the budget.

Budget Message/Balancing Plan: City Manager's transmittal letter to the City Council details the budget, including budget issues and policies that lead to the development of the budget and the plan to balance the budget.

Financial Summaries: Summary of financial analyses for all city funds.

General Fund: City's discretionary General Fund summaries of expenditures and revenues, detailed summaries of key General Fund revenues, ten-year forecast and reserves.

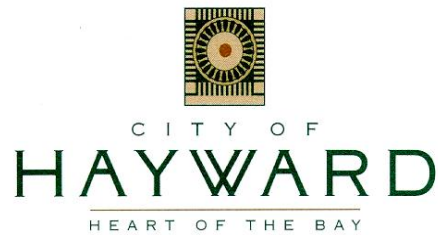
Enterprise/Internal Service Funds, and Other Revenue Funds: Multi-year forecasts and summaries for the city's key non-general fund operating funds.

Staffing Summary: Detailed information, both at the summary level and by department.

Departments: Provides department overviews, division/program summaries, performance measures and accomplishments, core service objectives/goals as well as significant changes that are planned for the upcoming fiscal year. For each City department an organizational chart and detailed staffing and financial summaries are included.

Capital Improvement Program: Overview of major capital projects and the revenues, expenditures.

Supplemental: This section contains budget policies and practices, a financial reports section explaining various types of revenue and expenditure categories, financial policies and practices, a glossary with acronyms, and a community profile which gives an overview and information about the City of Hayward.



Honorable Mayor and Members of the City Council:

After months of review and public process, I am pleased to submit to you the City of Hayward FY 2013 & FY 2014 Operating Budget as adopted by City Council on June 26, 2012. City Council has made difficult decisions over the past several years to manage and balance the City's budget during a time of fiscal crisis. In fact, the actions taken by Council and by the City's dedicated employees have redefined the City's budget and have made ground-breaking strides in sharing the cost of employee benefits.

Because our community, like most other California communities, continues to struggle toward economic recovery, balancing this two-year budget required difficult choices. Depressed property values, unemployment, and low consumer confidence continue to drive the sluggish economy, resulting in continued slight revenue losses or, at best, very little uptick in revenues for the City. While all City operating funds face similar economic pressures, none have been as impacted as the City's General Fund.

As we commenced our budget process, we faced a General Fund gap of \$15 million in FY 2013 that would grow to \$19.4 million in FY 2014 if we did nothing to solve the problem. The City has carried a structural General Fund gap for the last decade, frequently balancing the budget with one-time remedies. When Council adopted the FY 2012 budget, it closed a \$20.6 million General Fund gap with about \$12 million in non-recurring measures.

Although using one-time revenues or expenditure reductions to balance the budget results in real savings – the savings do not continue into succeeding years. The economic collapse and its devastating effects on Hayward's revenues, negative actions by the State, and escalating employee costs, all punctuate the need to implement recurring, structural budget balancing measures.

This biennial budget represents a plan to address the long-term structural gap through recurring budget balancing measures – and with prudent and limited use of one-time remedies. The budget is balanced through structural savings from compensation and benefit concessions driven by the incredible contributions and sacrifices of our City employees, operating expenditure cuts, some new revenue, and a limited use of the General Fund Reserve. The use of the Reserve (a one-time balancing measure) is intended to mitigate the need for further program and service reductions during this two-year budget, while phasing in concession agreements with the bargaining groups and identifying additional long-term balancing measures. The intent is to erase the remaining gap by FY 2015 to achieve a budget that is entirely structurally balanced.

Office of the City Manager

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FY 2013 & FY 2014 CITY BUDGET OVERVIEW

Citywide Financials

The City operating budget is comprised of a number of different funding sources.¹ The General Fund is the largest single fund and represents the City Council's most discretionary revenue. The total City expenditure budget for FY 2013 is \$239.9 million, with a General Fund budget of \$123.5 million; and for FY 2014, the total City expenditure budget is \$249.4 million, with a General Fund budget of \$127.1 million.

Table 1: City Expenditure Budget Summary – All Funds

<i>in 1,000's</i>	FY 2012 Adopted	FY 2013 Adopted	\$ FY13 Change fr FY12	% FY13 Change fr FY12	FY 2014 Adopted	\$ FY14 Change fr FY13	% FY14 Change fr FY13
General Fund	121,952	123,524	1,572	1.3%	127,094	3,570	2.9%
All Other Funds	121,907	116,399	(5,508)	-4.5%	122,328	5,929	5.1%
Total City Budget	243,859	239,923	(3,936)	-1.6%	249,422	9,499	4.0%

The growth from year-to-year is minimal despite rising costs driven by significant increases in CalPERS retirement rates effective FY 2014 (discussed later in this report), rising medical costs, and critical capital needs.

- *General Fund* – the small 1.3% growth from FY 2012 to FY 2013 reflects the considerable cost reductions implemented to balance the budget, largely from labor concessions, and largely represents one-time funding of \$1.1 million for the General Plan Update. The \$3.6 million in growth from FY 2013 to FY 2014 is caused by increases in retirement rates (\$1.5 million), increasing medical costs (\$.9 million), an increase in the transfer to capital funds (\$1 million) and minor increases in operating costs (\$.2 million).

As mentioned, included in both the FY 2013 and the FY 2014 budget is a one-time allocation totaling \$2.2 million for the General Plan Update (\$1.1 million each year). This allocation will be repaid over time through a new General Plan Fee on building permits.

- *Other Funds* – The decrease in other funds from FY 2012 to FY 2013 reflects net salary and benefit savings, reductions in services and supplies, as well as reductions in transfers to other funds for capital improvement projects (CIP), which fluctuates each year. The \$6 million growth to FY 2014 is mainly caused by increases in retirement and medical rates (\$.7 million combined) and increases in non-personnel costs (\$5.2 million – primarily focused in the Enterprise Funds for capital projects and operating costs such as water purchases for the Water Fund).

¹ Other funds is comprised of all non-General Fund revenue sources with key funds including the City's enterprise funds (Water, Sewer, Airport, etc.), Internal Service Funds (Facilities, Equipment, Technology).

Citywide Staffing

Staffing resources over the last ten years have shrunk by 20% in the General Fund from a high in FY 2004 of 772.8 General Fund positions to 621.55 positions as adopted for FY 2013 and FY 2014 (a loss of 151.25 FTE). Total citywide staffing (inclusive of all operating funds) has shrunk by 17% since FY 2004.

This reduction in labor resources has been in response to budget shortfalls and has caused several departments to be at or below their critical minimum staffing levels, particularly in the administrative support areas. Other service delivery departments have been cut to the bone as well: further reductions will likely lead to the complete elimination of whole programs. In spite of years of these significant resource reductions, departments continue to provide high-quality services to Hayward residents through innovation, creativity, and extreme employee productivity.

Table 2: Staffing Summary

FTE Summary	FY 2011	FY 2012	FY 2013 & FY 2014 Adopted	# Change from FY 2012	% Change from FY 2012
General Fund	652.7	616.6	621.6	-4.9	0.8%
All Other Funds	183.5	169.8	168.9	0.9	-0.5%
Total City Postions	836.2	786.4	790.45	-4.0	0.3%

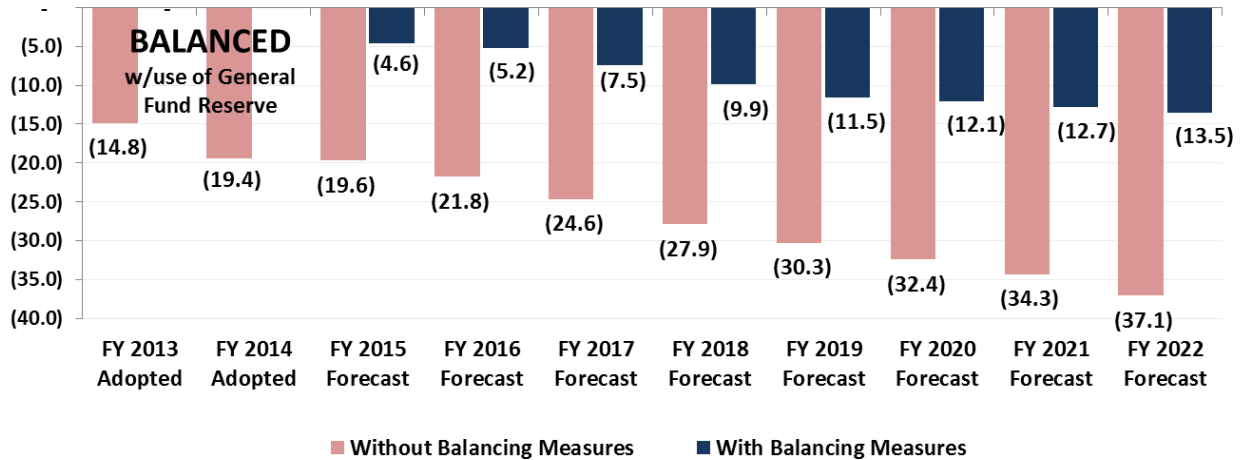
The two-year budget reflects a number of staffing changes due to department reorganizations and program changes, resulting in a net increase of 4.9 Full Time Equivalents (FTE) to the General Fund. The additional staffing strengthens identified weaknesses in administrative functions like Finance and Human Resources, and adds one new critical position in the City Manager's office, all of which are offset in cost by a further flattening of the organization and increasing the span of control where possible and appropriate throughout the organization. In addition, two positions are added to the Public Works Engineering & Transportation Department to address critical transportation/traffic needs, which are funded through program charges to non-General Funds revenue sources.

GENERAL FUND DISCUSSION

The General Fund represents about 51% of the City's total operating budget, providing many important services such as public safety, street maintenance, code enforcement, library and learning services, and other community programs for the residents of Hayward. The economic crisis has hit the General Fund the hardest of all of the City's revenue funds. The impacts of this crisis, coupled with long-term chronic shortfall between revenues and expenditures, required the implementation of significant balancing measures. If the City did nothing, the identified shortfalls in FY 2013 and FY 2014 would continue to grow to \$37 million by FY 2022 as demonstrated by the red bars in Table 3.

The blue bars in Table 3 reflect the gap *after* implementing balancing measures, including the use of the Reserve, for FY 2013 & FY 2014. As can be seen – the remaining structural gap reappears in FY 2015 (\$4.6 million) and continues to grow. Growth of the gap includes the funding of \$590,000 in projected debt service for rebuilding Fire Station #7 and increasing annual allocations that reach \$4 million/year to the City’s Retiree Medical Trust fund toward our unfunded OPEB (other Post Retirement Benefits) liability.

Table 3: General Fund 10-Year Gap Forecast



Basic General Fund Ten-Year Plan Assumptions

The City’s Ten-Year Plan is dynamic and is updated several times a year to serve as a long-term financial planning tool. The Plan contains a number of driving assumptions. While Table 3 identifies two different scenarios, focus will be on the blue bars, as these represent the FY 2013 & FY 2014 General Fund budget as Adopted by Council. Below is a brief summary of some of the key assumptions.

Revenue Assumptions

- ❑ Property Tax
 - 0% Growth FY 2013 & FY 2014 (FY 2014 includes \$800,000 in new revenue from CalPine)
 - 1 % FY 2015; 2% FY 2016 – FY 2018; 3% FY 2019 – FY2022
- ❑ Sales Tax: 3% FY 2013 – FY 2018; 4% FY 2019 – FY 2022
- ❑ Utility Users Tax is re-authorized by the voters in 2018 – steady 2% growth
- ❑ Most other revenues reflect conservative 2-3% growth
- ❑ Loss of \$800,000/year loan repayment from former RDA and loss of \$450,000/year in cost allocation recovery revenue

Expenditure Assumptions

- ❑ No salary increases for FY 2013 – FY 2015
- ❑ All labor concessions carry forward as ongoing, structural change
- ❑ Effective FY 2013, \$590,000 in project design and then annual debt service for Fire Station #7
- ❑ Effective FY 2015, increased annual allocation to fund OPEB to \$4 million/year by FY 2019

Why do we still have a General Fund problem?

As Council and the staff have communicated and worked with employee and citizen groups, one question has been consistent: “*why do we still have a budget problem?*” This is asked in the context of several years of painful reductions and employee “give-backs.” It is a valid question, and there are several components to the response: continued revenue decline/slow recovery, increasing expenses, and the use of one-time remedies to balance the budget.

Loss of Revenues

The City’s largest, and historically dependable, revenue sources have decreased significantly. The table below illustrates the dramatic decline in key city revenues. Property Taxes and Sales Taxes will not “rebound” in the manner local California governments have come to expect in prior economic downturns. Given that Property Tax and Sales Tax total 55% of the City’s General Fund revenue, this decline has undermined the City’s ability to fund critical services. Other taxes and fees have suffered similar losses.

Table 4: General Fund Revenue Losses

Revenue (in millions)	High Year		FY 2011	Change \$	Change %
Property Tax	FY 2009	\$ 40.7	\$ 35.7	\$ (5.0)	-12.3%
Sales Tax	FY 2008	\$ 29.2	\$ 25.5	\$ (3.7)	-12.7%
Property Transfer Tax	FY 2006	\$ 10.0	\$ 3.8	\$ (6.2)	-62.0%
Revenue Loss		\$ 79.9	\$ 65.0	\$ (14.9)	-18.7%

Property Tax – Property Tax is tied directly to assessed valuation, and has never fallen to this extent in recent memory. This deep decline, coupled with California's tax controls, make rapid recovery unlikely. The housing and commercial property markets continue to struggle – and many commercial properties have been reassessed to a significantly lower value. In addition, Proposition 13 prevents Property Taxes (exclusive of revaluation upon sale) from increasing more than 2% annually. Therefore, with a lower base on which to calculate the 2%, it will take much longer to recover than it took to fall; and this is compounded by the fact that the increases may not reach 2% each year.

This same picture obviously also impacts the recovery of Real Property Transfer Taxes, which are directly tied to the sale price of property and the frequency with which it changes ownership.

Sales Tax – Sales Tax has traditionally shown dependable resiliency in normal conditions. However, we are not in normal conditions. Within Hayward, we have seen a steep decline in new car dealerships. Once our largest source of sales tax revenue, few dealerships remain and others are unlikely to return to Hayward due to the major changes occurring within the automobile industry itself.

The bleak picture of this revenue source is somewhat offset by the productivity of our retail sales, particularly Target and Costco. Both added a second store in our community in the last few years, and all are economically vibrant and alive. This has helped stabilize what could have been a disastrous slide in sales tax revenue. Sales tax has also been heavily impacted by the

downturn in business-to-business transactions. Business-to-business sales tax is one of the largest contributors to Hayward sales tax revenue, particularly those businesses associated with the construction industry.

Utility Users Tax – The upside of the revenue picture has been that of Measure A/Utility Users Tax. Without the infusion of \$14.7 million in new General Fund revenues from this voter-approved initiative (2008), the City would be in an extreme financial state – with an additional \$14.7 million added onto the current budget gap. Having this revenue has allowed us to maintain essential City services.

State of California Hurts Cities

In addition to the loss of revenues driven by the economy, the City has suffered a number of blows from the State, losing millions of dollars of local funds to the State over the years – and each year it seems that the State finds new ways to raid local coffers. Recent actions include:

- ❑ The December 29, 2011 decision by the California Supreme Court that resulted in the dissolution of all Redevelopment Agencies throughout the State, and the loss of Hayward's Redevelopment Agency (RDA) tax increment funds totaling over \$10 million annually that could be directly reinvested back into the community.

A direct impact to the City's General Fund is the loss of revenue attributed to the Redevelopment Agency paying the General Fund for City support services – a loss of about \$450,000/year. In addition, the former RDA owes the City General Fund approximately \$7.8 million. The annual repayment of \$800,000 per year has been halted until the State confirms the allowance of this former RDA debt to the City's General Fund.

- ❑ Effective in FY 2012, the State eliminated the vehicle license fee (VLF), resulting in annual loss of revenue of about \$700,000 in local revenues to the City's General Fund.

Increasing Costs

Over the last couple of years, the organization has been downsizing, reorganizing, and flattening while streamlining and reducing costs. Employees have been "giving back" in a number of ways, including foregoing raises and taking unpaid furloughs – hopeful that we can "get through" the worst and see our revenue/expense balance return to prior levels. Unfortunately that balance has not returned – nor will it without further and permanent expense reductions. In addition to the loss of revenue explained above, the escalation in our employee-related costs has been significant and is directly associated with the cost of retirement system contributions (CalPERS rates) and health care costs for current and retired employees.

Retirement Costs – The City of Hayward contracts with CalPERS for its pension benefits. CalPERS is an agency in the California executive branch that manages pension and health benefits for more than 1.6 million public employees, retirees, and their families. The agency is overseen by a thirteen-member Board of Administration (Board) whose members are elected, appointed, or ex officio. CalPERS pension contribution rates have increased for several reasons, including the extraordinary investment losses CalPERS suffered as a result of the 2008 market meltdown (nearly 40% of its market value – the worst loss in the system's 77-year history), actuarial demographic assumption changes, and the continued slow economic recovery.

Economists and actuaries have stated that the 7.75% assumed rate of return on the investment portfolio was too optimistic and should be adjusted down to reflect more realistic market trends. At the March 14, 2012 meeting, the CalPERS Board approved a recommendation to lower the CalPERS discount rate assumption, or the rate of investment return the pension fund assumes, from 7.75 to 7.50 percent. This directly results in an increase to public agency employer rates for FY 2014. Staff is projecting rate increases due to this change of about 1.5% for non-sworn and 2.5% for the two public safety plans effective FY 2014 – resulting in increased costs of about \$1.3 million in the General Fund alone.

Table 5 illustrates the dramatic rate of growth over the last fourteen years of the Employer portion of the CalPERS rates. It should be noted that each 1% increase in CalPERS rates cost the City an estimated \$390,000 for Public Safety and \$247,000 for Miscellaneous Employees per year at today's salary rates. Some industry experts are projecting that at the current rate of increases, in the near future, some CalPERS member agencies will be paying 50% of employee salaries to CalPERS for pension obligations.

Table 5 – City of Hayward CalPERS Employer Rates²

Employer Rates (% of payroll)	FY 2000 Actual	FY 2005 Actual	FY2010 Actual	FY2013 Actual	FY 2014 Projected	% Increase from FY 13 to FY 14	% Increase from FY 00 to FY 14
Public Safety - Police	8.52%	26.52%	25.90%	34.93%	37.70%	7.93%	398%
Public Safety - Fire	8.32%	26.75%	28.69%	32.79%	35.35%	7.82%	374%
Non-Sworn	1.80%	7.80%	11.35%	18.23%	19.75%	8.37%	1153%

Note – these Employer rates do not include any cost sharing agreements

Medical Costs – Healthcare costs have more than doubled in the last few years. This not only impacts the rates for individual employees, but also what the organization must pay for Workers' Compensation claims. Health insurance rates are increasing at double digit rates almost every year. In California, some organizations report that healthcare premiums have risen 70% over the last five years.

For the City of Hayward, health premiums under the Kaiser program, our lowest-cost health care program, have increased from \$260 per single employee in 2003 to \$610 in FY 2012, with projected 10% increases each year. The impacts of federal healthcare reforms are unknown, but could possibly result in increased City costs.

² In late August 2012, the Governor signed AB 340 – enacting the California Employees' Pension Reform Act of 2013 (PEPRA) as well as other statutory changes. The reform applies to all public employers and pension plans on or after Jan. 1, 2013 with the exception of the University of California, as well as charter cities and charter counties that do not participate in the California Public Employees' Retirement System (CalPERS) or the 37' Act System including the cities of Los Angeles, San Francisco, Fresno, San Diego, and San Jose. The reform will impact retirement costs and provisions for the City and these will be addressed in future budget updates. The above rates do not consider any of the reform impacts.

Retiree Health Care Costs – The same picture can be painted for retiree health care costs. However, in this case, the City has just started to accumulate reserves toward meeting the funding obligation for this benefit. Therefore, the financial mountain is much steeper and more daunting.

The growing cost of healthcare, the early retirement ages of public employees, and the expected increased longevity of individuals contribute to the overall problem. The organization is severely underfunded with respect to the future cost liability of this benefit, and will likely find it impossible to fund this program given the current benefit level throughout the organization, the uncapped structure currently offered to the sworn service in the Police Department, and the other aforementioned factors.

Use of One-time Fixes

The gap between revenues and expenditures continues to grow. It is a structural gap that has plagued the City for almost a decade – and was magnified beginning in FY 2008 by the economic decline. While the City has indeed implemented significant recurring reductions (e.g., 151 positions eliminated since FY 2004), Hayward has also utilized one-time measures to balance the budget. As mentioned earlier, when Council adopted the FY 2012 budget, it closed a \$20.6 million General Fund Gap with \$16.4 million in expenditure reductions (about \$8 million in non-recurring cuts) and anticipated use of the General Fund Reserve of \$4.2 million (one-time savings) – totaling \$12.2M in non-recurring measures.

While using one-time measures (such as unpaid furloughs) results in true budget savings, these savings do not continue into succeeding years. The City has worked very hard to identify and implement structural, recurring change to balance the budget. This has largely been through the sacrifices of our dedicated and hard-working City employees. Unfortunately, the City still faces a structural gap – albeit much smaller than \$15 million we initially projected for FY 2013. Staff is recommending the use of the reserve to mitigate deeper program and service cuts, to allow for employee concessions to phase in pursuant to the various labor agreements, and to allow for the possibility of revenue growth beyond our conservative projections.

So the answer to the "why do we still have a General Fund problem" question is not a simple one. Clearly, it is not a problem that just appeared on the horizon: it has been coming for some time. It is equally as clear that the organization has been working at closing the gap for over five years through downsizing, reorganization, improving efficiency, and employee give-backs.

Closing the General Fund Gap

Table 6 presents the balancing plan for the two-year budget, which relies heavily on recurring expenditure reductions, some new revenue, and a limited use of reserves. Since employee costs comprise about 80% of the General Fund budget, reducing personnel-related expenses is mandatory – and comprises a large part of the balancing plan.

Table 6 – General Fund Balancing Plan

<i>(in 1,000's)</i>	FY 2013 Adopted	FY 2014 Adopted
Projected General Fund gap	14,900	19,409
Employee Concessions*	(7,431)	(10,859)
Department reductions	(2,232)	(2,077)
New Revenues	(741)	(741)
Remaining Structural Gap	4,496	5,732
General Plan Update	1,100	1,100
Use of the General Fund Reserve	(5,596)	(6,832)
FY 2013 & FY 2014 Budget Gap	-	-

**FY 2013 Firefighters Local 1909 concession savings were included in FY 2013 baseline because they were agreed upon earlier in the process than other employee concessions. For budgeting purposes, FY 2014 assumes the continuation of these concessions.*

Use of the General Fund Reserve

The estimated General Fund Reserve is about \$25.3 million, allowing for the adopted \$4.2 million in use of the reserves in FY 2012 (this could change depending on the actual results of FY 2012). \$25.3 million represents about 20.5% of the gross FY 2013 General Fund expenditure budget – a prudent reserve level for a City of Hayward’s size. Council has been wise in the past use of reserves, and staff has made every effort to maintain those reserve levels as close to Council policy as possible. The reserve is one-time funding that is intended for emergency needs (such as a catastrophic natural disaster). It also provides some flexibility to address one-time priority programs, smooth out economic swings, and to buffer the loss of state and federal funds.

After implementing significant balancing measures, the remaining *structural* General Fund gap is \$4.5 million in FY 2013 and grows to \$5.7 million in FY 2014. However – the total projected use of the Reserve is \$5.6 million in FY 2013 and \$6.8 million in FY 2014, inclusive of the one-time funding the General Plan Update at \$1.1 million each year (which will be repaid to the General Fund over time through the General Plan fee included in building permits). Therefore, in adopting the budget, Council approved the use of Economic Uncertainty Reserves totaling about \$12.4 million over two years – possibly lowering the Reserve level by 50% to about 11% of gross General Fund expenditures – a dangerously low reserve level. These percentages may improve given the actual budget performance and resultant need for use of the Reserve.

The City will continue to work toward closing this remaining structural gap over the next two years – with a goal of complete fiscal sustainability in FY 2015.

Hayward's City Employees Help Close the Gap

Given the challenge of closing such a large shortfall, it was necessary to again turn to the strong partnership between the City and employees, with a goal of implementing recurring, structural change. While initially an overwhelming target –all employee groups were asked to consider wage and benefit concessions of 15% in FY 2013 and an additional 2% in FY 2014 for a two-year concession target of 17%.

Discussions began with the bargaining groups in October 2011. Even with no contracts open until 2013, all of the City's bargaining units agreed to discuss possible concessions. After six months of active conversations, all groups agreed to significant structural concessions. The changes agreed to by each group vary, with some concessions phased-in over a two or three year period. However, most groups have achieved 10.5% to 17% in overall structural concessions – equating to General Fund savings of over \$7 million and about \$2 million for other revenue funds. Achieving these concession-driven savings has allowed the City to avoid significant service reductions and to preserve jobs.

The most important structural changes employees have made include:

- assuming 100% of the cost of the employee contribution for retirement
- assuming a portion of the cost of the employer contribution for retirement
- assuming increased cost sharing for medical/dental/vision care coverage
- foregoing contractually due salary increases
- eliminating the current City contributions to the deferred compensation plan
- containing costs related to paid leaves
- implementing reforms to the City's self-funded Worker's Compensation Program
- contributing to the OPEB Trust toward retiree medical liability

Other Cost Saving Efforts

In addition to employee concessions, the City continues to seek efficiencies that save on costs across the organization. However, the organization is at the breaking point in many areas and cannot sustain additional cost reductions or elimination of positions without jeopardizing the basic ability to function or negatively impacting service delivery levels. Overall, this budget includes an additional \$2.2 million in savings, which is planned through a variety of cost-cutting measures that include managing vacancies, reductions in services & supplies, and reorganizing some City departments.

For example, as of July 1, 2012, the Community Preservation Division merged with the Rental Housing Inspection Program to create a more comprehensive and efficient Code Enforcement Unit. The program oversight will be the responsibility of the Neighborhood Partnerships Manager and will create a more efficient and proactive program staffed by cross-trained inspectors. Similarly, a division of Environmental Services was created in the Public Works-Utilities & Environmental Services Department to consolidate environmental programs under one management structure and to relieve the Development Services Department of some of the workload. A division of this department is now responsible for the Climate Action Plan, as well as assuring that the City has a consistent and active environmental management program in water, solid waste, sewer, and energy usage, both within City government and throughout the community.

LOOKING FORWARD

As can be seen at the state level, a budget that fails to plan for future service needs may be balanced, but it is not healthy and fails to serve the community. To avert that kind of failure, this budget considers the City's fiscal health through the lens of long-term economic forecasts. By staying focused on needed services and our long-term responsibilities, the City has the greatest chance to preserve fiscal health for the future and be better able to meet the needs of Hayward residents. The structural changes included in this budget are a significant step toward fiscal sustainability. While there is more work to be done to completely erase the structural gap – the City has achieved remarkable progress with this biennial budget.

Economic Development is Key to our Future

The loss of redevelopment poses major problems for Hayward. Without RDA funds, the City no longer has flexible dollars to support economic development, leverage funds for large projects, and attract new businesses to the city. A focused, funded, and robust economic development program remains a high priority for next year (second only to achieving long-term financial health).

- ❑ There are major parcels of land coming onto the market through disposition of State-owned parcels along the 238 Corridor; the City also owns critical parcels along Mission. It is imperative that the development of all of these parcels be guided to support and build upon, and maximize the impact of the immense amount of funds expended to improve the entire Mission/Foothill travel way.
- ❑ The City must move forward with the City Center property – the eleven-story building must either be refurbished or demolished; and plans need to be implemented to move forward with the three-parcel “campus” project envisioned by Council. Until the fate of that privately-owned parcel is resolved, the City cannot do anything with the two city-owned parcels on either side. The importance of this development is heightened by the possible development of the old Mervyn's headquarters site across the street.
- ❑ Revitalization of Downtown must resume. The façade improvement program along Foothill is dramatically improving the look of this major thoroughfare, which should provide synergy to an economically vibrant Downtown.

Hayward's economic viability is tied to maintaining a healthy environment across all tax-paying sectors: residential, commercial, and industrial. Hayward remains one of the few cities in the Bay Area that has room for and supports light industry, with the commitment to maintaining and encouraging job production in the community. The City's industrial sector is a critical factor in achieving that goal. Economic development efforts must also identify some funding sources to support and encourage the health of this sector. With the ground-breaking of the South Hayward BART TOD project, the entire Tennyson-Industrial area will demand attention and funding to revitalize business and services in South Hayward.

I will be working aggressively with other partners who have a stake in the total economic development effort of the City to identify resources and projects to move us forward on all fronts in this critical program area.

CONCLUSION

The City of Hayward has long prided itself as a lean and efficient organization, making the most of the resources entrusted to us. The prolonged recession has forced the organization to make hard choices about which services will be provided to the community, and how best to provide them. While this budget presents a balanced plan for the next two years, the City must still resolve the remaining structural budget gap, with a goal of achieving fiscal sustainability by FY 2015. Absent a significantly improved economy, this may involve more difficult choices and sacrifices in the immediate future.

I would like to thank both the City Council and City staff for the strong partnership that has enabled the City to effectively meet the challenges we face. City employees, including Mayor, Council, and executives, have all made impressive contributions toward reducing wage and benefits costs. It is through partnership with the City's bargaining groups and unrepresented employees that the City is able to close the structural deficit to the degree reflected in this budget; and Council's prudent use of reserves allows me to present a balanced fiscal plan.

I look forward to these next two years as we make progress toward fiscal stability as well as the continued provision of quality services to Hayward citizens.

Sincerely,



Fran David
City Manager
ICMA-CM

Financial Summaries

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.

- 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
- Measure B – Paratransit Fund
- Narcotics Asset Seizure Fund
- Recycling Fund
- Neighborhood Stabilization Program
- Energy Efficiency and Conservation Block Grant
- 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.

- 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 (Retiree Medical)
- Facilities Management Fund
- Fleet Management Fund
- Information Technology Fund
- Risk Management Fund
- Worker's Compensation Fund

All Operating Funds - Summary

**FY 2013
Adopted**

\$'s in 1000's

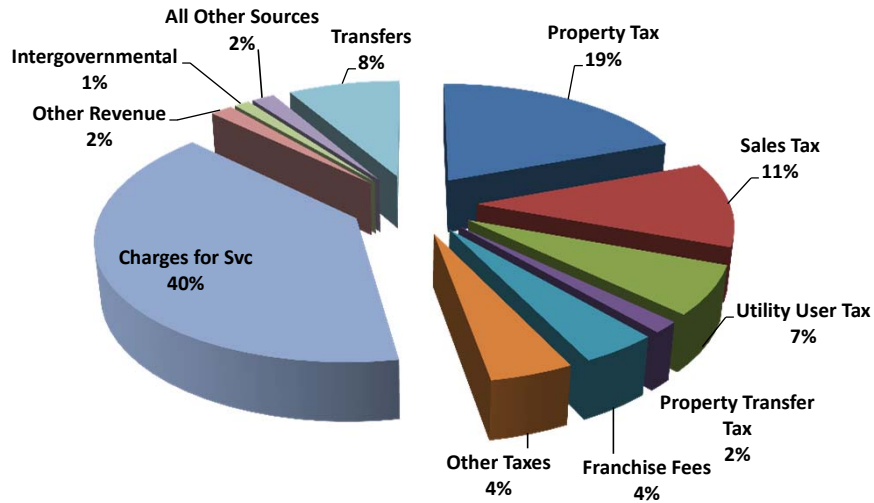
FY 2013

	General	Special Revenue	Debt Service	Enterprise	Internal Service	Successor RDA	TOTAL
Revenues							
Property Tax	35,768	-	-	-	-	9,363	45,131
Sales Tax	26,590	-	-	-	-	-	26,590
Utility User Tax (New Oct 2009)	15,096	-	-	-	-	-	15,096
Real Property Transfer Tax	3,525	-	-	-	-	-	3,525
Franchise Fees	9,686	-	-	-	-	-	9,686
Other Taxes	5,620	4,822	-	-	-	-	10,442
Charges for Service	8,191	-	-	64,033	20,959	-	93,183
Other Revenue	3,850	-	-	-	-	-	3,850
Intergovernmental	2,712	-	-	-	-	-	2,712
From All Other Sources	3,023	-	992	-	-	-	4,015
	114,061	4,822	992	64,033	20,959	9,363	214,230
Transfers from other funds*	3,867	2,834	6,759	2,599	3,584	-	19,643
Total Revenues	117,928	7,656	7,751	66,632	24,543	9,363	233,873
Expenditures							
Salary							
Regular	64,680	821	-	9,606	3,395	200	78,702
Overtime	5,384	-	-	382	136	-	5,902
Vacancy Savings	(1,500)	-	-	-	-	-	(1,500)
Benefits							
Medical Benefits	9,854	166	-	1,928	587	26	12,561
Retiree Medical	2,321	16	-	222	69	4	2,632
Other Benefits	7,294	52	-	1,122	292	14	8,774
PERS	15,317	150	-	1,739	604	36	17,846
Charges (to)/from other programs	(5,113)	51	12	435	117	(25)	(4,523)
<i>Net Staffing Expense</i>	98,237	1,256	12	15,434	5,200	255	120,394
Maintenance & Utilities	1,019	360	-	2,414	2,300	25	6,118
Supplies & Services	5,604	2,098	53	10,324	5,394	123	23,596
Internal Service Fee	9,294	73	-	2,489	434	-	12,290
Debt Service	-	-	7,758	5,121	1,744	800	15,423
All Other Uses	770	1,083	-	24,800	6,745	304	33,702
	16,687	3,614	7,811	45,148	16,617	1,252	91,129
Total Expense	114,924	4,870	7,823	60,582	21,817	1,507	211,523
Transfers to other funds*	8,600	1,460	35	11,352	1,651	5,302	28,400
Total Expenditures	123,524	6,330	7,858	71,934	23,468	6,809	239,923
(Use) / Add to fund balance	(5,596)	1,326	(107)	(5,302)	1,075	2,554	(6,050)

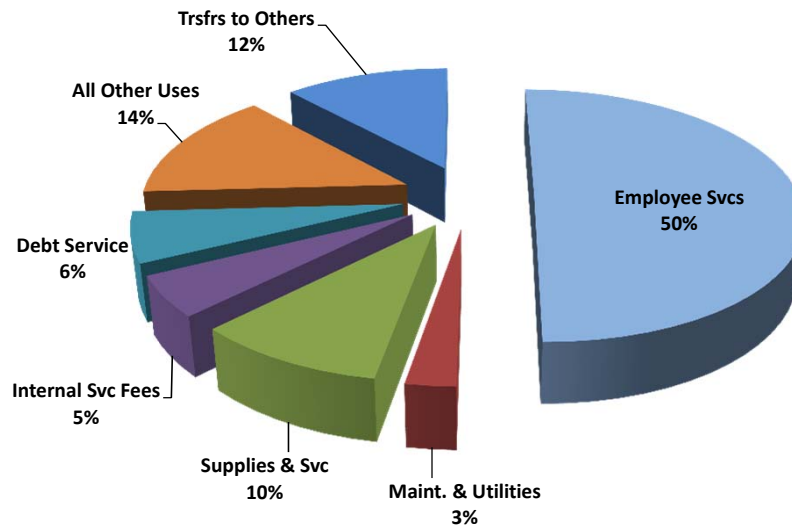
Note: General Fund column represents fund 100 only.

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

FY 2013 All Operating Funds Revenues - By Type
\$233.9 Million
(Amounts Stated in Millions)



FY 2013 All Operating Funds Expenditures -
By Category
\$240.0 Million
(Amounts Stated in Millions)

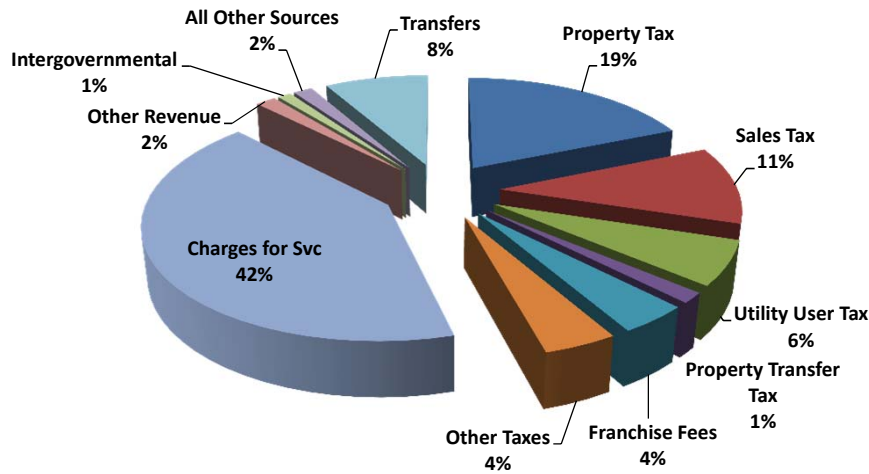


All Operating Funds - Summary							FY 2014 Adopted
<i>\$'s in 1000's</i>							
FY 2014							
	General	Special Revenue	Debt Service	Enterprise	Internal Service	Successor RDA	TOTAL
Revenues							
Property Tax	36,588	-	-	-	-	9,603	46,191
Sales Tax	27,312	-	-	-	-	-	27,312
Utility User Tax (New Oct 2009)	15,398	-	-	-	-	-	15,398
Real Property Transfer Tax	3,600	-	-	-	-	-	3,600
Franchise Fees	9,917	-	-	-	-	-	9,917
Other Taxes	5,764	4,488	-	-	-	-	10,252
Charges for Service	8,260	-	-	73,183	21,332	-	102,775
Other Revenue	3,978	-	-	-	-	-	3,978
Intergovernmental	2,727	-	-	-	-	-	2,727
From All Other Sources	2,843	-	992	-	-	-	3,835
	116,387	4,488	992	73,183	21,332	9,603	225,985
Transfers from other funds*	3,875	3,529	6,749	2,439	3,784	-	20,376
Total Revenues	120,262	8,017	7,741	75,622	25,116	9,603	246,361
Expenditures							
Salary							
Regular	64,680	821	-	9,605	3,395	200	78,701
Overtime	5,384	-	-	382	136	-	5,902
Vacancy Savings	(1,650)	-	-	-	-	-	(1,650)
Benefits							
Medical Benefits	10,840	183	-	2,121	645	29	13,818
Retiree Medical	2,428	16	-	222	69	4	2,739
Other Benefits	7,316	53	-	1,126	293	14	8,802
PERS	16,804	163	-	1,896	658	39	19,560
Charges (to)/from other programs	(5,212)	120	-	440	119	44	(4,489)
<i>Net Staffing Expense</i>	100,590	1,356	-	15,792	5,315	330	123,383
Maintenance & Utilities	1,018	360	-	3,144	2,313	26	6,861
Supplies & Services	5,757	1,671	53	10,324	5,395	152	23,352
Internal Service Fee	9,313	74	-	2,493	435	-	12,315
Debt Service	-	-	7,765	4,954	1,726	800	15,245
All Other Uses	770	774	12	26,600	6,785	7	34,948
	16,858	2,879	7,830	47,515	16,654	985	92,721
Total Expense	117,448	4,235	7,830	63,307	21,969	1,315	216,104
Transfers to other funds*	9,645	688	35	14,302	2,051	6,597	33,318
Total Expenditures	127,093	4,923	7,865	77,609	24,020	7,912	249,422
(Use) / Add to fund balance	(6,831)	3,094	(124)	(1,987)	1,096	1,691	(3,061)
<i>Note: General Fund column represents fund 100 only.</i>							
<i>* Total Transfers To Other Funds are greater than Total Transfers From Other Funds, due to Capital Improvement</i>							

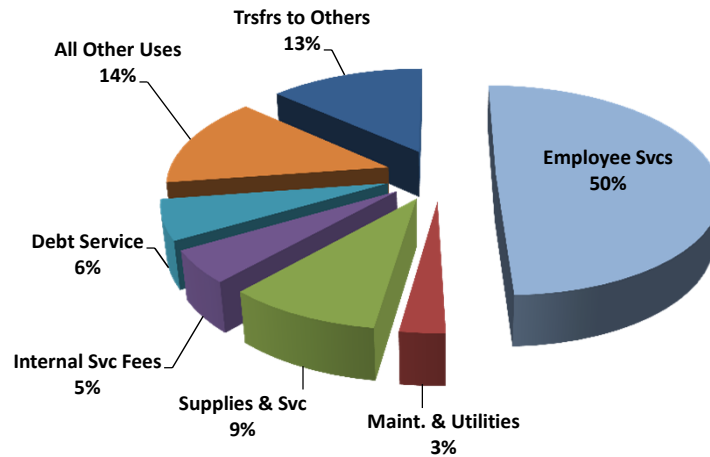
All Operating Funds
Summary of Revenues and Expenditures

**FY 2014
Adopted**

FY 2014 All Operating Funds Revenues - By Type
\$246.4 Million
(Amounts Stated in Millions)



FY 2014 All Operating Funds Expenditures - By Category
\$249.4 Million
(Amounts Stated in Millions)



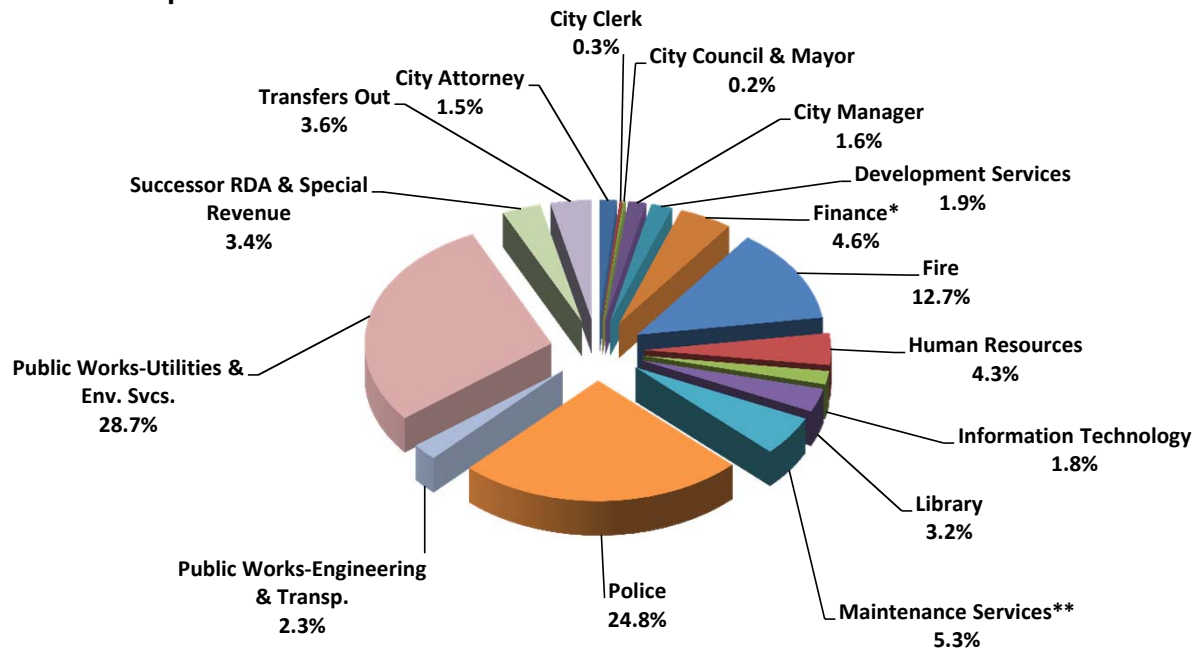
Summary of Expenditures by Department - All Funds

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
City Attorney	4,552,579	3,775,061	3,613,252	3,601,810	3,630,984
City Clerk	594,263	529,145	769,582	588,773	779,493
City Council & Mayor	447,316	505,022	511,567	528,091	541,590
City Manager	2,583,889	2,680,119	2,939,128	3,743,826	3,725,931
Development Services	5,151,452	5,515,238	5,296,443	4,467,440	4,566,068
Finance*	12,623,587	4,052,578	3,952,202	11,091,427	11,159,911
Fire	27,964,085	30,009,518	30,098,277	30,484,478	31,013,823
Human Resources	8,814,580	8,501,304	10,411,879	10,301,574	10,329,609
Information Technology	6,388,684	4,627,732	4,269,704	4,331,528	4,350,822
Library	7,536,093	9,538,831	8,258,731	7,552,421	7,349,540
Maintenance Services**	14,765,187	17,557,002	15,126,965	12,768,505	13,354,829
Police	54,222,380	58,993,451	58,806,943	59,535,147	60,765,523
Public Works-Engineering & Transp.	5,210,411	5,491,213	5,425,262	5,410,825	5,309,761
Public Works-Utilities & Env. Svcs.	55,729,306	54,533,566	67,389,045	68,819,880	74,588,839
Successor RDA & Special Revenue	25,383,434	24,630,277	13,755,316	8,098,503	8,309,749
Transfers Out	6,679,062	6,265,824	7,374,743	8,599,784	9,645,475
	\$ 238,646,308	\$ 237,205,881	\$ 237,999,039	\$ 239,924,012	\$ 249,421,947

* Does not include Utility Billing (Water Fund) as this is already reported in Public Works Utilities & Environmental Services at the Fund level.

** Does not include Landscape Maintenance (Water Fund) or Street Maintenance (Stormwater Fund) as these are already reported in Public Works Utilities & Environmental Services at the Fund level.

FY 2013 Adopted



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General Fund Summary and Cash Fund Balance Designations

\$ in 1,000s

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
Beginning Cash Fund Balance	\$ 23,154	\$ 29,339	\$ 29,549	\$ 25,337	\$ 19,741
Revenues					
Property Tax	\$ 37,292	\$ 35,726	\$ 36,654	\$ 35,768	\$ 36,588
Sales Tax	23,509	25,492	23,647	26,590	27,312
Utility Users Tax	10,927	14,700	14,800	15,096	15,398
Franchise Fees	8,601	9,091	9,126	9,686	9,917
Real Property Transfer Tax	3,797	3,821	3,491	3,525	3,600
Other Taxes	5,304	5,342	5,370	5,620	5,764
Charges for Services	8,369	8,916	7,927	8,190	8,259
Inter-Governmental	4,758	5,046	4,490	2,713	2,728
Fines & Forfeitures	2,046	2,792	2,410	2,570	2,579
Other Revenues	4,370	3,417	3,693	3,850	3,978
Interest & Rents	364	548	526	453	264
Transfers In	12,434	6,462	5,606	3,867	3,875
Total Operating Revenues:	\$ 121,771	\$ 121,353	\$ 117,740	\$ 117,928	\$ 120,262
Expenditures					
Salaries & Benefits	\$ 89,158	\$ 96,827	\$ 96,232	\$ 98,238	\$ 100,590
Maintenance & Utilities	2,046	1,932	1,017	1,018	1,018
Supplies & Services	6,044	6,311	7,080	6,374	6,527
Internal Service Fees	9,024	9,600	9,280	9,294	9,313
Capital	133	53	14	-	-
Transfers Out	11,154	6,420	8,329	8,600	9,646
Total Operating Expenditures:	\$ 117,559	\$ 121,143	\$ 121,952	\$ 123,524	\$ 127,094
Annual Surplus/(Shortfall)	\$ 4,212	\$ 210	\$ (4,212)	\$ (5,596)	\$ (6,832)
Ending Fund Cash Balance (CAFR)	\$ 27,366	\$ 29,549	\$ 25,337	\$ 19,741	\$ 12,909
Cash Fund Balance Designations					
	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
Unassigned					
Contingencies	\$ 10,820	\$ 10,695	\$ 5,572	\$ 5,000	\$ 5,000
Economic Uncertainty	9,350	9,350	7,020	5,855	259
Liquidity	4,675	4,675	5,810	5,000	5,000
Emergencies	-	-	4,000	5,000	5,000
Public Safety	1,000	1,000	1,000	-	-
Hotel Conference Center	1,000	190	190	-	-
Retirement Reserve	522	522	-	-	-
Undesignated Fund Balance	-	3,118	1,747	-	-
Total Designated Fund Balance	\$ 27,367	\$ 29,550	\$ 25,339	\$ 20,855	\$ 15,259

General Fund Ten-Year Plan: FY 2013 and FY 2014 Adopted Budget

	PY2	PY1	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
General Fund (in 1,000's)	Actual	Adopted	Adopted	Adopted	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Revenue	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
1 Property Tax	35,726	36,654	35,768	36,588	36,974	37,697	38,436	39,173	40,300	41,461	42,658	43,891
2 Sales Tax	25,492	23,647	26,590	27,312	28,005	28,718	29,450	30,204	31,346	32,532	33,764	35,042
3 UUT (assumes continuation)	14,700	14,800	15,096	15,398	15,706	16,020	16,340	16,667	17,001	17,341	17,687	18,041
4 Franchise Fees	9,091	9,126	9,686	9,917	10,358	10,488	10,621	10,756	10,894	11,035	11,178	11,325
5 Property Transfer Tax	3,821	3,491	3,525	3,600	3,636	3,709	3,783	3,859	3,936	4,014	4,095	4,177
6 Other Taxes	5,342	5,370	5,620	5,764	5,852	6,146	6,241	6,339	6,438	6,539	6,642	6,746
7 Charges for Services	8,916	7,927	8,190	8,259	8,424	8,593	8,765	8,940	9,119	9,301	9,487	9,677
9 Intergovernmental	5,046	4,490	2,713	2,728	2,743	2,758	2,774	2,790	2,807	2,825	2,843	2,861
10 Fines and Forfeitures	2,792	2,410	2,570	2,579	2,591	2,602	2,614	2,626	2,638	2,650	2,662	2,674
8 Other Revenue	3,417	3,693	3,850	3,978	4,113	4,255	4,404	4,560	4,724	4,897	5,078	5,268
11 Interest and Rents	548	526	453	264	268	273	278	283	289	296	303	310
12 Total Revenue	114,891	112,134	114,061	116,386	118,669	121,257	123,705	126,196	129,491	132,890	136,396	140,012
13 Transfers in	6,462	5,606	3,867	3,875	3,965	4,106	4,253	4,407	4,568	4,737	4,914	5,099
14 Total Revenue/Resources	121,353	117,740	117,928	120,262	122,634	125,363	127,958	130,603	134,059	137,627	141,309	145,111
Expenditures												
15 Salary	62,548	62,972	64,680	64,680	64,508	64,953	66,252	67,578	68,929	70,308	71,714	73,148
16 Overtime	5,261	3,811	5,384	5,384	5,384	5,492	5,602	5,714	5,828	5,944	6,063	6,185
17 Target Salary Savings	-	(1,303)	(1,500)	(1,650)	(1,650)	(1,650)	(1,650)	(1,650)	(1,650)	(1,650)	(1,650)	(1,650)
18 Medical Benefits	8,211	8,911	9,854	10,840	11,924	13,116	14,428	15,871	17,458	19,204	21,124	23,237
19 Dental Benefits	-	-	1,080	1,101	1,123	1,145	1,168	1,192	1,216	1,240	1,265	1,290
20 Retiree Medical	2,141	2,560	2,321	2,428	2,531	2,659	2,798	2,952	3,122	3,308	3,513	3,738
21 Worker's Compensation	-	-	4,939	4,939	5,087	5,189	5,293	5,399	5,507	5,617	5,729	5,844
22 Other Benefits	7,511	7,473	1,276	1,276	1,302	1,328	1,354	1,381	1,409	1,437	1,466	1,495
23 PERS	16,081	18,447	15,317	16,804	16,436	16,454	16,801	17,156	17,512	17,876	18,248	18,627
24 Furlough Savings	-	(1,617)	0	-	-	-	-	-	-	-	-	-
25 Staffing Subtotal	101,753	101,253	103,351	105,802	106,645	108,686	112,047	115,591	119,330	123,283	127,471	131,913
24 Interdepartmental (ID) Charges	(5,047)	(5,021)	(5,113)	(5,212)	(5,212)	(5,316)	(5,423)	(5,531)	(5,642)	(5,754)	(5,870)	(5,987)
25 Net Staffing Expense	96,706	96,232	98,238	100,590	101,433	103,370	106,624	110,060	113,688	117,529	121,602	125,926
26 Maintenance & Utilities	1,932	1,017	1,018	1,018	1,033	1,044	1,054	1,065	1,075	1,086	1,097	1,108
27 Supplies & Services	6,311	7,081	6,374	6,527	6,625	6,691	6,758	6,826	6,894	6,963	7,032	7,103
28 Internal Service Fees	9,721	9,280	9,294	9,313	9,453	9,547	9,643	9,739	9,837	9,935	10,034	10,135
29 Capital	56	14	-	-	-	-	-	-	-	-	-	-
30 Net Operating Expense	18,019	17,392	16,686	16,858	17,111	17,282	17,455	17,629	17,806	17,984	18,164	18,345
31 Expenditures Subtotal	114,725	113,624	114,924	117,448	118,544	120,652	124,079	127,690	131,494	135,513	139,765	144,271
32 Transfers Out (includes CIP)	6,420	8,329	8,600	9,646	7,320	7,824	8,432	9,034	9,442	9,555	9,642	9,732
33 OPEB Obligation	-	-	-	-	743	1,515	2,318	3,153	4,060	4,060	4,060	4,060
35 CIP Debt Service	-	-	-	-	590	590	590	590	590	590	590	590
37 Total Expenditures	121,145	121,953	123,524	127,094	127,196	130,581	135,419	140,466	145,586	149,718	154,058	158,653
38 Total Surplus/(Shortfall)	208	(4,212)	(5,596)	(6,832)	(4,562)	(5,218)	(7,461)	(9,863)	(11,527)	(12,091)	(12,748)	(13,543)

General Fund - Fund Transfer Summary

Fund Transfers (FY 2010 - 2014)

\$'s in 1,000's

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
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Transfers into the General Fund

Transfer for Cost Allocation	2,731	2,783	2,865	2,449	2,449
Transfer from Special Gas Tax	3,166	2,225	1,691	1,140	1,148
Miscellaneous					
Transfer from Housing Mort Bond Fund	-	1,000	-	-	-
Transfer from Debt Service Close Out					
Transfer from Citizen's Option Grant	92	158	-	184	184
Transfer from Byrnes Justice Assist Grant	86	89	77	86	86
Transfer from Fleet Capital	-	24	-	-	-
Transfer from RDA, Gen Fund Repmt*	-	10,438	800	-	-
Transfer from RDA, Misc	165	165	165	-	-
Transfer from Local Imprv Dist Fund	-	357	-	-	-
Transfer from Comm Fac Dist Fund	-	175	8	8	8
Transfer from RDA, Low & Mod Housing	41	-	-	-	-
Transfer from Fire Education Reimbursement	11	-	-	-	-
Transfer from Debt Service	1	19	-	-	-
Transfer from Housing Fund	6,141	-	-	-	-
Transfers into the General Fund	12,434	17,433	5,606	3,867	3,875

* RDA General Fund Loan repayment reflected in FY 2012 as a transfer into the General Fund. This repayment is reflected differently in the CAFR and is presented as a balance sheet reduction of General Fund Advance to RDA Fund. Effective 2/1/2012 this loan obligation is now an expense of the Successor RDA.

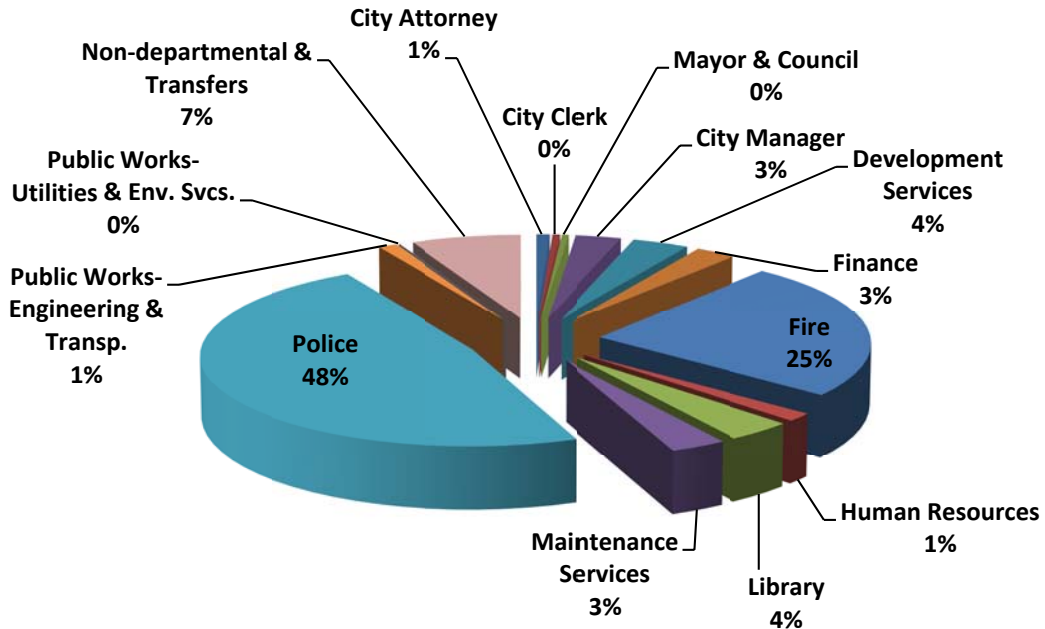
Transfers out of the General Fund

Transfer to Debt Service	2,776	2,772	2,784	2,822	2,809
Transfer for Risk Management Premium	1,971	2,347	2,464	2,331	2,331
Transfer to Centennial Hall	253		-	-	-
Transfer to Trans Sys Improvement Fund	-		50	350	350
Transfer to Worker's Compensation Fund	-	-	310	310	510
Transfer to Capital Projects	-	810	-	1,101	1,102
Transfer to Ent Rrc Plng	2,500	-	-	-	-
Transfer to Risk Mgmt	1,000	-	-	-	-
Transfer to Technology Svcs Operating	125	-	-	-	-
Transfer to Technology Svcs Capital	-	-	2,137	-	-
Transfer to Facilities Operating	95	163	-	-	-
Transfer to Fire Capital	163	326	429	797	1,369
To Tech Replacement Fund	-	-	-	209	216
Transfer to Equipment Management	21	-	-	500	600
Transfer to Police Capital	100	-	145	170	349
Transfer to Maintenance Services Capital	50	-	10	10	10
Transfer to Retiree Medical Fund	2,100	-	-	-	-
Transfers out of the General Fund	11,154	6,418	8,329	8,600	9,646

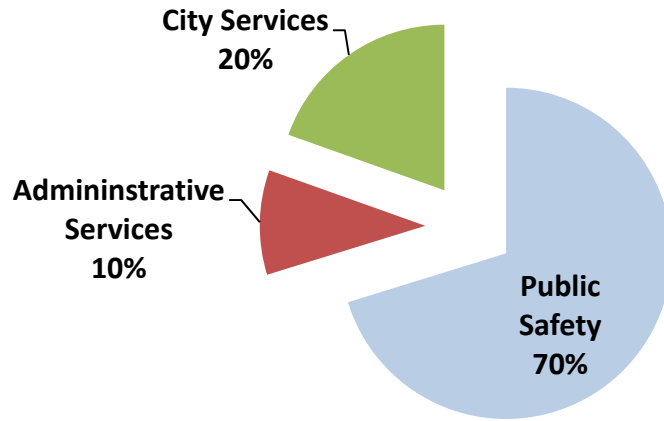
Summary of Expenditures by Department - General Fund

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
City Attorney	1,081,057	1,086,843	1,030,799	1,026,608	1,044,801
City Clerk	594,263	529,145	769,582	588,773	779,493
Mayor & Council	447,316	505,022	511,567	528,091	541,590
City Manager	2,583,889	2,680,119	2,939,128	3,743,826	3,725,931
Development Services	4,973,422	5,433,575	5,220,143	4,391,140	4,489,768
Finance	2,852,210	3,116,989	2,943,851	3,233,526	3,294,292
Fire	27,964,085	30,009,518	30,098,277	30,484,478	31,013,823
Human Resources	1,143,581	1,166,885	1,882,311	1,830,483	1,852,071
Library	4,775,185	4,989,939	4,898,242	4,606,357	4,677,113
Maintenance Services	3,681,098	3,784,131	3,803,001	3,867,644	3,938,776
Police	53,672,959	58,993,451	58,730,001	59,091,147	60,495,523
Public Works-Engineering & Transp.	2,497,873	2,584,559	1,699,355	1,481,562	1,542,922
Public Works-Utilities & Env. Svcs.	-	-	-	51,207	51,689
Non-departmental & Transfers	6,679,062	6,265,824	7,374,743	8,599,784	9,645,475
	\$ 112,946,000	\$ 121,146,000	\$ 121,901,000	\$ 123,524,626	\$ 127,093,267

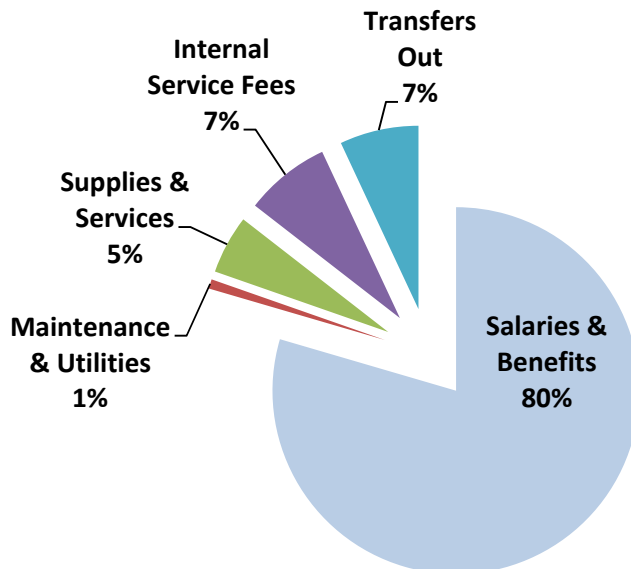
FY 2013 & FY 2014



**FY 2013 & FY 2014
General Fund Staffing by Service Area**

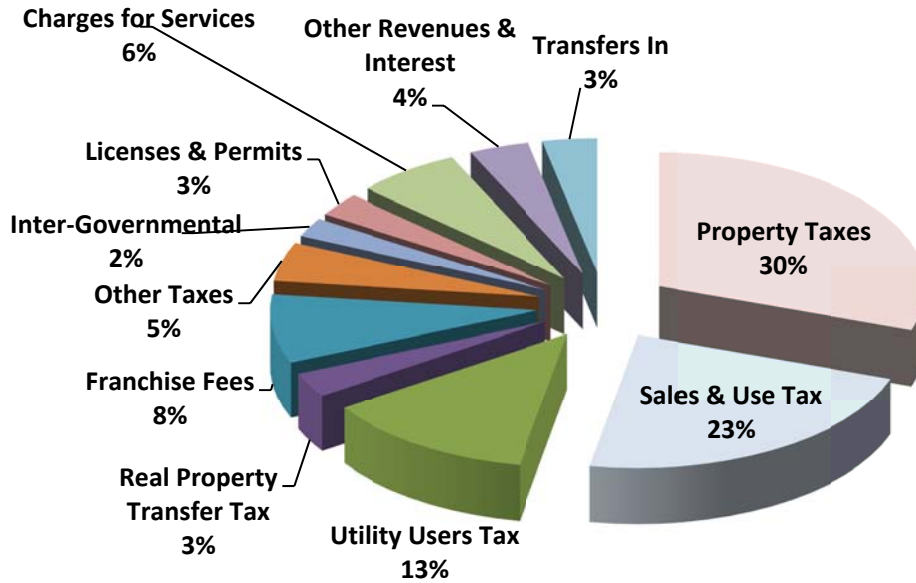


**FY 2013 & FY 2014
General Fund Expenditures by Category**

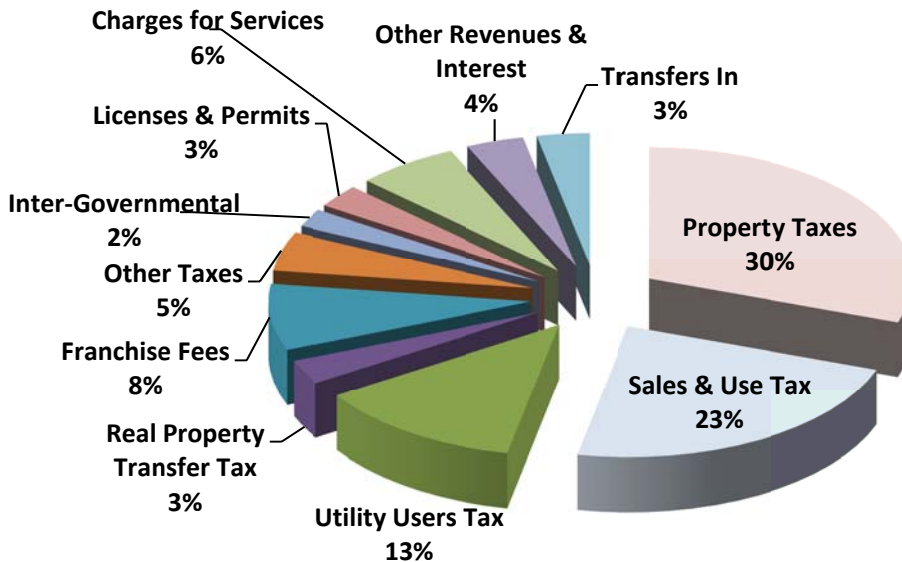


**General Fund Revenues
by Source**

**FY 2013 General Fund Revenues by Source
\$117.928 million**



**FY 2014 General Fund Revenues by Source
\$120.262 million**



Summary of General Fund Revenues

Revenues by Category <i>in 1,000's</i>	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
Property Taxes					
Property Tax Secured	\$ 22,408	\$ 21,608	\$ 21,908	\$ 21,853	\$ 22,616
Property Tax Unsecured	1,369	1,328	1,515	1,167	1,179
In-Lieu (Enterprise Funds)	1,598	1,620	1,629	1,629	1,629
RDA Pass Thru	535	218	298	298	298
Property Tax - VLF Swap	10,360	10,131	10,240	10,071	10,071
Airport	1,022	821	1,064	750	795
Total Property Taxes	\$ 37,292	\$ 35,726	\$ 36,654	\$ 35,768	\$ 36,588
Sales & Use Tax					
Sales and Use Taxes	\$ 18,247	\$ 18,243	\$ 16,917	\$ 19,827	\$ 20,408
Sales Tax/Public Safety	544	620	538	570	587
Sales Tax Triple Flip	4,718	6,629	6,192	6,193	6,317
Total Sales & Use Tax	23,509	25,492	23,647	26,590	27,312
Utility Users Tax	10,927	14,700	14,800	15,096	15,398
Franchise Fee Tax					
Franchise - Waste MGMT	\$ 3,707	\$ 3,746	\$ 3,655	\$ 3,806	\$ 3,997
Franchise - Water	1,656	1,940	2,175	2,490	2,490
Franchise - Sewer	1,229	1,308	1,313	1,365	1,365
Franchise - PG & E	919	964	927	946	964
Franchise - Cable TV	1,090	1,133	1,056	1,079	1,101
Total Franchise Fee Tax	8,601	9,091	9,126	9,686	9,917
Real Property Transfer Tax	\$ 3,797	\$ 3,821	\$ 3,491	\$ 3,525	\$ 3,600
Other Taxes					
Business License Tax	\$ 2,337	\$ 2,390	\$ 2,400	\$ 2,448	\$ 2,497
Emergency Facilities Tax	1,857	1,699	1,720	1,754	1,807
Transient Occupancy Tax	1,110	1,253	1,250	1,418	1,460
Total Other Taxes	\$ 5,304	\$ 5,342	\$ 5,370	\$ 5,620	\$ 5,764
Charges for Services <i>(comprised of Licenses & Permits, Fees & Service Charges, Construction Related Fees)</i>					
Licenses and Permits					
Fire Licenses & Permits	\$ 1,234	\$ 1,219	\$ 1,278	\$ 1,487	\$ 1,515
Police Licenses & Permits	306	233	288	300	305
Other Licenses & Permits	226	272	243	157	160
Total Licenses and Permits	\$ 1,766	\$ 1,724	\$ 1,809	\$ 1,944	\$ 1,980
Fees and Service Charges					
Fire Fees & Svc Charges	\$ 829	\$ 931	\$ 674	\$ 647	\$ 660
Police Fees & Svc Charges	1,105	1,022	1,126	939	948
Residential Rental Inspections	402	473	435	593	594
Vehicle Maintenance & Operations	-	35	-	-	-
Other Fees & Svc Charges	411	974	469	502	506
Total Fees and Service Charges	\$ 2,747	\$ 3,435	\$ 2,704	\$ 2,681	\$ 2,708

Summary of General Fund Revenues

Revenues by Category <i>in 1,000's</i>	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
Construction Related Fees					
Construction Permits	\$ 1,502	\$ 1,534	\$ 1,263	\$ 1,388	\$ 1,388
Plan Checking Fees	798	825	846	1,157	1,157
Supplemental Improvement Tax	679	243	591	306	312
New Construction Inspections	877	1,155	714	714	714
Total Construction Related Fees	\$ 3,856	\$ 3,757	\$ 3,414	\$ 3,565	\$ 3,571
Total Charges for Services	\$ 8,369	\$ 8,916	\$ 7,927	\$ 8,190	\$ 8,259
Inter-Governmental					
Police Grants/Reimb	\$ 2,762	\$ 3,389	\$ 3,263	\$ 1,756	\$ 1,756
Fire County EMS Reimb	472	354	472	486	501
Vehicle License Fee (VLF)	457	695	278	76	76
State Mandate Reimb	204	126	-	-	-
Fire Mutual Aid Reimb	450	75	390	390	390
Library Grants	225	354	87	-	-
Miscellaneous	188	53	-	5	5
Total From Other Agencies	\$ 4,758	\$ 5,046	\$ 4,490	\$ 2,713	\$ 2,728
Fines and Forfeitures					
Vehicle Fines	\$ 356	\$ 189	\$ 285	\$ 203	\$ 205
Parking Citations - In House	396	525	464	738	743
Parking Citations - DMV	179	179	101	113	114
FTB Parking Tax Offset	46	36	4	4	4
Photo Red Light	631	1,303	1,198	1,000	1,000
Criminal Fines	266	394	160	430	430
Administrative Citations	73	54	91	-	-
Library Fines	99	112	107	82	83
Total Fines and Forfeitures	\$ 2,046	\$ 2,792	\$ 2,410	\$ 2,570	\$ 2,579
Other Revenues					
Fairview Fire Protection District	\$ 2,436	\$ 2,223	\$ 2,450	\$ 2,573	\$ 2,701
Workers' Comp Salary Reimb	1,258	1,035	1,200	1,200	1,200
Account closure (one-time)	579	-	-	-	-
Other	97	159	43	77	77
Total Other Revenues	\$ 4,370	\$ 3,417	\$ 3,693	\$ 3,850	\$ 3,978
Interest & Rents					
Interest Earned	\$ 195	\$ 127	\$ 176	\$ 150	\$ 150
Miscellaneous Interest Income	105	65	-	128	114
Laydown Rental Income	-	355	350	175	-
Vehicle Reimbursement	38	-	-	-	-
Building & Parking Rental	26	1	-	-	-
Total Interest & Rents	\$ 364	\$ 548	\$ 526	\$ 453	\$ 264
Total General Fund Revenues	\$ 109,337	\$ 114,891	\$ 112,134	\$ 114,061	\$ 116,387
Transfers In	12,434	6,462	5,606	3,867	3,875
Total Revenues Including Transfers	\$ 121,771	\$ 121,353	\$ 117,740	\$ 117,928	\$ 120,262

PROPERTY TAXES

Property Tax revenues are the City's largest General Fund revenue source, comprising 31% of General Fund revenues.

Real Property Taxes

Under the State Constitution, Real Property Taxes (Property Taxes) are applied to all taxable real and personal property (i.e., possessory interest, and other personal property considered to be permanently attached to the property), and are set at 1% of the assessed value. The Alameda County Assessor maintains property tax assessment rolls that account for all property. Property Taxes are adjusted per the following:

- ❑ The assessed value of real property that has not changed ownership increases by the change in the California Consumer Price Index up to a maximum of 2% per year.
- ❑ Property that changes ownership; is substantially altered; is newly constructed; "state-assessed" rather than "local-assessed" property; and personal property (i.e., possessory interest, and other personal property considered to be permanently attached to the property), is assessed at the full market value in the first year, and subject to the 2% cap, thereafter.

In 1979, in order to mitigate the loss of Property Tax revenues after approval of Proposition 13, the State legislature approved AB 8. This action was approved to provide a permanent method for allocating the proceeds from the 1% property tax rate, by allocating revenues back to local governments based on their historic shares of property tax revenues. As part of the State's FY 1994 budget, the AB 8 formula was altered requiring another ongoing shift in City Property Tax revenue to K-12 schools and community colleges (Education Revenue Augmentation Fund or ERAF).

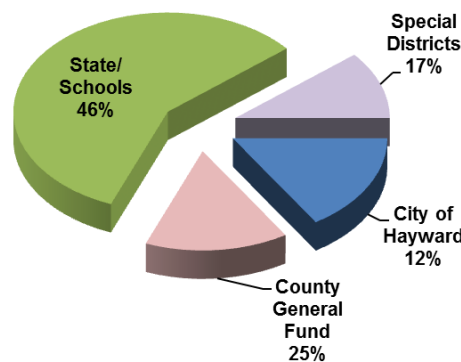
Proposition 1A, enacted in November 2004 and Proposition 22, enacted in November 2010, provides protection for local property taxes, sales taxes, and Vehicle In-lieu Tax/License Fees (VLF) revenues by prohibiting the State Legislature from taking any action that would:

- ❑ Reduce the local Bradley-Burns Uniform sales and Use Tax rate or alter its allocation.
- ❑ Decrease VLF revenue from the 0.65% rate without providing replacement funding.
- ❑ Shift property taxes from cities, counties or special districts.

PROPERTY TAXES, cont.

The City's Property Tax is collected by Alameda County. The City currently receives approximately 12% of the 1% countywide real property tax levied, and most of the revenue is received in December and April.

Allocation of County-wide Property Tax



Supplemental Property Taxes

Supplemental Taxes are the result of the reassessment of property as of the 1st day of the month following either an ownership change or completion of new construction. In most cases, this reassessment results in one or more supplemental tax bills being sent to the property owner during the year, in addition to the annual property tax bill.

Vehicle In-lieu Tax/License Fees (VLF)

Motor Vehicle In-Lieu Tax (VLF) is a tax imposed by the State on the ownership of a registered vehicle. VLF is collected by the State Department of Motor Vehicles (DMV) and more than 95% of these fees are divided equally between counties and cities, and their aggregate shares are distributed in proportion to the respective populations of the cities and counties. The State withholds less than 5% of these fees for the support of the Department of Motor Vehicles. Until FY 1999, the annual license fee was 2% of the market value of the vehicle as determined by the DMV. In 1998-99, the State reduced the license fees by 25%, but agreed to backfill local jurisdictions for this loss in revenue.

In 2004, the Governor lowered the annual VLF to 0.65%, from 2.0%. In the budget agreement between the Governor and cities and counties, the Governor agreed to backfill the 1.35% difference in VLF with property taxes from the Education Revenue Augmentation Fund (ERAF). Beginning in FY 2006, this property tax in lieu of VLF was presumed to grow at the same rate as the change in gross assessed valuation of taxable property in the City from the prior year.

PROPERTY TAXES, cont.

Personal Property Taxes

Personal Property Tax is assessed at the rate of 1% of the market value on a business' personal property, such as office furniture, machinery and other equipment. The tax is billed by Alameda County in a single installment due August 31st, and most of the amount due to the City is remitted in September and credited to the General Fund.

Analysis

Factors that affect the revenue generated by property taxes are:

- ❑ Changes in assessed values, which are caused by inflation adjustments up to 2% of construction activity, sales of properties and Proposition 8 reassessments
- ❑ Economic growth in the Bay Area
- ❑ Supplemental Taxes are affected by sales of real property and/or new construction in the City that occurs after the assessment lien date (of January 1st) until the end of the fiscal year (June 30th).
- ❑ Factors that have affected the revenue generated by VLF in the past include the sales of new vehicles in California, DMV administrative costs, and the proportion of Hayward's population to the total for the State and County. Starting in FY 2006, the rate of growth in the assessed values of properties also impacted VLF revenues, as the amount of the VLF backfill paid increased by the change in gross assessed values of taxable properties.
- ❑ Factors that affect the revenue generated by taxes on personal property are business capital expenditures growth, and the collection rate. The growth in annual personal property tax revenues should generally be close to the growth in annual assessed values, except for significant changes in collection rates.

Major General Fund Revenues

PROPERTY TAXES, cont.

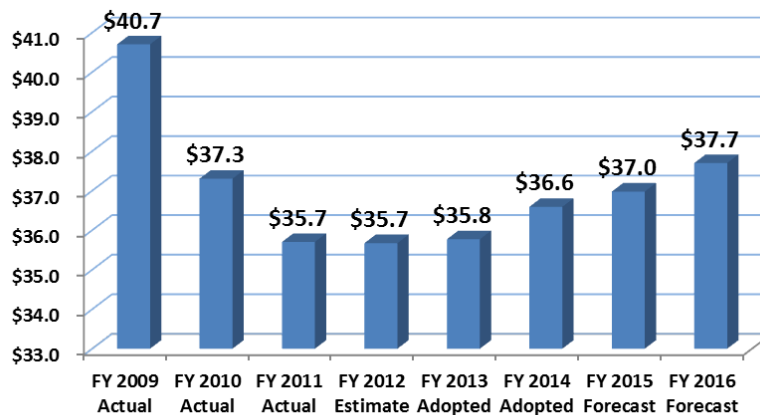
Forecast

The revenue projection for Real Property Tax revenue is primarily based on the annual County Assessor's Office estimate of assessed values, which is provided before May 10th each year. The difference between the estimate in May and the actual certification in August is generally small.

Real Property Tax revenue is projected to show no growth in FY 2013 and FY 2014. Revenues are conservatively projected to begin growing in FY 2015 (1% - 2% growth each year).

PROPERTY TAXES (All)	Actual Revenue		Projected Revenue				
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Total Collections	37,293	35,726	35,760	35,768	36,588	36,974	37,697
\$ Change		(1,567)	34	8	820	386	723
% Change		-4.20%	0.10%	0.02%	2.29%	1.05%	1.96%

FY 2014 revenue projections reflect the infusion of new annual property tax (about \$800,000/year) from CalPine for their new facility. Recent information from the County Assessor indicates net land and improvements value growth as of March 13, 2012 of less than one percent (0.98%). While this is at least a positive growth figure, slow market activity and possible additional reassessments lead us to project flat revenues for next year. As depicted in the chart below, revenues may only return to their FY 2010 levels by FY 2016.



SALES AND USE TAXES

Sales and Use Tax is the City’s second largest source of General Fund revenue and represents 23% of total General Fund revenue. Sales Tax is an excise tax imposed on retailers for the privilege of selling or leasing tangible personal property. The Use Tax is an excise tax imposed for the storage, use, or other consumption of tangible personal property purchased from any retailer. The proceeds of sales and use taxes imposed within the boundaries of Hayward are distributed by the State to various agencies, with the City of Hayward receiving the equivalent of 1% of the amount collected.

The State modified the structure of city sales tax revenues, effective July 1, 2004, when they enacted legislation from a voter-approved deficit financing bond measure. This measure included a reduction of the local Bradley-Burns sales tax share from 1% to 0.75%, routing the 0.25% to other State funding needs. The .25% was fully replaced with property tax revenues (sales tax back-fill) to make cities whole. This shuffle of revenues is commonly referred to as the “Triple Flip.”

The total sales tax rate for Hayward is currently 8.75% and distributed as follows:

DISTRIBUTION OF SALES TAX COLLECTIONS WITHIN ALAMEDA COUNTY	Agency	%
	State of California	5.50%
	State Public Safety Fund (Proposition 172)	0.50%
	City of Hayward (includes .25% Triple Flip reimbursement)	1.00%
	Alameda County	0.25%
	Alameda County Transportation Improvement Authority	0.50%
	Alameda County Essential Health Care Services	0.50%
	Alameda County BART	0.50%
	Total Sales Tax in Hayward	8.75%

Analysis of Sales Tax

Factors that affect the revenue generated by Sales Tax include:

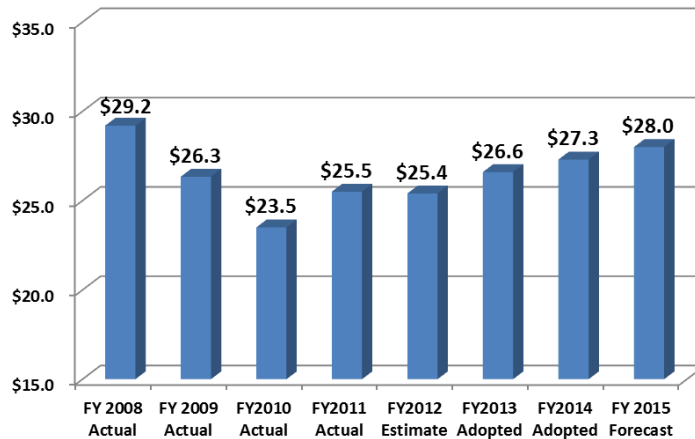
- Overall economic growth in the Bay Area and competition from neighboring cities;
- Growth rate of specific dominant commercial/industrial sectors in Hayward;
- Hayward’s business attraction/retention efforts, especially on retail establishments; and
- Catalog and Internet sales
- Success of the City’s Use Tax project

Major General Fund Revenues

SALES AND USE TAXES, cont.

Forecast

Hayward saw a dramatic reduction in overall sales tax in FY 2010 (\$23.5 million) from the FY 2009 level of \$26.3 million. In part this was due to the failing economy, and in part from a reimbursement correction made by the State. The State significantly reduced the City's sales tax Triple Flip backfill amount in FY 2010 to reconcile overpayments in prior years. For FY 2011 and FY 2012, staff had conservatively projected these revenues at the lower FY 2010 level. Data from the State Board of Equalization regarding a true-up of the City's Triple Flip backfill revenue adjusts this portion of the sales tax revenue back to the normal base. Total Sales Tax received in FY 2011 was \$25.5 million (and included some one-time revenues) and we project receipt of about \$25.4 million in FY 2012.



Base sales tax is projected to grow at a conservative 4.7% in FY 2013 and 3.0% in the out years. This is lower than the countywide average of 9.6% and the State average of 8.8%. While 5% seems low in comparison to the state and county average growth, staff has conservatively estimated growth based on Hayward's trend for slow economic recovery.

SALES TAX (in 1,000s)	Actual Revenue		Projected Revenue				
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Collections	\$23,509	\$25,492	\$25,390	\$26,590	\$27,312	\$28,005	\$28,718
\$ Change		1,983	-102	1,200	722	693	713
% Change		8.44%	-0.40%	4.73%	2.72%	2.54%	2.55%

Major General Fund Revenues

UTILITY USERS TAX

Utility Users Tax (UUT) has generally been a steady and reliable source of General Fund revenue for most governmental entities, and is the third largest source of General Fund revenue for Hayward. Effective March 1, 2009, the City began imposing a 5.5% UUT on electric, gas, cable services, and telecommunications services. The tax is not applicable to State, County, or City agencies, or to insurance companies and banks.

Analysis

Some factors that affect the revenue generated by UUT are:

- ❑ Consumption/use of gas, electricity, telecommunication services, cable, and cellular;
- ❑ Regulatory actions, including deregulation and re-regulation;
- ❑ PUC rate changes;
- ❑ Market forces;
- ❑ Evolution of technology; and
- ❑ Legislative actions at State and Federal levels

Forecast

UUT is expected to increase approximately just under 1% in FY 2012, with projected annual growth of 2% in FY 2013 and thereafter. Gas rates have declined sharply in the recent past, but PG&E expects them to rebound slightly by FY 2013. Projections are based on current trend analysis, rate changes and are fairly conservative.

UTILITY USERS TAX	Actual Revenue		Projected Revenue				
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Total Collections	\$10,927	\$14,700	\$14,800	\$15,096	\$15,398	\$15,706	\$16,020
\$ Change		3,773	100	296	302	308	314
% Change		34.53%	0.68%	2.00%	2.00%	2.00%	2.00%

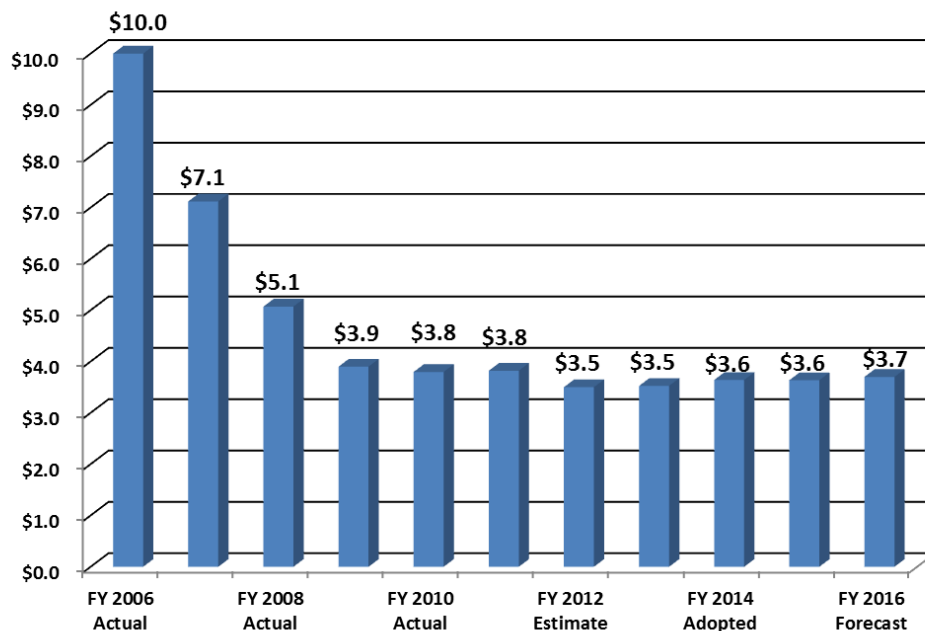
Major General Fund Revenues

REAL PROPERTY TRANSFER TAXES

The Real Property Transfer Tax (Transfer Tax) rate set by the City of San Hayward is \$4.50 per \$1,000 of the value of consideration paid for the documented sale of real property or any transfer of interest in real property. The tax is due when the documents of transfer are recorded with the County. Title companies collect the tax as part of the sale closing process, and remit the funds to Alameda County when sales or transfers are finalized. Penalties are imposed on delinquent payments, and interest is charged from the date of delinquency until paid. Alameda County remits the amounts due monthly, and the amounts are credited to the General Fund.

Analysis

Because Real Property Transfer Tax is tied directly to all real property sales, it is a volatile revenue source, and difficult to predict more than one year at a time. Factors that affect the revenue generated by Transfer Taxes are the sale price of property and the frequency with which property is sold. These immediate factors are driven by the availability of mortgage loans, the level of long-term interest rates, the supply and demand for real estate in Hayward, and general economic growth in the Bay Area. Currently, all of these factors, except long-term interest rates, are negative and have continued to result in sharply lower Property Transfer Tax revenues. The chart below illustrates the sharp decline in revenues in response to the real estate market collapse.



**Major General Fund
Revenues**

REAL PROPERTY TRANSFER TAXES cot.

Forecast

Hayward continues to feel the impact of the struggling housing market. While we may never see the type of revenue we saw in FY 2006 – we do project mild growth starting in FY 2013 consistent with the property tax forecast.

PROPERTY TRANSFER TAX	Actual Revenue		Projected Revenue				
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Total Collections	\$3,797	\$3,821	\$3,500	\$3,525	\$3,600	\$3,636	\$3,709
\$ Change		24	-321	25	75	36	73
% Change		0.63%	-8.40%	0.71%	2.13%	1.00%	2.01%

BUSINESS LICENSE TAX

A tax receipt (colloquially called a “business license”) is issued each year upon payment of a Business License Tax (BLT), which is either a fixed amount or based on a varying percentage of the prior year’s gross receipts, depending on the type of business. The Business License must be renewed on January 1st each year, and the required tax is delinquent if paid after February 28th.

Analysis

Factors that affect the BLT revenue are:

- ❑ Number of business renewals;
- ❑ Commercial and industrial growth rates;
- ❑ Attraction/loss of businesses;
- ❑ Economic growth in the Bay Area; and
- ❑ Results of Finance BLT collection activity; and the City Auditor’s and Finance Department audit programs.

The City of Hayward’s Business License Ordinance is extremely outdated and requires a comprehensive revision. Given the outdated business categories and rates, it is assumed that such a revision will result in at least a 10% increase in overall revenues. This is a large project that ultimately will need to be approved by a vote of Hayward residents.

Forecast

The BLT revenues are expected to decrease by .42% in FY 2012 over the prior year, with forecasted annual growth of 2% starting in FY 2013. The forecast includes an assumed growth of 10% in FY 2016 following the implementation of an updated Business License Ordinance. This is a very conservative estimate – as actual revenue growth could be much higher.

BUSINESS LICENSE TAX	Actual Revenue		Projected Revenue				
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Collections	\$2,337	\$2,390	\$2,400	\$2,448	\$2,497	\$2,547	\$2,802
\$ Change		53	10	48	49	50	255
% Change		2.27%	0.42%	2.00%	2.00%	2.00%	10.01%

WATER MAINTENANCE & OPERATIONS FUND (621)

The Water Maintenance & Operations Enterprise Fund provides funding for the operation and maintenance of the Water Distribution System. The System is comprised of 350 miles of pipeline, 14 water storage reservoirs, and 7 pump stations, all of which are used to convey a current average of 17 million gallons per day of water to Hayward residences, businesses, educational facilities, and hospitals. The Fund also supports the purchase of water supplies from the San Francisco Public Utilities Commission (SFPUC) and pays the costs of meter reading, billing, and utility-related customer service functions.

Analysis

The major issue impacting the Water Fund is the rising wholesale cost of purchasing water. The SFPUC approved a 38% increase in the wholesale rate in FY 2012. A further increase of 11% is anticipated effective July 1, 2012. Over the next five years, wholesale water rates are expected to increase by nearly 60%, due in large part to the costs of improving the reliability of the regional water system.

Beginning in FY 2013, the Water Fund will support, in part, the proposed new position of Environmental Services Manager to implement City-wide sustainability projects, including water and energy efficiency programs, greenhouse gas reduction efforts, and other programs in support of the Climate Action Plan. This position will replace an outside consultant who has performed work for the City for the past three years. Given the wide range of sustainability programs, some costs associated with this position will be borne by the Wastewater, Recycling, Stormwater and General Funds. The Fund will also support a portion of a proposed new one-half time Associate Civil Engineer position, responsible for technical evaluation and support related to sustainability programs and initiatives.

The City Council approved water rates for both FY 2012 and FY 2013 in July 2011. The second of the two rate adjustments will go into effect on October 1, 2013. Based on average single-family water use of 18 units per billing period (about 220 gallons per day), the bimonthly bill would increase by about 20% in each year. However, water consumption has decreased by about 10 percent in FY 2012, so some customers are seeing a much lower actual percent increase due to conservation. Future rate increases will depend on SFPUC wholesale rates and water consumption patterns; however, the five-year forecast assumes increases of around 14 percent in FYs 2014 and 2015, followed by much lower future annual rate adjustments.

The Water Fund is also impacted by the quantity of water consumption. During the last three years water usage has decreased, both in Hayward and region-wide. While the causes of this decrease are not fully understood, it may be, in part, the result of the economic situation and climatic factors. The Bay Area Water Supply and Conservation Agency reports an overall increase of about 8% among suburban purchasers of SFPUC water; however, Hayward has not yet experienced this return to normal usage. Future projected use assumes a conservative return to FY 2010 levels, and no further increases through the planning period.

Multi-Year Forecast Enterprise Funds

The near-term budget deficits, related in large part to the significant wholesale water rate increases, were anticipated and planned for by developing sufficient fund reserves to reduce the impact to Hayward customers. With appropriate rate adjustments and prudent spending constraints, the annual shortfall will be erased by FY 2015.

Water Maintenance & Operations Fund 621

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Estimated	FY 2013 Adopted	FY 2014 Adopted	FY 2015 Projected	FY 2016 Projected	FY 2017 Projected
Beginning Fund Balance	18,436,424	17,235,673	17,235,673	12,867,904	9,288,459	8,503,296	8,669,400	8,673,100
Program Revenues								
Water Sales	25,863,534	29,000,000	28,000,000	33,200,000	38,500,000	44,300,000	48,100,000	50,100,000
Service Charges	2,887,791	3,600,000	3,600,000	3,900,000	3,900,000	3,900,000	3,900,000	3,900,000
Installation Fees	212,162	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Other Revenues	290,933	260,000	260,000	260,000	260,000	260,000	260,000	260,000
Interest	56,162	218,000	150,000	165,000	115,000	119,000	139,000	156,000
Transfers In	535,545	537,550	537,550	569,275	490,315	489,600	490,300	490,100
Total Revenues	29,846,127	33,865,550	32,797,550	38,344,275	43,515,315	49,318,600	53,139,300	55,156,100
Expenditures								
Personnel	5,516,766	6,228,217	5,485,058	6,091,448	6,246,848	6,496,600	6,756,500	7,026,800
Non-Personnel	7,014,893	7,374,823	7,362,823	7,762,334	7,683,692	7,488,525	7,759,420	6,831,220
Water Purchases	15,435,741	24,100,000	21,200,000	24,800,000	26,600,000	31,500,000	34,900,000	34,900,000
Transfers Out	3,079,478	3,117,438	3,117,438	3,269,938	3,769,938	3,667,400	3,719,700	3,774,500
Total Expenditures	31,046,878	40,820,478	37,165,319	41,923,720	44,300,478	49,152,525	53,135,620	52,532,520
Annual Surplus/(Shortfall)	(1,200,751)	(6,954,928)	(4,367,769)	(3,579,446)	(785,163)	166,075	3,680	2,623,580
Ending Fund Balance	17,235,673	10,280,745	12,867,904	9,288,459	8,503,296	8,669,400	8,673,100	11,296,700

Forecast Assumptions

- Water sales revenue for FY 2013 based on average rate adjustment of 20%, depending on usage, approved by the City Council in July 2011 and effective October 1, 2013. (As discussed above, the actual year-to-year increases for water system customers have been well below 20% given the decrease in water usage in the period.) Planning level rate adjustments of 14% each year in FY 2014 and FY 2015, followed by 3% increase in FYs 2016 and 2017. Actual proposed adjustments beyond FY 2013 will depend on SFPUC wholesale rates and water consumption.
- No increases assumed in other revenue sources.
- Estimated water consumption conservatively assumed to rebound by 7% to the FY 2010 usage level in FY 2013, and then to remain flat through the duration of the planning period.
- Water purchase costs in accordance with most current projections from SFPUC.
- Debt service obligation of \$800,000 annually, of which about 60% is paid from the Water System Capital Improvement Fund and other funds.

WASTEWATER MAINTENANCE & OPERATIONS FUND (611/612)

The Wastewater Maintenance & Operations Enterprise Fund provides funding for the collection, treatment and disposal of wastewater from residential and non-residential sources. This includes operation and maintenance of 325 miles of sanitary sewer pipelines, nine wastewater lift stations, and the Water Pollution Control Facility (WPCF).

The Fund also supports costs associated with the Industrial Pretreatment Program, which performs permitting, inspection and monitoring of industrial wastewater to ensure compliance with all Federal, State and local discharge regulations for protection of the WPCF and the public waters.

Analysis

The major issue impacting the Wastewater Fund is the cost of capital improvements to ensure that Hayward continues to meet all Federal and State wastewater discharge standards, notably repayment of a low-interest \$54 million loan from the State Water Resources Control Board Revolving Fund to pay for Phase I of the WPCF Improvement Project. A portion of the debt service is paid from the Wastewater Capital Improvement Fund.

Beginning in FY 2013, the Wastewater Fund will support a portion of the proposed new Environmental Services Manager position to implement City-wide sustainability projects, including water and energy efficiency programs, greenhouse gas reduction efforts, and other programs in support of the Climate Action Plan. This position will replace an outside consultant who has performed work for the City for the past three years. The Fund will also support, in part, a new one-half time Associate Civil Engineer position, responsible for technical evaluation and support related to sustainability programs and initiatives. Because of the range of responsibilities, some costs of this position will be borne by the Water Fund.

The City Council approved wastewater rates for both FY 2012 and FY 2013 in July 2012, with increases of 3% in each year. The second of the two rate adjustments will go into effect on October 1, 2013. The five-year forecast assumes annual increases of 3% to 4%.

The near-term budget deficits will be addressed through appropriate rate adjustments and prudent spending constraints. The Fund is expected to be out of a deficit situation by FY 2015.

Multi-Year Forecast Enterprise Funds

Forecast

Wastewater Maintenance & Operations Funds 611/612

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Estimated	FY 2013 Adopted	FY 2014 Adopted	FY 2015 Projected	FY 2016 Projected	FY 2017 Projected
Beginning Fund Balance	11,248,886	12,728,957	12,728,957	10,094,890	9,173,472	8,537,399	8,860,400	9,022,800
Program Revenues								
Sewer Service Charges	17,441,600	17,500,000	17,700,000	18,200,000	19,000,000	19,800,000	19,900,000	19,900,000
Sewer Connection Fees	2,304,025	2,000,000	2,000,000	2,000,000	5,000,000	4,000,000	4,000,000	2,000,000
Other Revenues	84,771	96,000	96,000	96,000	96,000	96,000	96,000	96,000
Interest	148,200	123,000	123,000	120,000	115,000	137,000	159,000	180,000
Transfers In	1,794,602	2,032,685	2,032,685	2,030,100	1,948,900	1,948,900	1,950,500	1,951,700
Total Revenues	21,773,198	21,751,685	21,951,685	22,446,100	26,159,900	25,981,900	26,105,500	24,127,700
Expenditures								
Personnel	5,608,603	6,305,057	5,958,593	6,212,377	6,350,954	6,604,900	6,869,000	7,143,700
Non-Personnel	9,620,367	11,123,651	10,840,687	11,244,169	11,534,047	10,835,030	10,833,130	9,571,630
Transfers Out	5,064,157	5,786,472	7,786,472	5,910,972	8,910,972	8,219,000	8,241,000	6,275,000
Total Expenditures	20,293,127	23,215,180	24,585,752	23,367,518	26,795,973	25,658,930	25,943,130	22,990,330
Annual Surplus/(Shortfall)	1,480,071	(1,463,495)	(2,634,067)	(921,418)	(636,073)	322,970	162,370	1,137,370
Ending Fund Balance	12,728,957	11,265,462	10,094,890	9,173,472	8,537,399	8,860,400	9,022,800	10,160,200

Assumptions

- Wastewater service charge revenue for FY 2013 based on average rate adjustment of 3%, approved by the City Council in July 2011 and effective October 1, 2013. Planning level rate adjustments of 3% to 4% in following years.
- No increases assumed in other revenue sources.
- Debt service obligation of about \$4,200,000 annually, of which about 50% is paid from Capital Improvement and Replacement Funds.

Multi-Year Forecast Enterprise Funds

RECYCLING FUND (213/214/215)

The Recycling Fund supports activities related to the City's recycling and waste reduction programs.

Analysis

The major issue impacting the Recycling Fund is the fact that Measure D funds, the primary revenue source, are decreasing. Measure D funds are a direct function of solid waste deposited in landfills; to the extent that City waste diversion and recycling programs are successfully diverting solid waste from landfills, the amount of Measure D revenue decreases. Staff anticipates the annual disbursement of Measure D funds to stabilize after FY 2016. This is causing an annual shortfall in the fund.

There is potential for the City Council to approve an integrated waste management fee to supplement Measure D funds when a new solid waste and recycling services franchise agreement is developed in FY 2017. For planning purposes, \$400,000/year beginning in FY 2017 is projected for this new fee. Actual revenue from this source, if any, will depend on Council's decision about implementing such a fee.

Forecast

Recycling Funds 213/214/215

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Estimated	FY 2013 Adopted	FY 2014 Adopted	FY 2015 Projected	FY 2016 Projected	FY 2017 Projected
Beginning Fund Balance	1,216,455	1,550,190	1,550,190	1,374,782	1,180,052	963,936	704,800	409,600
Program Revenues								
Measure D Funds	460,600	390,000	400,000	380,000	380,000	370,000	360,000	360,000
ACWMA Mitigation Funds	97,140	80,000	100,000	80,000	0	0	0	0
DOC Grant	40,213	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Used Oil Grants/CalRecycle	47,547	50,000	50,000	50,000	40,000	20,000	20,000	20,000
Waste Reduction-Recycling Grants	237,386	0	0	0	0	0	0	0
Schools Recycling Program	27,851	0	0	0	0	0	0	0
Donations (student contest)	3,480	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Interest	5,258	12,000	12,000	16,000	16,000	15,000	13,000	8,000
Integrated Waste Management Fee	0	0	0	0	0	0	0	400,000
Transfers In	0	0	0	0	0	0	0	0
Total Revenues	919,475	574,500	604,500	568,500	478,500	447,500	435,500	830,500
Expenditures								
Personnel	352,934	438,103	365,127	426,318	437,564	454,900	473,000	492,200
Non-Personnel	150,389	921,646	329,653	251,784	171,924	162,600	164,400	166,200
Transfers Out	82,417	85,128	85,128	85,128	85,128	89,100	93,300	97,700
Total Expenditures	585,740	1,444,877	779,908	763,230	694,616	706,600	730,700	756,100
Annual Surplus/(Shortfall)	333,735	(870,377)	(175,408)	(194,730)	(216,116)	(259,100)	(295,200)	74,400
Ending Fund Balance	1,550,190	679,813	1,374,782	1,180,052	963,936	704,800	409,600	484,000

Assumptions

- No assumed Measure D fund increases.
- Potential waste management fee assumed in FY 2017 for planning purposes, with projected annual revenue of \$400,000.

STORMWATER MAINTENANCE & OPERATIONS FUND (601/602)

The Stormwater Maintenance & Operations Enterprise Fund provides funding for the maintenance of the City’s stormwater conveyance system to comply with State and Federal mandates to reduce pollutants in stormwater runoff. The Fund supports street sweeping to remove debris, storm drain cleaning and maintenance, and inspection and abatement activities related to illicit discharges to the storm drain system.

Analysis

The major issue impacting the Stormwater Fund is the fact that the Stormwater fees, which provide the majority of revenues, are characterized as taxes, and, as such, limited to current levels without explicit voter approval. Stormwater fee increases are not expected since a 2/3 majority of voters would need to approve such increases, which is very unlikely. A second source of revenue, street cleaning fees, are assessed to recover costs associated with debris clean-up as a result of garbage collection, and are paid through garbage billings. There is potential for the City Council to consider an increase in this revenue source when a new franchise agreement is developed in FY 2017. For planning purposes, it is assumed that the street cleaning fee revenue would increase by about 20%, beginning in FY 2017, generating an additional \$150,000 annually.

The Fund projects an annual shortfall starting in FY 2014. While there is adequate fund balance to cover the gap in the near term, absent new revenues, the only option to balance the fund in the future will be to either transfer funds from the City’s General Fund or reduce expenses.

Forecast

Stormwater Maintenance & Operations Funds 601/602								
	FY 2011	FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
	Actual	Adopted	Estimated	Adopted	Adopted	Projected	Projected	Projected
Beginning Fund Balance	2,213,361	2,500,812	2,500,812	2,635,301	2,650,706	2,635,521	2,558,300	2,401,600
Program Revenues								
Stormwater Fees	2,011,610	1,950,000	1,990,000	1,990,000	1,990,000	2,000,000	2,000,000	2,010,000
Street Cleaning Fees	686,327	600,000	660,000	666,000	670,000	680,000	690,000	840,000
Inspection Fees	13,873	16,000	16,000	16,000	16,000	16,000	16,000	16,000
Other Revenues	12,259	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Interest	9,815	23,000	23,000	32,000	35,000	42,000	46,000	48,000
Transfers In	0	0	0					
Total Revenues	2,733,884	2,590,000	2,690,000	2,705,000	2,712,000	2,739,000	2,753,000	2,915,000
Expenditures								
Personnel	1,652,617	1,542,347	1,609,347	1,677,522	1,709,172	1,777,500	1,848,600	1,922,300
Non-Personnel	673,193	877,844	821,264	881,573	881,713	896,300	912,400	928,700
Transfers Out	120,623	124,900	124,900	130,500	136,300	142,400	148,700	155,400
Total Expenditures	2,446,433	2,545,091	2,555,511	2,689,595	2,727,185	2,816,200	2,909,700	3,006,400
Annual Surplus/(Shortfall)	287,451	44,909	134,489	15,405	(15,185)	(77,200)	(156,700)	(91,400)
Ending Fund Balance	2,500,812	2,545,721	2,635,301	2,650,706	2,635,521	2,558,300	2,401,600	2,310,200

Forecast Assumptions

- No assumed stormwater fee increases.
- Street cleaning fee increase assumed in FY 2017 for planning purposes, resulting in additional revenue of \$150,000 annually.

Multi-Year Forecast Enterprise Funds

AIRPORT ENTERPRISE FUND (631)

Hayward Executive Airport is a 527 acre public facility under the City's Department of Public Works-Engineering & Transportation. The airport serves as a reliever to the Oakland, San Francisco and San Jose International airports, and has 207 City-owned hangars and 106 tiedown spaces. There are 423 based-aircraft reported in 2012, and the 2011 total operations reported by the FAA is 89,799. The Airport Enterprise Fund provides funding for the operation and maintenance of the airport, including hangar maintenance, pavement rehabilitation, renovation of runway and airfield lighting & markings, a noise abatement program, and the security & safety of the airport.

Analysis

The major issue impacting the Airport Fund is the fact that the economic downturn has greatly affected the aviation industry and aviation-related businesses. This translates to less operations, less fuel flowage commissions collected, slower development of land leases, and a declining demand for hangar and tiedown spaces. However, once the aviation industry rebounds as the economy improves, it will have a positive effect on airport revenue.

The fund maintains a healthy fund balance, yet reflects an annual shortfall. While not yet reflected in the forecast, Hayward anticipates new development at the airport that will translate to additional enterprise fund revenues. The shortfall will be corrected through appropriate rate adjustments, new development, restructuring of landing fees and prudent spending practices.

Forecast

Airport Operating Fund - Fund 631

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Estimated	FY 2013 Adopted	FY 2014 Adopted	FY 2015 Projected	FY 2016 Projected	FY 2017 Projected
Beginning Fund Balance	3,597,048	3,389,311	3,389,311	2,876,679	2,236,115	1,830,662	1,584,513	1,345,074
Program Revenues								
Rents	2,476,296	2,498,582	2,485,430	2,593,014	2,621,090	2,633,483	2,662,116	2,730,675
Commissions	303,835	382,790	366,750	370,000	370,000	370,000	370,000	370,000
Interest	53,598	113,500	91,500	92,598	93,894	95,397	97,114	99,056
Other Revenues	9,298	113,278	11,176	70,950	133,950	212,450	238,450	265,450
Total Revenues	2,843,027	3,108,150	2,954,856	3,126,562	3,218,934	3,311,330	3,367,680	3,465,181
Expenditures								
Personnel	1,110,358	1,249,443	1,192,234	1,216,079	1,240,400	1,265,208	1,290,512	1,316,323
Non-Personnel	494,039	678,232	538,302	554,101	564,883	563,282	567,793	572,279
Transfers Out	1,446,367	1,678,464	1,736,952	1,996,946	1,819,104	1,728,989	1,748,814	1,671,867
Total Expenditures	3,050,764	3,606,139	3,467,488	3,767,126	3,624,387	3,557,479	3,607,119	3,560,469
Annual Surplus/(Shortfall)	-207,737	-497,989	-512,632	-640,564	-405,453	-246,149	-239,439	-95,288
Ending Fund Balance	3,389,311	2,891,322	2,876,679	2,236,115	1,830,662	1,584,513	1,345,074	1,249,786

Assumptions

- Hangar rates increase every other year (biennially) on odd numbered years (e.g. July 2009, July 2011, July 2013). This rate adjustment applies to all hangars and storage spaces, excluding tiedowns. The rate adjustment is based on a seventy-five percent (75%) increase in the Consumer Price Index (CPI) for the San-Francisco-Oakland-San Jose area. A market analysis is conducted every four (4) years to ensure that hangar rates are consistent with the prevailing market rates.
- Land lease rents are adjusted every five years. The increases are alternately based on the Consumer Price Index (CPI) and Fair Market Value (FMV) (e.g. CPI Adjustment: January in the years 2003, 2013, 2023, 2033, 2043 and Market Analysis: January in the years 2008, 2018, 2028, 2038).
- Commissions are collected from fuel flowage and Hayward Area Recreational District (HARD). The commission from fuel flowage is five cents per gallon of petroleum products delivered or an amount equal to 3 percent of the gross receipts, whichever amount is greater. The commission from HARD (for the Skywest Golf Course & Restaurant) is calculated at six percent of the first \$100,000, eight percent of the next \$50,000, and ten percent of all receipts in excess of \$150,000.

Multi-Year Forecast Internal Service Funds

FLEET MAINTENANCE & OPERATIONS FUND (730)

The Fleet Management Division provides for acquisition, operation, maintenance, and repair of the City's 400 vehicles and pieces of equipment. The division is responsible for performing preventative maintenance services, vehicle repairs, and State mandated inspections, complying with all applicable hazardous materials regulations, and providing fuel and associated services to seven fueling stations. Revenue for this program is generated by service fees charged to user departments for the operation, maintenance, repair of vehicles. Funding for new vehicle acquisition is accomplished with a combination of bank loans and City cash resources. It is the intent to lessen the City's reliance of financed equipment purchases (as this comes with the added financing costs).

Forecast

Fleet Operations - Fund 730

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Estimated	FY 2013 Adopted	FY 2014 Adopted	FY 2015 Projected	FY 2016 Projected	FY 2017 Projected
Beginning Fund Balance	\$ 447,376	\$ 761,411	\$ 761,411	\$ 692,627	\$ 756,606	\$ 656,194	\$ 489,191	\$ 374,557
Program Revenues								
Service Rates	\$ 4,521,654	\$ 4,005,404	\$ 4,005,404	\$ 4,107,889	\$ 4,107,889	\$ 4,251,665	\$ 4,400,473	\$ 4,554,490
Other Revenue	\$ 92,321	\$ -	\$ 8,706	\$ -	\$ -	\$ -	\$ -	\$ -
Lease Proceeds	\$ 3,170,082	\$ 814,000	\$ 814,000	\$ 520,000	\$ 900,000	\$ 510,000	\$ 550,000	\$ 1,230,000
Transfers In	\$ 278,250	\$ -	\$ 160,227	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ 8,062,307	\$ 4,819,404	\$ 4,988,337	\$ 4,627,889	\$ 5,007,889	\$ 4,761,665	\$ 4,950,473	\$ 5,784,490
Expenditures								
Staffing	\$ 1,227,753	\$ 1,071,586	\$ 1,179,439	\$ 1,151,003	\$ 1,176,858	\$ 1,235,701	\$ 1,297,486	\$ 1,362,360
Fuel	\$ 885,222	\$ 761,077	\$ 925,000	\$ 950,000	\$ 975,000	\$ 994,500	\$ 1,014,390	\$ 1,034,678
Other Opeartional Expense	\$ 1,024,995	\$ 929,741	\$ 823,199	\$ 832,544	\$ 848,219	\$ 869,183	\$ 890,767	\$ 912,993
Debt Service	\$ 1,289,051	\$ 1,201,324	\$ 1,157,953	\$ 953,833	\$ 1,051,694	\$ 1,158,058	\$ 1,146,402	\$ 1,045,102
Transfer Lease Proceeds to Capital	\$ 3,170,082	\$ 814,000	\$ 815,000	\$ 520,000	\$ 900,000	\$ 510,000	\$ 550,000	\$ 1,230,000
Transfers Out	\$ 151,170	\$ 156,530	\$ 156,530	\$ 156,530	\$ 156,530	\$ 161,226	\$ 166,063	\$ 171,045
Total Expenditures	\$ 7,748,272	\$ 4,934,258	\$ 5,057,120	\$ 4,563,910	\$ 5,108,301	\$ 4,928,668	\$ 5,065,107	\$ 5,756,177
Annual Surplus/(Shortfall)	\$ 314,035	\$ (114,854)	\$ (68,783)	\$ 63,979	\$ (100,412)	\$ (167,003)	\$ (114,634)	\$ 28,313
Ending Fund Balance	\$ 761,411	\$ 646,557	\$ 692,627	\$ 756,606	\$ 656,194	\$ 489,191	\$ 374,557	\$ 402,870

Multi-Year Forecast Internal Service Funds

Assumptions

- A 3.5% growth rate is applied to future fleet service rates starting in FY 2015.
- A 2% growth rate is applied for maintenance and utilities, supplies and services starting in FY 2015.
- A 3% growth rate is applied for General Fund Cost Allocation and Liability Insurance Premium fund transfers starting in FY 2015.
- Fuel has been an increasing cost center for the Fleet Operations fund, increasing 86% between FY 2004 and FY 2011 (\$477K versus \$885K).
- Lease financing has been used to purchase the majority of the City's vehicle and equipment purchases since FY 2005.
 - In FY 2002, the City issued ABAG Lease Revenue Bonds, Series 2001-02, of which part of the proceeds were used to finance the cost of a fire apparatus. The loan matures in FY 2012, reducing fleet debt service obligation starting in FY 2013.
 - In FY 2008, the City entered into a capital lease purchase agreement for acquiring various trucks and public safety vehicles. The loan matures in FY 2013, reducing fleet debt service obligation starting in FY 2014.
 - In FY 2013, the City expects to enter into a lease purchase agreement for acquiring public safety vehicles. The first loan payment for this new debt service will be due in FY 2013.
 - In FY 2014, the City expects to enter into a lease purchase agreement for acquiring public safety vehicles. The first loan payment for this new debt service will be due in FY 2014.
- Fleet vehicle and equipment purchases are presented in the Capital Improvement Program budget in Fund 731 (General Fund) and in Fund 732 (Enterprise Funds). Vehicles and equipment have been purchased using a combination of lease financing and cash.
- Starting in FY 2011, Enterprise funds began vehicle replacement contributions into Fund 732. These cash funds are used to purchase vehicles and equipment for the respective enterprise programs.
- Starting in FY 2013, the General Fund will be transferring funds to Fund 731 to assist in the purchase of vehicles and equipment, in combination with lease financing.

Multi-Year Forecast Internal Service Funds

FACILITIES MAINTENANCE & OPERATIONS FUND (720)

The Facilities Management Division is responsible for City owned, occupied, and leased facilities and structures. These include management of janitorial and burglar alarm services, maintenance and replacement of flooring, management of the City Hall volunteer station, and booking and facilitating the use of City Council Chambers, Rotunda, and City Hall Plaza. The division leases out the Eden Youth Center and Hayward Historical Society buildings.

Facility Management provides for ongoing maintenance of 35 structures, four fountains, and three lighting sites. Maintenance includes electrical and lighting, painting, heating/ventilating/air conditioning, locksmith services, plumbing, appliance repair/installation, furniture repair/refinishing, cabinet and countertop making, and roof repair/replacement. Also included are inspection of 15 City emergency generators and corresponding underground fuel storage tanks, and periodic inspection of fire sprinkler systems in City buildings. Other responsibilities include design/construction services for remodeling to City facilities, and maintenance/repair of the Hayward Amtrak station. Revenue for this program is generated by rental rates charged to user departments for the operation, maintenance, repair, and capital improvements of facilities. Funding for facility capital improvement projects is accomplished by transferring a portion of the annual rental rates to the facilities capital improvement fund.

Forecast summary table

Facilities Operations - Fund 720								
	FY 2011 Actual	FY 2012 Adopted	FY 2012 Estimated	FY 2013 Adopted	FY 2014 Adopted	FY 2015 Projected	FY 2016 Projected	FY 2017 Projected
Beginning Fund Balance	\$ 29,654	\$ (64,491)	\$ (64,491)	\$ 283,769	\$ 271,500	\$ 259,630	\$ 266,633	\$ 274,788
Program Revenues								
Service Fees	\$ 3,150,584	\$ 3,683,708	\$ 3,683,708	\$ 3,462,744	\$ 3,462,744	\$ 3,583,940	\$ 3,709,378	\$ 3,839,206
Building and Rotunda Rental	\$ 88,259	\$ 31,000	\$ 83,881	\$ 50,800	\$ 22,000	\$ 20,000	\$ 20,000	\$ 20,000
Other Income	\$ 1,170	\$ 3,000	\$ 453	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers In	\$ 163,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ 3,240,013	\$ 3,717,708	\$ 3,768,042	\$ 3,513,544	\$ 3,484,744	\$ 3,603,940	\$ 3,729,378	\$ 3,859,206
Expenditures								
Staffing	\$ 1,142,964	\$ 1,086,486	\$ 1,112,038	\$ 1,128,032	\$ 1,153,638	\$ 1,211,320	\$ 1,271,886	\$ 1,335,480
Maintenance	\$ 661,354	\$ 600,000	\$ 670,184	\$ 690,000	\$ 690,000	\$ 703,800	\$ 717,876	\$ 732,234
Utilities	\$ 778,948	\$ 848,814	\$ 864,979	\$ 779,800	\$ 793,300	\$ 809,166	\$ 825,349	\$ 841,856
Other Operational Expense	\$ 550,683	\$ 554,675	\$ 552,711	\$ 628,111	\$ 539,806	\$ 548,585	\$ 557,723	\$ 567,122
CIP Project Funding	\$ 65,000	\$ 80,000	\$ 80,000	\$ 160,000	\$ 180,000	\$ 180,000	\$ 200,000	\$ 225,000
Transfers Out	\$ 135,209	\$ 139,870	\$ 139,870	\$ 139,870	\$ 139,870	\$ 144,066	\$ 148,388	\$ 152,840
Total Expenditures	\$ 3,334,158	\$ 3,309,845	\$ 3,419,782	\$ 3,525,813	\$ 3,496,614	\$ 3,596,937	\$ 3,721,223	\$ 3,854,531
Annual Surplus/(Shortfall)	\$ (94,145)	\$ 407,863	\$ 348,260	\$ (12,269)	\$ (11,870)	\$ 7,003	\$ 8,155	\$ 4,675
Ending Fund Balance	\$ (64,491)	\$ 343,372	\$ 283,769	\$ 271,500	\$ 259,630	\$ 266,633	\$ 274,788	\$ 279,463

Assumptions

- A 3.5% growth rate is applied to future facilities service rates starting in FY 2015.
- A 5% growth rate is applied to future staffing related costs starting in FY 2015.
- A 2% growth rate is applied for maintenance and utilities, supplies and services starting in FY 2015.
- A 3% growth rate is applied for General Fund Cost Allocation and Liability Insurance Premium fund transfers starting in FY 2015.
- In FY 2012, CEC (California Energy Commission) approved a loan to provide financing to install solar photovoltaic panels and upgraded lighting systems at various city facilities. In FY 2013, the City will begin to see the energy savings via reduced utility payments, and use that cost saving to pay related debt service.
- In FY 2002, the City issued ABAG Lease Revenue Bonds, Series 2001-02, of which part of the proceeds were used to finance the cost of building energy retrofiting. The loan matures in FY 2013, reducing facilities debt service obligation starting in FY 2014.
- Starting in FY 2011, the facilities internal service fund began self-funding its capital improvement projects through its facilities service rates. Facilities capital improvement projects are presented in the Capital Improvement Program budget in Fund 721. A decrease in service rates in FY 2013 will constrain the facilities program ability to complete future facilities capital projects.

INFORMATION TECHNOLOGY FUND (725)

The Information Technology Internal Service Fund supports the operations of the Information Technology Department. The Department implements technology initiatives that are consistent with the strategic goals and resources of the City. The Fund supports operations for a citywide, comprehensive management information system, the City’s Public Safety CAD/RMS system and related mobile computing environment, the development process tracking system and the City’s financial database. This includes managing and maintaining the citywide network and server infrastructure, supporting the citywide VOIP telephone system, and administering Public-Educational-Government cable television programming. Funding is generated primarily through internal service charges collected from all city departments.

Analysis

As technology advances, the demands on the Information Technology Department and its supporting enterprise funds increase. Major capital expenses are funded through the Information Technology CIP Fund (Fund 726) – which derives funding from transfers from the Information Technology Fund and transfers from the General Fund.

Forecast

Information Technology Fund 725

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Estimated	FY 2013 Adopted	FY 2014 Adopted	FY 2015 Projected	FY 2016 Projected	FY 2017 Projected
Beginning Fund Balance	469,671	635,461	635,461	570,338	535,778	504,409	509,527	545,941
Program Revenues								
Information Technology Fee	4,072,640	3,533,604	3,533,604	3,633,720	3,663,680	3,973,590	4,122,600	4,235,972
CAD/RMS Debt Svc Reimb-GF	467,485	412,977	412,977	405,248	397,773	397,773	397,773	
Information Technology Capital Fee						200,000	204,000	208,080
PEG Revenue	226,697	220,000	220,000	220,000	220,000	220,000	220,000	220,000
Other Revenue	33,039		32,000	32,000	32,000	32,000	32,000	32,000
Fund Interest	-6,339	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Total Revenues	4,793,522	4,172,581	4,204,581	4,296,968	4,319,453	4,829,363	4,982,373	4,702,052
Expenditures								
Personnel	2,209,751	2,120,239	2,120,239	2,212,795	2,259,554	2,327,341	2,397,161	2,469,076
Non-Personnel	2,236,612	1,961,585	1,961,585	1,930,853	1,903,388	2,103,388	2,145,477	1,782,452
Transfers Out	181,369	187,880	187,880	187,880	187,880	393,516	403,322	413,382
Total Expenditures	4,627,732	4,269,704	4,269,704	4,331,528	4,350,822	4,824,245	4,945,959	4,664,909
Annual Surplus/(Shortfall)	165,790	-97,123	-65,123	-34,560	-31,369	5,118	36,414	37,142
Ending Fund Balance	635,461	538,338	570,338	535,778	504,409	509,527	545,941	583,083

Assumptions

- Fee increase in FY 2015 due to ERP software maintenance expense and capital transfer
- Expenditure and fee decrease in FY 2017 due to maturity of CAD/RMS system debt service
- Minimal use of fund balance over next two fiscal years

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COMMUNITY DEVELOPMENT BLOCK GRANT FUND (225)

The Community Development Block Grant (CDBG) Program consists of an annual federal grant that provides funding for services and projects that benefit primarily low-income residents. This fund supports several City-operated activities, including the Housing Rehabilitation Program, the Small Business Revolving Loan Program, and the Acquisition of the Matt Jimenez Community Center. Fifteen percent of available funding is allocated to nonprofit agencies that provide housing-related services for low-income people (e.g., homeless shelter and fair housing services). A portion of the fund pays for administration of the grant, including federal environmental review, contracting, labor standards enforcement, and federal reporting.

Analysis

In FY 2013 the declining trend in the size of the City’s grant continues, due in part to a cut in the federal budget, and in part to an incremental reduction in the percentage of Hayward residents who are subsisting at or below the poverty level, as reflected in the 2010 US Census. This was anticipated however, and although the grant’s size has declined by 37% since FY 2011, Council’s allocations for FY 2013 maintain an emphasis on activities that generate a measure of program income (e.g., the Housing Rehabilitation and Small Business Revolving Loan Programs), substantially leverage funds (e.g., the HARD Senior Center Kitchen Rehabilitation Project), and support safety net services for the City’s lowest-income residents.

Administratively, the City has adapted to reduced funding by implementing a web-based application and reporting system for non-profit sub-recipients, incorporating the previous discrete Social Services and CDBG funding processes into a single process, and integrating two (Human Services and Citizens Advisory) Commissions into one Community Services Commission. These refinements were initiated due to marked reductions in the amount of funding available to support administrative staffing and have reduced expenditures as intended, however they have also produced a more cohesive, focused system for managing service delivery in support of low-income Hayward residents.

Community Development Block Grant - Funds 223/225/227/229/231

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Estimated	FY 2013 Adopted	FY 2014 Adopted	FY 2015 Projected	FY 2016 Projected	FY 2017 Projected
Beginning Fund Balance	1,797,075	865,340	1,047,399	841,079	588,138	418,779	0	0
Program Revenues								
Revenue Source Grant	1,201,712	2,043,128	2,428,865	1,239,289	1,239,289	1,239,289	1,239,289	1,239,289
Revenue Source Loan Payments	401,209	316,924	327,000	371,930	396,930	300,000	300,000	300,000
Transfers In	0	0	0	0	0	0	0	0
Total Revenues	1,602,921	2,360,052	2,755,865	1,611,219	1,636,219	1,539,289	1,539,289	1,539,289
Expenditures								
Personnel	686,655	753,931	661,499	429,580	440,879	504,580	504,580	504,580
Non-Personnel	1,782,156	2,319,106	2,232,565	1,374,847	1,304,966	1,392,561	973,172	971,941
Transfers Out	65,847	68,121	68,121	59,733	59,733	60,928	61,537	62,768
Total Expenditures	2,534,658	3,141,158	2,962,185	1,864,160	1,805,578	1,958,068	1,539,289	1,539,289
Annual Surplus/(Shortfall)	-931,737	-781,106	-206,320	-252,941	-169,359	-418,779	0	0
Ending Fund Balance	865,338	84,234	841,079	588,138	418,779	0	0	0

Multi-Year Forecast Community Services Funds

Assumptions

As an “entitlement” grantee, the City will continue to receive an annual CDBG grant, although its size will be determined by federal budget allocations to the CDBG program, which could be affected by the country’s overall economy, as well as the outcome of the upcoming Presidential election. Consequently, no increase or decrease in the size of the grant is projected in FY 2014.

City of Hayward Staffing Summary

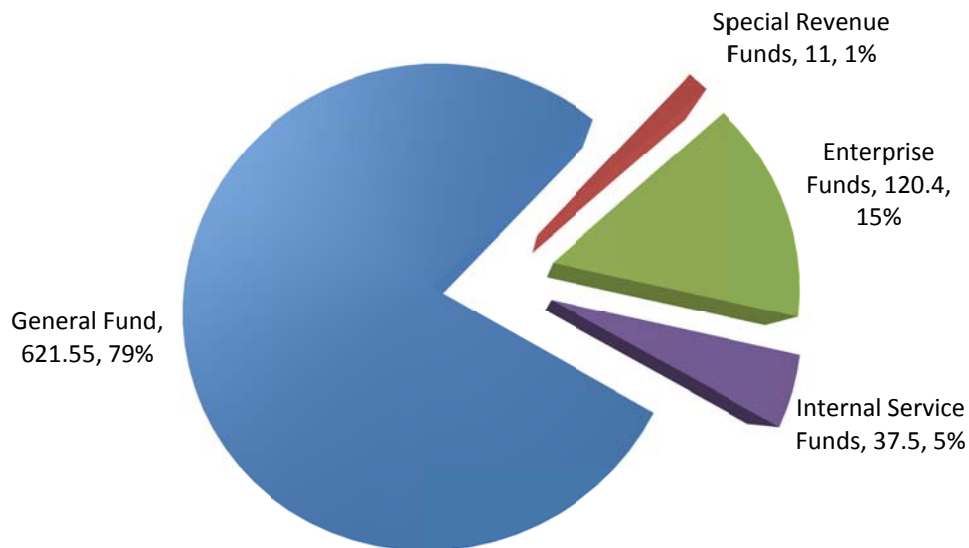
Citywide Staffing

FY 2013 & FY 2014 Citywide staffing totals 790.45 FTE.

The Staffing Summary Section provides an overview of City of Hayward staffing. In department sections, staffing schedules are presented by individual fund.

Starting in FY 2013, adopted budget includes a total of 790.45 full time equivalent (FTE) positions. The majority of City staffing (79% or 621.55 FTE) is funded in the General Fund. For FY 2013 & FY 2014, a net citywide increase of 5.1 FTE positions is included (when comparing the change from FY 2012 Adopted to FY 2013 & FY 2014 Adopted). The change includes a net increase of 4.95 FTE positions in the General Fund, a net decrease of 1.00 FTE in Special Revenue Funds, and a net increase of .15 FTE in Enterprise Funds.

FY 2013 & FY 2014 Citywide Staffing
By Fund



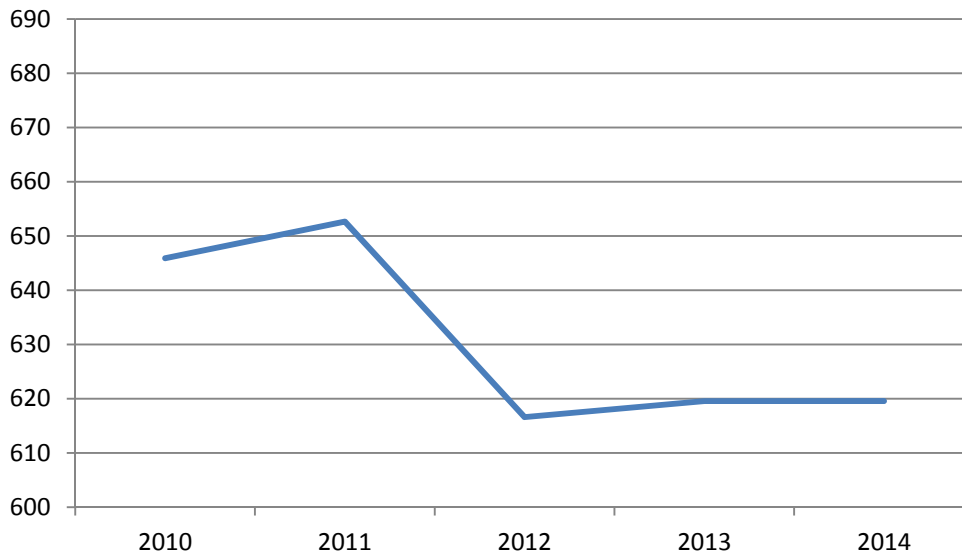
City of Hayward Staffing Summary

General Fund

FY 2013 & FY 2014 General Fund staffing totals 621.55 FTE.

Starting in FY 2013, a net increase of 4.95 FTE positions is included (when comparing the change from FY 2012 Adopted to FY 2013 & FY 2014 Adopted). The increase of 2.95 FTE positions is a result of a combination of a number of department reorganizations and restructuring.

General Fund Staffing
FY 2013 & FY 2014 - 621.55 FTE



City of Hayward Staffing Summary

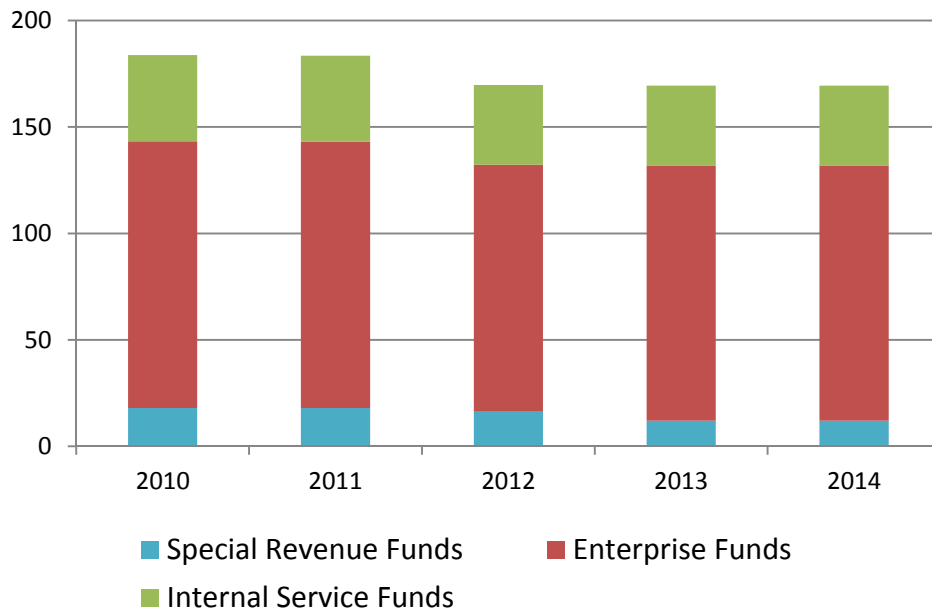
Non-General Fund Staffing Totals

FY 2013 & FY 2014 Non-General Fund staffing totals 168.9 FTE.

Staffing outside of the General Fund falls into three different funding groups. The funding groups include Internal Service, Enterprise and Special Revenue.

Starting in FY 2013, a net decrease of .85 FTE is included (when comparing the change from FY 2012 Adopted to FY 2013 & FY 2014 Adopted). The decrease of .85 FTE is a result of a combination of a number of department reorganizations and restructuring.

Non-General Fund Staffing *FY 2013- 168.9 FTE*



Citywide Staffing Summary - By Fund						
		Adjusted 2010	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014
General Fund						
100	General Fund ¹	645.9	652.65	616.6	621.55	621.55
Special Revenue Funds						
215	Recycling Fund	4	4	3	3	3
223	Housing Revolving Loan Program	2	2	2	2	2
225	Community & Economic Dev Block Grant Fund ²	2	2	2.25	2	2
227	Small Business Loan Delivery ³	1	1	1	0	0
241	Housing Authority ⁴	0	0	3	0	0
245	Housing Mortgage Bond Fund	1	1	1	1	1
246	Paratransit Fund	1	1	1	1	1
451	Redevelopment Agency Operating Fund ⁵	4	4	3	0	0
452	Low & Moderate Housing Fund	3	3	0	0	0
470	Redevelopment Successor Agency ⁶	0	0	0	2	2
		18	18	16.25	11	11
Enterprise Funds						
602	Stormwater Operating Fund	11	10	9	9	9
612	Wastewater Operating Fund ⁷	44.5	44.5	40.5	42	42
621	Water Operating Fund ⁸	59.25	60	56	58.4	58.4
631	Airport Operating Fund ⁹	10.5	10.5	10.5	11	11
660	Centennial Hall Operating Fund	0	0	0	0	0
		125.25	125	116	120.4	120.4
Internal Service Funds						
710	Workers' Compensation Fund	2	2	2	2	2
711	Risk Management Fund	3	3	3	3	3
720	Facilities Management Fund	9	9	8	8	8
725	Information Technology Fund	16.5	16.5	15.5	15.5	15.5
730	Fleet Management	10	10	9	9	9
		40.5	40.5	37.5	37.5	37.5
		829.65	836.15	786.35	790.45	790.45

Staffing Changes to Proposed FY 2013:

1. Increase - 4.95 FTE in General Fund.
2. Decrease - 0.25 FTE in Community & Economic Dev Block Grant Fund.
3. Decrease - 1.0 FTE in Small Business Loan Delivery.
4. Decrease - 3.0 FTE in Housing Authority.
5. Decrease - 3.0 FTE in Redevelopment Agency Operating Fund.
6. Increase - 2.0 FTE in Redevelopment Successor Agency.
7. Increase - 1.5 FTE in Wastewater Operating Fund.
8. Increase - 2.4 FTE in Water Operating Fund.
9. Increase - 0.5 FTE in Airport Operating Fund.

Citywide Staffing Summary By Department - All Funds

	Adjusted 2010	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014
SUMMARY BY DEPARTMENT - ALL FUNDS					
City Attorney Department	9	9	8	8	8
City Clerk Department	3.5	4	4	4	4
City Council & Mayor Department	8	8	8	8	8
City Manager Department ¹	22	22	20	22	22
Development Services Department ²	38.5	38.5	33.25	30	30
Finance Department ³	25.5	26.25	25.5	27.4	27.4
Fire Department	136	134.5	133.5	133.5	133.5
Human Resources Department ⁴	8	8.75	8	9	9
Information Technology	16.5	16.5	15.5	15.5	15.5
Library & Community Services Department ⁵	43.45	43.45	39.1	38.55	38.55
Maintenance Services Department	60	59	53	53	53
Police Department	310.7	317.7	303.00	303.00	303.00
Public Works Department ⁶	148.5	148.5	135.5	0	0
Public Works - Engineering & Transportation ⁶	0	0	0	43	43
Public Works - Utilities & Environmental Services ⁶	0	0	0	95.5	95.5
	829.65	738.65	786.35	790.45	790.45

Staffing Changes to Proposed FY 2013:

1. Increase - 2.0 FTE City Manager Department.
2. Decrease - 3.25 FTE Development Services Department.
3. Increase - 1.9 FTE Finance Department.
4. Increase - 1.0 FTE Human Resources Department.
5. Decrease - .55 FTE Library & Community Services Department.
6. Divide Public Works into Two Departments - Net Increase .50 FTE.
7. Increase - 2.5 FTE Public Works Engineering & Transportation Department.



Department Staffing Summary - All Funds					
	Adopted 2010	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014
CITY ATTORNEY DEPARTMENT					
City Attorney	1	1	1	1	1
Assistant City Attorney	5	5	4	4	4
Deputy City Attorney II	0	0	1	1	1
Legal Secretary I/II	3	3	2	2	2
	9	9	8	8	8
CITY CLERK DEPARTMENT					
City Clerk	1	1	1	1	1
Deputy City Clerk	1	1	1	1	1
Senior Secretary	1.5	2	2	2	2
	3.5	4	4	4	4
CITY COUNCIL & MAYOR DEPARTMENT					
Mayor	1	1	1	1	1
City Council	6	6	6	6	6
Executive Assistant	0	0	0	1	1
Administrative Secretary (Conf)	1	1	0	0	0
HR Administrative Secretary	0	0	1	0	0
	8	8	8	8	8
CITY MANAGER DEPARTMENT					
City Manager	1	1	1	1	1
Assistant City Manager	1	1	1	1	1
Redevelopment Director	1	1	1	0	0
Neighborhood Development Manager	1	1	1	1	1
Economic Development Manager	1	1	1	1	1
Housing Manager	1	1	1	0	0
Redevelopment Project Manager	2	2	1	1	1
Economic Development Coordinator	1	1	1	1	1
Neighborhood Partnership Manager	1	1	1	1	1
Community Preservation Supervisor	0	1	1	0	0
Code Enforcement Supervisor	0	0	0	1	1
Housing Development Specialist	1	1	1	1	1
Senior Community Preservation Supervisor	1	0	0	0	0
Community & Media Relations Officer	0	0	0	1	1
Executive Assistant	1	1	1	1	1
Community Preservation Inspector	5	5	4	4	4
Community Programs Specialist	1	1	1	0	0
Housing Inspector	0	0	0	3	3



Department Staffing Summary - All Funds					
	Adopted 2010	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014
Senior Secretary	1	1	1	1	1
Secretary	2	2	2	1	1
Administrative Clerk I	0	0	0	1	1
Management Fellow	0	0	0	1	1
	22	22	20	22	22
DEVELOPMENT SERVICES DEPARTMENT					
Development Services Director	1	1	1	1	1
City Building Official	1	1	1	1	1
Planning Manager	1	1	1	1	1
Landscape Architect	0	0	1	1	1
Development Review Engineer	1	1	1	1	1
Supervising Building Inspector	1	1	0	0	0
Supervising Housing Inspector	0	1	1	0	0
Plan Checking Engineer	1	1	1	1	1
Senior Planner	2	2	2	2	2
Associate Planner	3	3	3	3	3
Senior Plan Checker	0	1	1	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	0.75	0	0
Plan Checker	3	2	2	2	2
Senior Housing Inspector	1	0	0	0	0
Development Review Specialist	1	1	0	0	0
Building Inspector	4	4	3	3	3
Housing Inspector	3	3	2	0	0
Senior Permit Technician	1	1	1	1	1
Administrative Secretary	1	1	1	1	1
Graphics/Planning Illustrator	0.5	0.5	0.5	1	1
Permit Technician	2	3	4	4	4
Senior Secretary	2	2	1	1	1
Secretary	2	2	2	2	2
Administrative Clerk II	3	2	0	0	0
	38.5	38.5	33.25	30	30
FINANCE DEPARTMENT					
Director Of Finance	1	1	1	1	1
Finance Operations Manager	0	1	0	0	0
Purchasing & Services Manager	1	1	1	1	1
Accounting Manager	1	0	1	1	1
Budget Officer	1	1	1	0	0
Finance Analyst	0	0	0	2	2



Department Staffing Summary - All Funds					
	Adopted 2010	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014
Revenue Manager	1	0	0	0	0
Revenue Officer	0	1	0	0	0
Finance Supervisor	0	0	1	1	1
Senior Accountant	1	1	1	1	1
Administrative Analyst II	1	0	0	0	0
Senior Accounting Technician	3	5	3	3	3
Administrative Secretary	1	1	1	0	0
Finance Technician	0	0	0	1	1
Accounting Technician	2	1	3	3	3
Purchasing Assistant	1	1	0	0	0
Purchasing Technician	0	0	1	1	1
Senior Account Clerk	3	2	2	2	2
Senior Customer Account Clerk	3	3	3	3	3
Customer Account Clerk	4.5	6.25	5.5	6	6
Mail & Purchasing Clerk	1	1	1	1	1
Administrative Clerk I	0	0	0	0.4	0.4
	25.5	26.25	25.5	27.4	27.4
FIRE DEPARTMENT					
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	0	1	1	1	1
Staff Fire Captain	4	2	2	2	2
Hazardous Materials Program Coordinator	1	1	1	1	1
Fire Protection Engineer	0	1	1	1	1
Emergency Medical Services Coordinator	1	1	1	1	1
Battalion Chief (56 Hr)	3	6	6	6	6
Fire Prevention Inspector	4	2	2	2	2
Administrative Analyst III	1	1	1	1	1
Hazardous Materials Investigator	2	2	2	2	2
Fire Captain (56 Hr)	33	33	33	33	33
Apparatus Operator (56 Hr)	33	33	33	33	33
Firefighter (56 Hr)	43	41	41	41	41
Fire Services Supervisor	0	0	0	1	1
Administrative Secretary	1	1	1	0	0
Fire Technician I/II	0	0	0	3	3
Permit Technician	1	2	2	0	0
Senior Secretary	1	1	1	0	0
Secretary	1	1	1	0	0
Administrative Clerk I/II	1	1	0	1	1
Mail Clerk	1	0.5	0.5	0.5	0.5
	135	134.5	133.5	133.5	133.5



Department Staffing Summary - All Funds					
	Adopted 2010	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014
HUMAN RESOURCES DEPARTMENT					
Human Resources Director	1	1	1	1	1
Human Resources Manager	0	1	1	1	1
Employee Benefits Administrator	1	1	0	0	0
Senior Human Resources Analyst	1	0	0	0	0
Human Resources Analyst I/II	3	3	4	4	4
Human Resources Administrative Secretary	1	1	0	1	1
Human Resources Technician	1	1.75	2	2	2
	8	8.75	8	9	9
INFORMATION TECHNOLOGY DEPARTMENT					
Information Technology Director	1	1	1	1	1
Information Systems Manager	1	1	1	1	1
Data & Systems Coordinator	1	1	1	1	1
Network Systems Specialist	1	2	1	1	1
Geographic Info Systems Coordinator	1	1	1	1	1
Programmer Analyst	3	2	2	2	2
Web Specialist	1	1	1	1	1
Network/Microsystem Specialist	4	4	4	3	3
IT Analyst I/II	0	0	0	1	1
Senior Information Systems Support Tech	0	0	0	0	0
Administrative Secretary	0	1	1	1	1
Information Systems Support Technician	0	0	0	0	0
Computer Operator	0	0	0	0	0
Audio Video Specialist	0	1	1	1	1
Secretary (Conf)	1	0	0	0	0
Data Systems Operator	1	1	1	1	1
Technical Assistant	0.5	0.5	0.5	0	0
Video Assistant	0	0	0	0.5	0.5
	15.5	16.5	15.5	15.5	15.5
LIBRARY & COMMUNITY SERVICES DEPARTMENT					
Library & Neighborhood Services Director	1	0	0	0	0
Library & Community Services Director	0	1	1	1	1
Social Services Planning Manager	1	1	1	1	1
Senior Property Rehabilitation Specialist	1	1	1	1	1
Administrative Analyst II	0	0	0.25	2	2
Property Rehabilitation Specialist	1	0	0	0	0
Library Operations Manager	1	1	1	1	1
Supervising Librarian I	4	4	3	3	3
Paratransit Coordinator	1	1	1	0	0
Community Programs Specialist	1	1	1	0	0



Department Staffing Summary - All Funds					
	Adopted 2010	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014
Administrative Secretary	1	1	1	1	1
Information Systems Support Technician	1	1	1	1	1
Librarian I	8	8	6.5	6.5	6.5
Literacy Program Coordinator	1	1	1	1	1
Educational Services Coordinator	0	0	0	1	1
Lead Library Assistant	3	3	2	1	1
Secretary	1	1	1	1	1
Senior Library Assistant	3	3	3	3	3
Library Assistant	8	8	7.5	7.5	7.5
Administrative Clerk I	0.25	0.25	0.25	0.25	0.25
Senior Library Page	3	3	2.4	2.4	2.4
Library Page	4.2	4.2	4.2	3.9	3.9
	44.45	43.45	39.1	38.55	38.55
MAINTENANCE SERVICES DEPARTMENT					
Director Of Maintenance Services	1	1	1	1	1
Equipment Manager	1	1	0	0	0
Facilities & Building Manager	1	1	1	1	1
Landscape Maintenance Manager	1	1	0	0	0
Fleet Management Supervisor	0	0	1	1	1
Streets Maintenance Supervisor	1	1	1	1	1
Landscape Maintenance Supervisor	0	0	1	1	1
Administrative Analyst I/II	2	2	2	2	2
Electrician I/II	1	1	1	1	1
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	7	7	6	6	6
Administrative Secretary	1	1	1	1	1
Lead Sweeper Equipment Operator	0	1	0	0	0
Senior Sweeper Equipment Operator	0	0	1	1	1
Facilities Painter I	1	1	1	1	1
Tree Trimmer	3	3	3	2	2
Maintenance Leader	2	2	2	2	2
Groundskeeper II	3	3	2	3	3
Senior Secretary	1	1	1	1	1
Sweeper Equipment Operator	5	3	4	4	4
Maintenance Worker/Laborer	8	9	6	6	6
Equipment Parts Storekeeper	1	1	1	1	1
Storekeeper - Expediter	1	1	0	0	0
Groundskeeper I/Laborer	12	12	10	10	10
Facilities Service Worker II	1	1	1	1	1
Secretary	0	0	1	1	1
	59	59	53	53	53



Department Staffing Summary - All Funds					
	Adopted 2010	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014
POLICE DEPARTMENT					
Chief Of Police	1	1	1	1	1
Police Captain	2	2	2	2	2
Operations Support Services Manager	1	1	1	1	1
Police Lieutenant	11	11	11	11	11
Youth & Family Services Administrator	1	1	1	1	1
Police Sergeant	24	25	25	25	25
Inspector	13	13	12	10	10
Police Officer	140	149	142.5	142	142
Counseling Supervisor	2	2	1	1	1
Administrative Analyst III	2	2	2	1	1
Crime Analyst	0	0	0	1	1
Police Programs Analyst I/II	0	0	0	1	1
Animal Services Administrator	1	1	1	1	1
Communications Administrator	1	1	1	1	1
Jail Administrator	1	1	0	0	0
Records Administrator	1	1	1	1	1
Property/Evidence Administrator	0	1	1	1	1
Property & Evidence Supervisor	1	1	1	1	1
Administrative Analyst II	0	0	0	0	0
Communications Supervisor	4	4	4	4	4
Family Counselor I	8	8	8	8	8
Jail Supervisor	4	4	4	4	4
Police Records Supervisor	0	0	0	0	0
Communications Operator	14.5	18.5	18.5	19	19
Crime Prevention Supervisor	1	1	0	0	0
Administrative Secretary	2	2	2	2	2
Animal Services Supervisor	1	1	1	1	1
Records Supervisor	3	3	3	3	3
Crime Scene Technician	4	4	4	4	4
Community Service Officer	22	19	20	21	21
Crime Prevention Specialist	2	2	2	2	2
Property Technician	0	3	2	2	2
Animal Control Officer	1	1	1	1	1
Secretary	3	3	3	3	3
Police Records Clerk II	19	19	17	17	17
Animal Shelter Supervisor	2	2	2	2	2
Animal Care Attendant	7	9	8	8	8
Traffic Safety Assistant	1.2	1.2	0	0	0
	300.7	317.7	303.00	303.00	303.00
PUBLIC WORKS DEPARTMENT - ENGINEERING & TRANSPORTATION					
Director Of Public Works	1	1	1	1	1
Deputy Director Of Public Works	1	1	1	0	0



Department Staffing Summary - All Funds					
	Adopted 2010	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014
Assistant City Engineer	1	1	1	1	1
Airport Manager	1	1	1	1	1
Transportation Manager	1	1	1	1	1
Senior Civil Engineer	1	1	1	1	1
Senior Transportation Engineer	0	0	0	1	1
Supervising Construction Inspector	1	1	1	1	1
Airport Operations Manager	1	1	1	1	1
Assoc Civil Engineer/Assist Civil Engineer	11	11	11	9	9
Assoc Transportation Engineer	2	2	1	1	1
Senior Construction Inspector	0	2	2	2	2
Administrative Analyst I/II	3	3	3	2	2
Assistant Transportation Engineer	1	1	1	1	1
Surveyor	1	1	1	1	1
Construction Inspector	6	4	3	3	3
Engineering Technician	4	4	4	4	4
Traffic Signal Technician	0	0	0	1	1
Senior Airport Maintenance Worker	1	1	1	1	1
Senior Secretary	4	4	5	3	3
Airport Maintenance Worker	3	4	4	4	4
Secretary	5	5	5	2	2
Noise Abatement Analyst	0	0	0.5	1	1
	49	50	49.5	43	43
PUBLIC WORKS DEPARTMENT - UTILITIES & ENVIRONMENTAL SERVICES					
Director Of Public Works	1	1	1	1	1
Deputy Director Of Public Works	1	1	1	0	0
Utilities Superintendent	1	1	1	0	0
Water Pollution Control Facility (WPCF) Manager	1	1	1	1	1
Utilities Operations & Maintenance Manager	1	1	1	1	1
WPCF Operations & Maintenance Manager	1	1	0	0	0
Environmental Services Manager	0	0	0	1	1
Senior Utilities Engineer	2	2	2	2	2
Survey Engineer	1	1	0	0	0
Utilities Maintenance Supervisor	1	1	1	0	0
Utilities Operations & Maintenance Supervisor	0	0	0	1	1
Utilities Field Services Supervisor	0	0	0	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 Administrator	1	1	1	1	1
Assoc Civil Engineer/Assist Civil Engineer	11	11	11	2.5	2.5
Administrative Analyst III	1	1	1	1	1
Solid Waste Manager	1	1	1	1	1
Administrative Analyst I/II	3	3	3	1	1
Electrician I/II	5	5	5	5	5



Department Staffing Summary - All Funds					
	Adopted 2010	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014
Senior Water Pollution Source Control Inspector	1	1	1	1	1
Senior Utility Leader	2	2	2	2	2
Water Pollution Source Control Inspector	5	5	3	3	3
WPCF Lead Operator	6	6	6	6	6
Senior Utility Customer Service Leader	1	1	1	1	1
Senior Utility Service Representative	1	1	1	1	1
Recycling Specialist	1	1	1	1	1
Utilities Maintenance Mechanic	9	9	9	9	9
Laboratory Technician	3	3	2	2	2
WPCF Operator	6	6	5	5	5
Utility Leader	5	5	5	5	5
Administrative Secretary	3	3	2	2	2
Cross Connection Control Specialist	1	1	1	1	1
Water Meter Mechanic	3	3	3	3	3
Equipment Operator	3	3	3	3	3
Utilities Service Worker	2	2	2	2	2
Utility Worker	18	18	15	15	15
Senior Secretary	4	4	5	2	2
Maintenance Worker	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	5	5	5	3	3
Administrative Intern	1.5	1.5	0	0	0
Technical Intern	0.5	0.5	0.5	0.5	0.5
	121.5	121.5	111	95.5	95.5

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Department Overview

The City Attorney's Department serves as corporate counsel and legal adviser to the City Council, City Manager, and staff in their official capacities, and advisory bodies such as the Planning Commission. The advice and representation is provided within a highly ethical and principled environment.

Division/Program Summary

Legal Services Program

The Legal Services Program is responsible for: 1) Timely and accurate legal advice on transactional matters; 2) Attendance at policy-making meetings, including City Council and Planning Commission; 3) Prompt and courteous customer service for community residents; and 4) Aggressive representation in court and administrative forums.

Performance Measures

- Provides timely and efficient responses to client inquiries
- 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

The Rent Review Program is responsible for: 1) Administration of the City's two rent control ordinances: one covering houses/apartments and the other covering mobile home spaces, including determinations regarding rental unit fee requirements; 2) Coordination of the mediation and arbitration dispute process and response to inquiries; and 3) Representation in litigation concerning the ordinances.

Performance Measures

- 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

Risk Management and Liability Insurance

The Risk Management and Liability Insurance Division is responsible for: 1) Reduction or elimination of risks and hazards associated with City activities and projects; 2) Management of the City's liability Insurance program; and 3) Procurement of the City's general liability, property, auto, and fiduciary insurance coverages.

Performance Measures

- Takes responsibility for identifying and managing risk reduction strategies
- Seeks competitive insurance coverages for all City operations through active involvement with joint powers authority
- Tracks information associated with City's general liability, property insurance, and claim costs

FY 2012 Department Performance/Accomplishments

1. Continued efforts to handle litigation in-house and reduce reliance on outside counsel, including successful defense or settlement of litigation with significant exposure.
2. Closed or resolved 109 claims, with only 33 claims resulting in payment of City funds.
3. Closed or resolved eight lawsuits, including four cases in which the City prevailed on the merits of the action.
4. Actively assisted in Community Preservation and code compliance programs.
5. Administered the City's rent stabilization ordinances.
6. Monitored and apprised clients of changes in state law regarding public meetings and conflicts of interest.
7. Advised the City Clerk on election issues.
8. Provided periodic training to City departments on legal issues as needed.
9. Engaged in targeted neighborhood nuisance abatement program ('SMASH'), along with other key City departments.
10. Facilitated responses to over 100 Public Records Act requests.

FY 2013 & FY 2014 Core Service Objectives/Goals

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

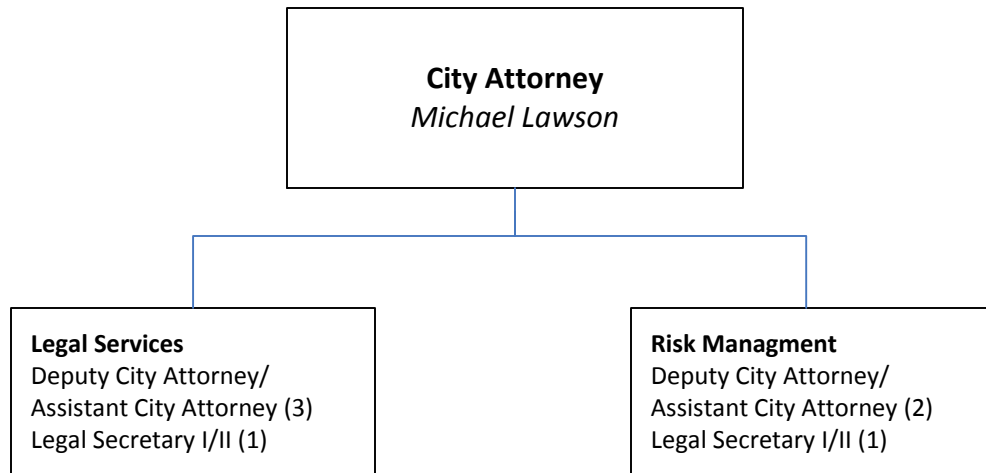
3. Assist the City Clerk in providing direction and advice on election issues.
4. Monitor and apprise Council and City staff of any changes in State law regarding public meetings and conflicts of interest.
5. Manage, evaluate, and settle claims, as necessary and appropriate.
6. Provide legal counsel to Planning Commission and other advisory bodies, as necessary and appropriate.
7. Deploy departmental assets to support City Council priorities.

Significant Changes Planned for FY 2013 & FY 2014

The proposed budget includes reductions in Supplies and Services in the General Fund Legal Services program and Risk Management program. As a consequence, the City Attorney's Office will continue its prudent use of outside counsel costs and careful management of claims and litigation-related costs. As to the use of outside counsel, the Office will rely on staff attorneys wherever possible, and will use outside counsel only where particular expertise is needed and is in the best interest of the City. As to claims and litigation, there have been consistent reductions in expenditures in these categories over the last five years, and continued reductions are not unreasonable.

**FY 2013 & FY 2014 STAFFING
8.0 FTE**

Office of the City Attorney



City Attorney Staffing Summary					
	Adopted 2010	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014
General Fund (100)					
City Attorney	1	1	1	1	1
Assistant City Attorney ¹	3	3	2	3	3
Deputy City Attorney II ¹	0	0	1	0	0
Legal Secretary I/II	2	2	1	1	1
	6	6	5	5	5
Risk Management Fund (711)					
Assistant City Attorney ²	2	2	2	1	1
Deputy City Attorney ²	0	0	0	1	1
Legal Secretary II	1	1	1	1	1
	3	3	3	3	3

Staffing Changes to Adopted FY 2013:

1. Reclass - 1.0 FTE Deputy City Attorney II to 1.0 FTE Assistant City Attorney (FY 2012).
2. Reclass - 1.0 FTE Assistant City Attorney to 1.0 FTE Deputy City Attorney (FY 2012).

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 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue and Transfers in from Other Funds					
General Fund Revenue	33,801	82,280	41,820	37,615	38,367
Risk Management Fund	5,236,960	3,360,980	3,461,464	3,273,845	3,273,845
Risk Management Fund Balance	(1,765,438)	653,133	864,587	(698,643)	(687,662)
	3,505,323	4,096,392	4,367,871	2,612,817	2,624,550
Fund Subsidy					
General Fund Subsidy	1,047,256	1,004,563	988,979	988,993	1,006,434
Total Revenues	4,552,579	5,100,955	5,356,850	3,601,810	3,630,984
EXPENDITURES					
Expenditures					
Salary					
Regular	1,092,449	1,008,269	1,027,637	1,020,020	1,020,020
FY11 EE Commitment - FY12 Furloughs	-	-	(64,555)	-	-
Benefits					
Medical Benefits	92,861	110,147	117,802	118,391	130,231
Retiree Medical	-	-	-	14,424	14,424
Other Benefits	65,394	59,940	64,296	62,732	63,020
PERS	196,082	200,038	213,730	185,900	202,631
Charges (to)/from other programs	-	(15,050)	-	-	-
<i>Net Staffing Expense</i>	1,446,786	1,363,344	1,358,910	1,401,467	1,430,326
Maintenance & Utilities					
	242	738	1,800	1,800	1,800
Supplies & Services					
	2,614,087	1,998,710	1,832,851	1,792,829	1,792,829
Internal Service Fees					
	91,338	94,263	92,145	78,168	78,483
Capital					
	-	-	-	-	-
<i>Net Operating Expense</i>	2,705,667	2,093,711	1,926,796	1,872,797	1,873,112
Transfers out to other funds	400,126	318,006	327,546	327,546	327,546
Total Expenditures	4,552,579	3,775,061	3,613,252	3,601,810	3,630,984

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 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue and Transfers in from Other Funds					
General Fund Revenue	33,801	82,280	41,820	37,615	38,367
Risk Management Fund	5,236,960	3,360,980	3,461,464	3,273,845	3,273,845
Risk Management Fund Balance	(1,765,438)	(653,133)	(864,587)	(698,643)	(687,662)
	3,505,323	2,790,127	2,638,697	2,612,817	2,624,550
Fund Subsidy					
General Fund Subsidy	1,047,256	1,004,563	988,979	988,993	1,006,434
Total Revenues	4,552,579	3,794,690	3,627,676	3,601,810	3,630,984
EXPENDITURES					
Expenditures and Transfer Out to Other Funds By Program					
General Fund	1,081,057	1,086,843	1,030,799	1,026,608	1,044,801
Risk Management Fund	3,471,522	2,707,847	2,596,877	2,575,202	2,586,183
Total Expenditures	4,552,579	3,794,690	3,627,676	3,601,810	3,630,984
Net Change	-	-	-	-	-

Department Summary
Department: 100-1300

City Attorney Department
General Fund

Office of the City Attorney

Description: General legal services.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Rental Review Fees	33,801	82,280	41,820	37,615	38,367
Total Revenues	\$33,801	\$82,280	\$41,820	\$37,615	\$38,367
EXPENDITURES					
Expenditures					
Salary					
Regular	673,716	694,925	662,314	689,379	689,379
FY11 EE Commitment - FY12 Furloughs	-	-	(41,614)	-	-
Benefits					
Medical Benefits	60,782	68,772	71,362	64,956	71,452
Retiree Medical	-	13,086	9,015	9,015	9,015
Other Benefits	41,818	41,062	41,055	41,576	41,756
PERS	128,108	139,840	141,260	125,640	136,947
Charges (to)/from other programs	6,221	(8,130)	-	-	-
<i>Net Staffing Expense</i>	910,645	949,555	883,392	930,566	948,549
Maintenance & Utilities	142	738	1,500	1,500	1,500
Supplies & Services	107,463	71,439	83,551	43,529	43,529
Internal Service Fees	62,807	65,110	62,356	51,013	51,223
Capital Outlay	-	-	-	-	-
<i>Net Operating Expense</i>	170,412	137,287	147,407	96,042	96,252
Total Expenditures	\$1,081,057	\$1,086,843	\$1,030,799	\$1,026,608	\$1,044,801
General Fund Subsidy	\$1,047,256	\$1,004,563	\$988,979	\$988,993	\$1,006,434
<u>FY 2013 Significant Budget Changes:</u>					
1. None.					

Fund Summary
Fund: 711

City Attorney Department
Internal Service Fund

Risk Management

Description: Risk management services.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
Beginning Working Capital Balance	(\$1,844,494)	(\$79,056)	\$574,077	\$1,438,664	\$2,137,307
REVENUES					
Revenue					
Interest	(27,492)	36,190	-	-	-
Other Revenue	1,438,593	24,788	-	-	-
	1,411,101	60,978	-	-	-
Transfer In					
Liability Insurance Premium	2,825,859	3,300,001	3,461,464	3,273,845	3,273,845
From General Fund	1,000,000	-	-	-	-
	3,825,859	3,300,001	3,461,464	3,273,845	3,273,845
Total Revenues	5,236,960	3,360,980	3,461,464	3,273,845	3,273,845
EXPENDITURES					
Expenditures					
Salary					
Regular	418,733	313,343	365,323	330,641	330,641
FY11 EE Commitment - FY12 Furloughs	-	-	(22,941)	-	-
Benefits					
Medical Benefits	32,079	41,375	46,440	53,435	58,779
Retiree Medical	-	6,543	5,409	5,409	5,409
Other Benefits	23,576	18,878	23,241	21,156	21,264
PERS	67,974	60,198	72,470	60,260	65,684
Charges (to)/from other programs	(6,221)	(6,920)	-	-	-
<i>Net Staffing Expense</i>	536,141	433,417	489,942	470,901	481,777
Maintenance & Utilities	100	-	300	300	300
Supplies & Services	1,640,726	1,893,590	804,300	804,300	804,300
Internal Service Fees	28,531	29,153	29,789	27,155	27,260
Insurance	865,898	33,681	945,000	945,000	945,000
Capital Outlay	-	-	-	-	-
<i>Net Operating Expense</i>	2,535,255	1,956,424	1,779,389	1,776,755	1,776,860
Transfers out to other funds					
Trsfr to Gen Fund - Police Purchase	-	-	-	-	-
Trsfr to Gen Fund - Cost Allocation	400,126	318,006	327,546	327,546	327,546
<i>Total Transfers Out</i>	400,126	318,006	327,546	327,546	327,546
Total Expenditures	\$3,471,522	\$2,707,847	\$2,596,877	\$2,575,202	\$2,586,183
Net Change	1,765,438	653,133	864,587	\$698,643	\$687,662
Ending Working Capital Balance	(\$79,056)	\$574,077	\$1,438,664	\$2,137,307	\$2,824,969

FY 2013 Significant Budget Changes:

1. None.

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Department Overview

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

Division/Program Summary

Records Management

The City Clerk's Office is responsible for: 1) Maintaining permanent records; 2) Administering the paperless imaging system for permanent records; 3) Certifying City documents; 4) Processing required legal notices for City Council meetings; and 5) Assuring timely and complete filing of Statements of Economic Interest and Campaign Disclosure Statements with the Fair Political Practices Commission.

Performance Measures

- Maintain the legislative history of Council and Planning Commission 100% of the time
- Accurately process documents in the LaserFiche Imaging System
- Meet noticing requirements 100% 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
- Review 100% of all 700 Forms for compliance with the Fair Political Practices Commission requirements

Council/Boards & Commissions

The City Clerk's Office is responsible for: 1) Support of City Council and Planning Commission proceedings; 2) Recruitment for the various City Council's appointed bodies; and 3) Supporting the administrative needs of the Council's appointed bodies.

Performance Measures

- Improve community outreach by hosting an Open House
- Facilitate trainings to remain compliant with established requirements

Elections

The City Clerk's Office is responsible for conducting all aspects of municipal elections

Performance Measures

- Meet California Elections Code requirements 100% of the time

Public Service

The City Clerk's Office is responsible for: 1) Management of the Passport Program; and 2) Prompt response to requests for public records.

Performance Measures

- Meet U.S. Department of State guidelines for processing passport applications
- Meet 10-day requirement response deadlines set by the Public Records Act

FY 2012 Department Performance/Accomplishments

1. Improved government transparency by providing additional information about legislative proceedings on the City's website and by posting information about weekly meetings on the City Clerk's blog.
2. Coordinated efforts to improve the City's Records Retention Program in order to ensure that public records are maintained in accordance with legal requirements.
3. Responded to public requests for information in a timely manner and also coordinated the City's response to requests in accordance with the California Public Records Act.
4. Improved the fiscal stability of the department by continuing to provide passport services in accordance with the U.S. Department of State.
5. Managed the recruitment for the various boards and commissions appointed by the City Council and conducted a Volunteer Open House to improve and enhance the recruitment process.
6. Launched and implemented a paperless agenda report review process for Planning Commission and City Council Standing Committees.
7. Conducted all aspects of the Municipal Election by requesting services from the Alameda County Board of Supervisors, acting as the filing officer for candidates, providing guidelines during the election, facilitating a Candidates and Treasurers Seminar to expand knowledge about Fair Political Practices Commission (FPPC) responsibilities, preparing documents necessary to certify the election, and administering the oath of office.
8. Maintained the Hayward Municipal Code by following all required adoption procedures.

FY 2013 & FY 2014 Core Service Objectives/Goals

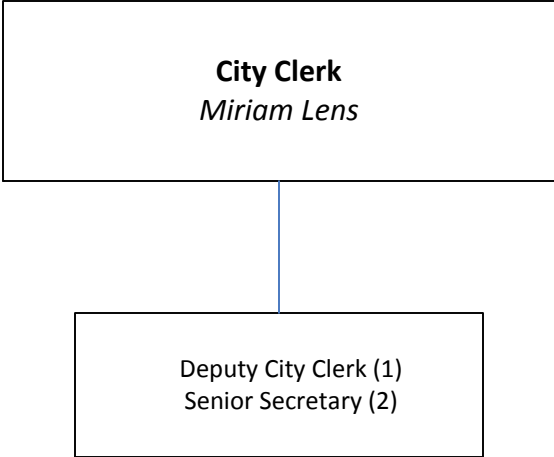
1. Continue to maintain official documents and make them readily available and accessible to City staff, policy makers, and constituents.
2. Expand records accessibility on the City's website by linking agreements, recorded documents, and other official documents to LaserFiche.
3. Prepare a handbook for the City Council's Appointed Bodies to provide guidance regarding the Brown Act, Robert's Rules of Order, training requirements, and members' responsibilities.
4. Continue to provide passport services according to guidelines established by the U.S. Department of State.
5. Improve transparency efforts by utilizing Channel 15 to inform viewers about upcoming agenda items and community events.
6. Continue to maintain the Hayward Municipal Code by updating it within the required adoption procedures.

Significant Changes Planned for FY 2013 & FY 2014

No significant changes planned for FY 2013 and FY 2014.

**FY 2013 & FY 2014 STAFFING
4.0 FTE**

City Clerk



City Clerk Staffing Summary					
	Adopted 2010	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014
General Fund (100)					
Deputy City Clerk	1	1	1	1	1
Administrative Secretary	0	0	0	0	0
Senior Secretary	1.5	2	2	2	2
	3.5	4	4	4	4

Staffing Changes to Adopted FY 2013:

1. None.



Department Summary
100-1400

City Clerk Department
General Fund

Office of the City Clerk
Description: Office of the City Clerk.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Sale Of Documents - Passports	17,718	16,454	18,200	16,370	16,697
Sale of Documents - Election	6,930	-	-	-	-
Sale of Documents - General	1,935	2,002	1,000	899	917
Total Revenues	26,583	18,456	1,000	17,269	17,614
EXPENDITURES					
Expenditures					
Salary					
Regular	257,498	277,146	324,948	332,333	332,333
FY11 EE Commitment - FY12 Furloughs	-	-	(21,255)	-	-
Benefits					
Medical Benefits	31,499	40,362	47,136	48,807	53,687
Retiree Medical	-	8,724	7,212	7,212	7,212
Other Benefits	18,732	18,528	23,620	22,360	22,504
PERS	49,596	53,353	86,858	60,567	66,018
Charges (to)/from other programs	371	6,602	-	-	-
<i>Net Staffing Expense</i>	357,696	404,714	468,519	471,279	481,754
Maintenance & Utilities	649	676	800	800	800
Supplies & Services	33,917	47,750	42,280	42,280	42,280
Internal Service Fees	74,004	76,005	77,983	74,414	74,659
Election Expense	127,997	-	180,000	-	180,000
<i>Net Operating Expense</i>	236,567	124,430	301,063	117,494	297,739
Total Expenditures	594,263	529,145	769,582	588,773	779,493
General Fund Subsidy	567,680	510,689	768,582	571,504	761,879

FY 2013 Significant Budget Changes:
1. None.

Department Overview

The Mayor and City Council provide overall policy leadership and guidance to appointed staff members who in turn implement this direction. The Mayor and Council appoint the City Manager, City Attorney and City Clerk and adopt an overall City budget that provides the framework within which the City operates. Each year, the City Council adopts priorities that guide the work of City staff, summarized in the first section of this document.

FY 2013 Department Performance/Accomplishments

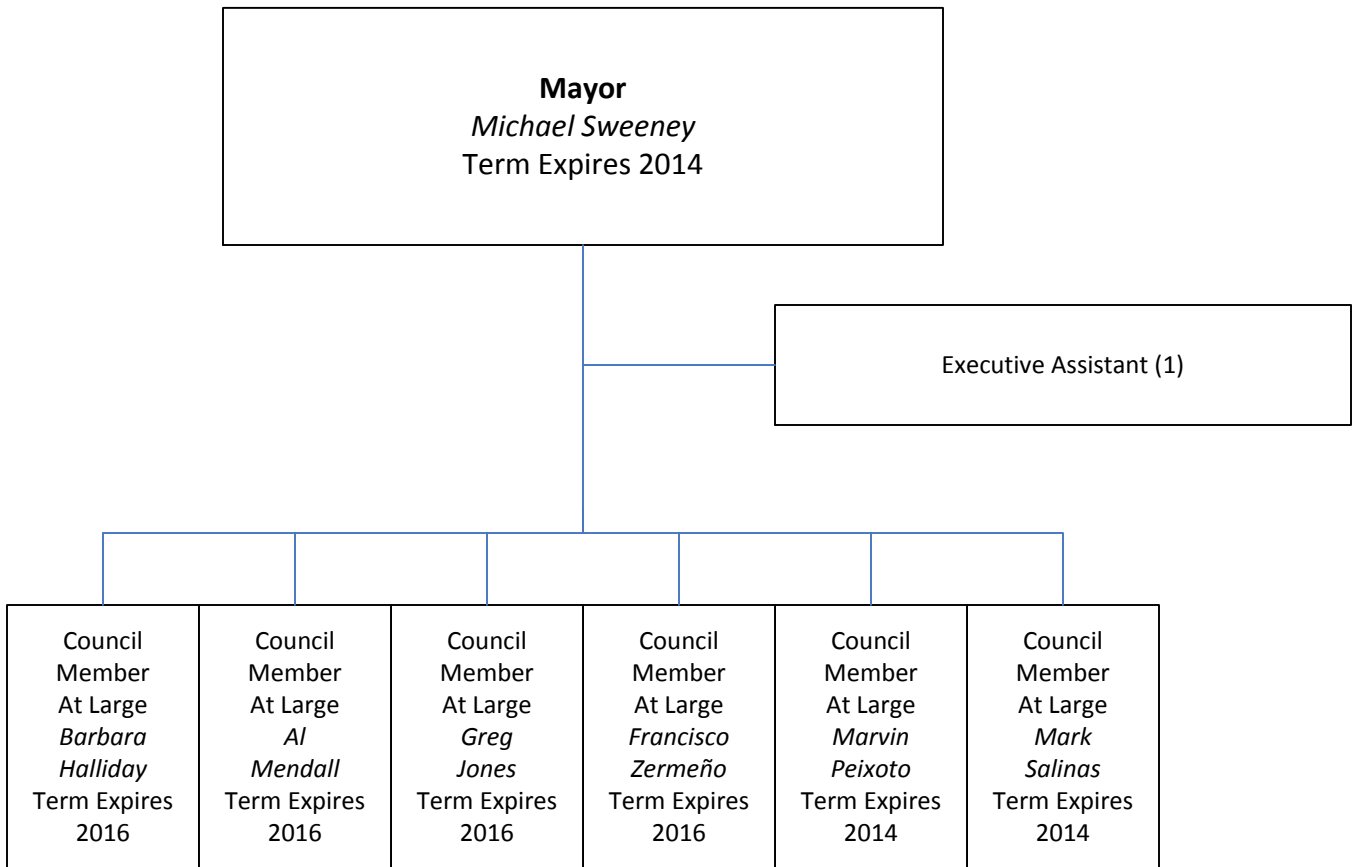
1. Actively worked to address the City's fiscal crisis by approving cost-saving amendments to employee contracts.
2. Continued participation in the Neighborhood Partnership Program and sponsored and attended neighborhood improvement meetings.
3. Continued focus by Hayward Local Agencies Committee (HLAC) on school performance and safety.
4. Participated on Bay Area Water Supply and Conservation Agency (BAWSCA) and Stopwaste.org.
5. Represented Hayward at meetings of regional agencies, League of California Cities, and county Sustainable Communities Strategies.
6. Responded to constituent concerns throughout the City.
7. Participated in legislative advocacy efforts on behalf of the City of Hayward, particularly around the dissolution of the City's Redevelopment Agency.
8. Approved the final development documents to allow for the implementation of Phase I of the South Hayward BART TOD project.
9. Approved a contract to allow for the development of energy-saving fuel cell co-generation technology at the Water Treatment Facility.
10. Entered into Joint Powers Agreements for the East Bay Regional Communications Systems Authority and BAYRICS to ensure coordinated emergency communications amongst public safety agencies in the Bay Area.
11. Provided comments on the draft Airport Land Use Compatibility Plan to ensure the economic development and land use interests of the City are protected.
12. Opted in to the Countywide Single-Use Bag and Mandatory Recycling Ordinances to ensure that the Hayward community meets key sustainability goals and targets.

Significant Changes Planned for FY 2013 & FY 2014

No significant changes planned for FY 2013 and FY 2014.

**FY 2013 & FY 2014 STAFFING
8.0 FTE**

City Council/Mayor



City Council/Mayor Staffing Summary					
	Adopted 2010	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014
General Fund (100)					
Mayor	1	1	1	1	1
City Council	6	6	6	6	6
Administrative Secretary (Conf)	1	1	0	0	0
Executive Assistant ¹	0	0	0	1	1
HR Administrative Secretary ²	0	0	1	0	0
	8	8	8	8	8

Staffing Changes to Adopted FY 2013:

1. Increase - 1.0 FTE Executive Assistant.
2. Decrease - 1.0 FTE HR Administrative Secretary (Position moved to Human Resources).

Department Summary
Department: 100-1100

City Council & Mayor Department
General Fund

Office of the City Council and Mayor

Description: Office of the City Council and Mayor.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
EXPENDITURES					
Expenditures					
Salary					
Regular	262,333	268,100	267,946	268,840	268,840
FY11 EE Commitment - FY12 Furloughs	-	-	(16,201)	-	-
Benefits					
Medical Benefits	62,588	91,122	83,460	92,024	101,227
Retiree Medical	-	-	14,424	14,424	14,424
Other Benefits	24,508	39,967	20,913	19,951	20,095
PERS	30,099	36,324	45,562	45,383	49,465
Charges (to)/from other programs	-	-	-	-	-
<i>Net Staffing Expense</i>	379,528	435,513	416,104	440,622	454,051
Supplies & Services	32,480	33,276	58,628	58,628	58,628
Internal Service Fees	35,308	36,233	36,835	28,841	28,911
<i>Net Operating Expenses</i>	67,788	69,509	95,463	87,469	87,539
Total Expenditures	447,316	505,022	511,567	528,091	541,590
General Fund Subsidy	447,316	505,022	511,567	528,091	541,590

FY 2013 Significant Budget Changes:

1. Deletion of 1.0 FTE HR Administrative Secretary - moved to Human Resources.
2. Addition of 1.0 FTE Executive Assistant.

City Manager's Office

Department Overview

The mission of the City Manager's Office 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 the employees of the organization. The City Manager's Office provides leadership to all other departments and City activities and assures accountability of all departments and staff responsible for implementing the Council priorities and the core activities/annual work programs of the City.

The City Manager's Office also maintains operational responsibility for economic development, neighborhood partnership, community preservation, and affordable housing activities. Management of the Successor Agency to the Hayward Redevelopment Agency also falls under the purview of this department.

Performance Measures

- Management Achievement Plans (MAPs) are completed for all Directors and for their Senior Managers and performance assessment annual sessions are held and documented.
- Council reports are completed on time and agendas are ready for delivery by due date.
- KHRT (Channel 15) is being transmitted as scheduled.
- Budget is developed and presented to Council on time and fully balanced.
- Council believes the organization is responding to and properly supporting Council priorities.
- Council is fully and appropriately informed on the financial performance of the organization on a regular and timely basis.

Division/Program Summary

There are five operational divisions under the City Manager's Office:

- Economic Development
- Neighborhood Partnerships
- Community Preservation
- Hayward Housing Authority
- Hayward Redevelopment Successor Agency

Economic Development

The Economic Development Division is responsible for creating and supporting a positive climate for businesses in the Hayward community. The Division proactively works with staff in other departments to facilitate development and retention of businesses. In addition, the Division works to improve the image of Hayward through a variety of activities and events.

Performance Measures

- 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.
- 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.
- Facilitate quarterly small business workshops that provide businesses with access to capital and resources and facilitate at least four annual events through the Northern Silicon Valley Partnership.
- Continue Summer Concert Series to include at least four annual concerts, four annual Movies on the Plaza, and other ancillary activities.

Neighborhood Partnerships

The Neighborhood Partnerships Division is responsible for creatively engaging with Hayward neighborhoods to resolve a variety of community issues, from crime to traffic to cleanliness. In partnership with other City departments, this Division facilitates collaborative solutions to complex community concerns. The Division also supports other Department initiatives to engage with the Hayward community.

Performance Measures

- A minimum of 15 neighborhood meetings and the annual Neighborhood Leadership Academy (to include youth and adult participants) will be conducted in FY 2013, to enhance communication and partnerships between constituents and City officials.
- Web-based social media and translation services will be made available to constituents to enhance communication and partnerships with City officials.
- Allocate Neighborhood Improvement Grants to neighborhood groups in support of neighborhood and community improvement projects and activities.

Community Preservation

The Community Preservation Division is responsible for responding to and resolving code violations on private properties throughout Hayward to ensure that the community remains clean and safe. These efforts are both complaint-based as well proactive. The Division also supports the efforts of the Keep Hayward Clean & Green Task Force and other volunteer blight elimination activities. The Mural Art Program is also managed under this Division.

Performance Measures

- Customers reporting community appearance issues and code violations to the City will rate their satisfaction with City services as above average.

- 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.
- Effectively consolidate the operations of Rental Housing Inspection and Community Preservation.
- Support the Keep Hayward Clean and Green Task Force efforts in monthly clean up events (avg. ten annually) and the implementation of the Adopt-A-Block Program. Minimum of two adopt programs launched per quarter.
- Minimum of two new Corridor Improvement Projects and two Blight Buster Volunteer Projects annually.

Hayward Housing Authority

The Hayward Housing Authority is responsible for the development, rehabilitation, and maintenance of affordable housing within the community. The Authority works in partnership with non-profit and private developers to leverage funding for the development and/or rehabilitation of housing affordable for low income families and seniors. In addition, Authority staff continually monitors the City's existing stock of affordable housing to ensure compliance with income restrictions and other regulatory agreements.

Performance Measures

- Continue implementation of 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 remaining affected tenants.
- Implement online monitoring system for affordable housing monitoring within the community.

Hayward Redevelopment Successor Agency: The Hayward Redevelopment Successor Agency is responsible for the dissolution of the Hayward Redevelopment Agency and the wrapping up of the Agency's affairs, including the disposition of former Agency-held properties.

FY 2013 Department Performance/Accomplishments

1. Hired new Police Chief and Director of Finance, and appointed new Public Works Directors and Fire Chief.
2. Received the 2011 CALED Award of Merit for Economic Development Promotions.
3. Expanded the Shop Hayward Program which included over 200 shoppers and 40 retailers/restaurants.

City Manager's Office

4. Implemented a Business Cooperation Program in partnership with the City's sales tax consultant that resulted in capturing over \$500,000 in additional use tax revenue.
5. Successfully retained key businesses that resulted in the saving of over 1,100 jobs and an estimated \$10 million impact to the local community.
6. Funded three new Small Business Revolving Loans resulting in the creation of seven new jobs.
7. Spearheaded several business/community outreach and retention events that promote Hayward as a dynamic and vibrant community, including two Restaurant Walks, the inaugural Taste of Hayward event, and the Summer Movie and Concert Series.
8. Facilitated twelve corporate visits as part of the quarterly Business Visitation Program to visit Hayward's major sales tax revenue producers and large employers.
9. Through the Northern Silicon Valley Partnership, orchestrated four free, Investor Roundtable Series forums fostering venture capital investment in high tech and bio-science companies and a Regional Career Strategy Forum Event.
10. Joined the East Bay Green Corridor to promote regional Green Initiatives.
11. Facilitated Phase I Neighborhood Partnership Program meetings in 12 Hayward neighborhoods, resulting in resolution of significant neighborhood concerns regarding appearance, litter, blight, traffic, and other issues. Continued work with 9 additional neighborhoods on Phase II initiatives to facilitate improvements in these neighborhoods.
12. Worked with HARD to hire a new Volunteer Hayward Coordinator.
13. Worked in collaboration with the various partner agencies on the Hayward Promise Neighborhoods initiative, resulting in the successful application for the \$25 million Federal implementation grant.
14. Facilitated resolution and/or resolved 229 constituent referrals on a wide variety of issues and concerns.
15. Responded to and resolved approximately 4,000 complaints/violations of the Community Preservation and Zoning Ordinance within a timely manner and providing the highest levels of customer service possible.
16. Completed one Corridor Improvement Project, resolving 350 "pro-active" community preservation cases.
17. Continued to support the efforts of the Keep Hayward Clean & Green task force efforts to reduce graffiti and blight in Hayward neighborhoods.

18. Continued to support two Blight Buster Teams.
19. Completed three wall murals on local businesses, one underpass mural and one 10,000 sq. ft. sound wall mural. Executed contracts for five additional mural projects (including 45 utility boxes) and one mosaic project for new concrete newsstands.
20. Completed preliminary research and analysis to address ongoing community preservation issues related to squatters, abandoned shopping carts, and bulky item pick-ups at apartment complexes.
21. Continued implementation of the Route 238 Settlement Agreement and the Opportunity to Purchase a Home Program. The first homes in the corridor were sold by CalTrans during FY 2012.
22. Fundamentally restructured Redevelopment and Affordable Housing functions following the dissolution of the Hayward Redevelopment Agency on February 1, 2012. Effectively managed the dissolution process while attempting to protect the City's assets and best interests.
23. Finalized negotiations on the Owner Participation Agreement for the South Hayward BART transit-oriented development project and executed the Standard Agreement with the State Department of Housing and Community Development in order to receive Proposition 1C funding. Facilitated project review and worked towards implementation of the project.
24. Began construction on several of the Foothill Boulevard Façade Improvement projects.
25. Secured approval of a Disposition and Development Agreement and State BEGIN grant funding to allow Habitat for Humanity to develop ten affordable ownership units on the A & Walnut parcel.
26. Continued to provide foreclosure prevention support, including organization of an additional foreclosure prevention seminar in partnership with real estate agents and a non-profit organization.

FY 2013 & FY 2014 Core Service Objectives/Goals

1. Reaffirm Council priorities and assure that the organization continues to effectively address those priorities. (Organizational Health)
2. Assure that the Office of the City Manager is and continues to be a strong, reliable partner and resource for Mayor and Council. (Organizational Health)
3. In partnership with Public Works, complete City Facilities Master Plan to analyze and assess long term facility needs across all departments. (Green, Land Use, Organizational Health)

City Manager's Office

4. Continue to evaluate and implement, as feasible, shared services models with HUSD, HARD, and other local public agencies. (Fiscal Stability)
5. Assist with the development of a non-profit entity to take over the administration of the Public, Education, and Government (PEG) Cable Television operations; help promote (PEG), Access Hayward, social media, and other strategies that enhance City/Community communications. (Organizational Health, Fiscal Stability)
6. Following the dissolution of the Redevelopment Agency, reevaluate Economic Development strategic plan and initiatives and revise as necessary. (Land Use, Fiscal Stability)
7. Formalize a Food Manufacturing Council to address the needs of the City's ever growing Food Manufacturing segment (currently over 80 companies). (Land Use, Fiscal Stability)
8. Grow and streamline the Film and Tourism segment of the City's operations. (Fiscal Stability)
9. Strategically promote and feature quality City events (Movie Series, Taste of Hayward, Shop Hayward, etc.) that promote Hayward as a vibrant destination and central community gathering place. (Safe, Fiscal Stability)
10. Attract a weekly Mobile Food Truck Market in order to increase pedestrian traffic and economic benefits in major corridors. (Fiscal Stability)
11. Utilize financial and informational resources to optimize the delivery of business services in order to attract and retain new businesses, assist in expansion of local businesses, all of which aid in producing new job opportunities (i.e. Small Business Development Center, Small Business Administration booklets and classes, local banks and small business credit organizations such as Opportunity Fund and Oakland Business Development Corporation). (Land Use, Fiscal Stability)
12. Utilize the East Bay Green Corridor and East Bay EDA to leverage regional assets and to advance overall initiatives such as standard solar permitting and other green initiatives. (Green)
13. Continue to respond/apply for grant opportunities and funding mechanisms that assist in the development of current and future economic development programs. (Fiscal Stability)
14. Create and implement new strategies that further empower members of the public to meaningfully engage in local governmental and other civic activities. (Organizational Health)
15. Provide ongoing assistance to Hayward constituents needing help accessing City and community services. (Safe, Clean, Organizational Health)

16. Expand public engagement opportunities to include a variety of online options. (Organizational Health)
17. Implement Hayward Neighborhoods webpage to track neighborhood activities including an official and interactive Hayward Neighborhoods Map showing the different neighborhood organizations located throughout the City. (Organizational Health)
18. Develop increased opportunities for limited and non-English speaking Hayward constituents to participate in neighborhood/community improvement activities, and public decision making processes. (Safe, Clean, Organizational Health)
19. Serve on the Hayward Promise Neighborhoods Grant Management Team, directly implementing neighborhood services, facilitating the implementation of other City services, and creating required reports in accordance with agreements made under the five-year Federal grant. (Safe, Organizational Health, Fiscal Stability)
20. Administer the allocation of City funds in support of community-led neighborhood improvement projects, events, and activities via the Neighborhood Improvement Grants program. (Safe, Clean, Organizational Health)
21. Continue to respond and resolve all code violation cases as efficiently and timely as possible. (Safe, Clean)
22. Implement Community Preservation/Rental Housing Inspection reorganization plan to streamline and enhance efficiency of the two programs. (Safe, Clean)
23. Complete one to two Corridor Improvement Projects. (Safe, Clean)
24. Complete minimum of five mural art projects. (Safe, Clean)
25. Continue to support two Blight Buster Volunteer Teams and encourage/engage community to implement one to two more teams. (Safe, Clean)
26. Finalize implementation of the Route 238 Settlement Agreement Opportunity to Purchase a Home Program and work with CalTrans to facilitate sales of other corridor properties. (Land Use, Fiscal Stability)

27. 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 and the newly implemented Adopt-A-Block program. (Safe, Clean)
28. Continue leadership and project management for the South Hayward BART Transit Oriented Development project, resulting in permit issuance during FY 2013. (Land Use)

Significant Changes Planned for FY 2013 & FY 2014

On February 1, 2012, all Redevelopment Agencies throughout the State of California were eliminated as a result of AB x1 26 and the subsequent Supreme Court lawsuit decision upholding that legislation. The latter half of FY 2012 was spent understanding the ramifications of the dissolution and implementing the new requirements necessary to dissolve Hayward's Redevelopment Agency. During FY 2013 and possibly FY 2014, staff will continue to dissolve the Agency and unwind the affairs. The dissolution of the Agency has wide ranging impacts, particularly for the City's economic development and affordable housing development activities. In addition to the mechanics of the dissolution itself, staff will need to reevaluate the City's economic development strategy and identify new mechanisms that can be utilized in the absence of redevelopment. In addition, the elimination of redevelopment means that the primary funding mechanism for affordable housing will also disappear. Staff will be refocusing efforts in this area and developing new strategies in collaboration with some of the City's key affordable housing partners. Staff will also continue to proactively advocate for legislative solutions that may arise around economic development and affordable housing in the wake of the dissolution of redevelopment.

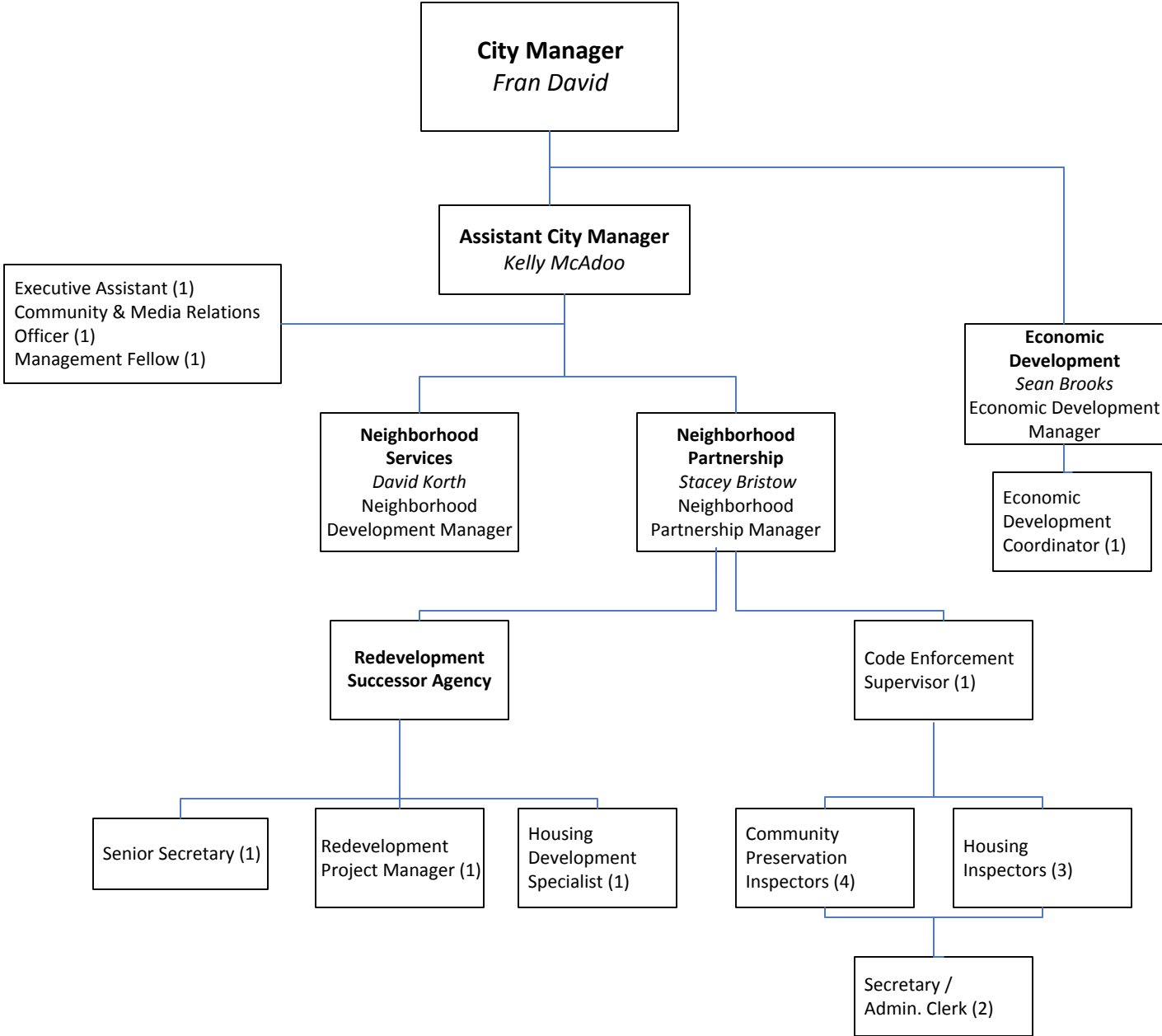
One other key change to the City Manager's Office budget that stems from the reevaluation of economic development strategies is the addition of the Community and Media Relations Coordinator position. Staff has proposed to add this position to the FY 2013 budget but will likely leave the position vacant for at least half of the year while a comprehensive evaluation of the City's economic development activities and strategies occurs. This will also allow for some funding flexibility as the economic development program copes with the loss of revenues from both redevelopment and the CDBG small business revolving loan fund during the upcoming fiscal year.

The Community Preservation Program is the other area that will face significant change in FY 2013. Following the retirement of the Community Preservation Supervisor at the end of FY 2012, staff evaluated the staffing structure of the division and worked with Development Services Department staff to propose a reorganization that will allow for shared resources and increased efficiencies. The Community Preservation and Rental Housing divisions will be combined and the two current supervisor

City Manager's Office

positions will be consolidated into a single position overseeing the entire group. In addition, the inspectors of the two groups will be cross-trained over the coming year to allow for more efficient use of inspection resources throughout the City and the potential for increased revenues. The savings from this reorganization will allow for the addition of an additional inspector position and a new clerical position to support the new consolidated functions.

Office of the City Manager



City Manager Staffing Summary					
	Adopted 2010	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014
General Fund (100)					
City Manager	1	1	1	1	1
Assistant City Manager	1	1	1	1	1
Neighborhood Development Manager	1	1	1	1	1
Economic Development Manager	1	1	1	1	1
Neighborhood Partnership Manager	1	1	1	1	1
Community Preservation Supervisor ¹	0	1	1	0	0
Code Enforcement Supervisor ²	0	0	0	1	1
Senior Community Preservation Inspector	1	0	0	0	0
Community Preservation Inspector	5	5	4	4	4
Housing Inspector ³	0	0	0	3	3
Economic Development Coordinator ⁴	0	0	0	1	1
Community & Media Relations Officer ⁵	0	0	0	1	1
Executive Assistant	1	1	1	1	1
Secretary	1	1	1	1	1
Management Fellow ⁶	0	0	0	1	1
Administrative Clerk I/II ⁷	0	0	0	1	1
	13	13	12	19	19
Small Business Loan Fund (227)					
Economic Development Coordinator ⁸	1	1	1	0	0
	1	1	1	0	0
Housing Authority Fund (241)					
Housing Manager ⁹	0	0	1	0	0
Housing Development Specialist ¹⁰	0	0	1	0	0
Secretary ¹¹	0	0	1	0	0
	0	0	3	0	0
Housing Mortgage Bond Fund (245)					
Housing Development Specialist ¹²	0	0	0	1	1
Community Programs Specialist ¹³	1	1	1	0	0
	1	1	1	1	1

City Manager Staffing Summary					
	Adopted 2010	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014
Redevelopment Operating Fund (451)					
Redevelopment Director ¹⁴	1	1	1	0	0
Redevelopment Project Manager ¹⁵	2	2	1	0	0
Senior Secretary ¹⁶	1	1	1	0	0
	4	4	3	0	0
Low & Moderate Housing Fund (452)					
Housing Manager	1	1	0	0	0
Housing Development Specialist Secretary	1	1	0	0	0
	3	3	0	0	0
Redevelopment Successor Agency (470)					
Redevelopment Project Manager ¹⁷	0	0	0	1	1
Senior Secretary ¹⁸	0	0	0	1	1
	0	0	0	2	2

Staffing Changes to Adopted FY 2013:

1. Decrease - 1.0 FTE Community Preservation Supervisor.
2. Increase - 1.0 FTE Code Enforcement Supervisor.
3. Increase - 3.0 FTE Housing Inspector (2.0 FTE Moved from Development Services).
4. Increase - 1.0 FTE Economic Development Coordinator (Moved from Fund 227).
5. Increase - 1.0 FTE Community & Media Relations Officer.
6. Increase - 1.0 FTE Management Fellow (FY 2012).
7. Increase - 1.0 FTE Administrative Clerk I.
8. Decrease - 1.0 FTE Economic Development Coordinator (Moved to Fund 100).
9. Decrease - 1.0 FTE Housing Manager.
10. Decrease - 1.0 FTE Housing Development Specialist (FY 2012 - Moved to Fund 245).
11. Decrease - 1.0 FTE Secretary (FY 2012 - Dissolution of RDA).
12. Increase - 1.0 FTE Housing Development Specialist (FY 2012 - Moved from Fund 452).
13. Decrease - 1.0 FTE Community Programs Specialist (FY 2012 - Dissolution of RDA).
14. Decrease - 1.0 FTE Redevelopment Director (FY 2012 - Dissolution of RDA).
15. Decrease - 1.0 FTE Redevelopment Project Manager (FY 2012 - Moved to Fund 470).
16. Decrease - 1.0 FTE Senior Secretary (FY 2012 - Moved to Fund 470).
17. Increase - 1.0 FTE Redevelopment Project Manager (FY 2012 Moved from Fund 451)
18. Increase - 1.0 FTE Senior Secretary (FY 2012 Moved from Fund 451)

Department Summary
All Funds Summary - By Category

City Manager Department
All Funds

All Funds Summary - By Category

Funding: General, Redevelopment, Successor Agency RDA and Special Revenue funds.

	FY 2010 Actual	FY 2011 Actual	FY2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue and Transfers In From Other Funds					
General Fund Revenue	144,566	347,690	96,197	616,916	616,916
Housing Mortgage Rev Bond Prog	179,840	148,941	146,734	138,828	97,453
Home Loan Program	122,356	75,328	590,000	255,270	-
Rental Housing Development Grants	20,044	6,126	-	-	-
Downtown Business Improvement Prog	105,364	105,364	113,547	50,000	50,000
Redevelopment Agency	11,623,013	12,279,824	11,056,869	-	-
Successor Agency RDA	-	-	-	9,363,306	9,602,654
Housing Authority	-	583,890	2,093,709	79,430	80,106
Home Ownership Loan Program	-	18,436	50,779	-	-
Neighborhood Stabilization Grant Program	1,033,388	820,034	-	-	-
	13,228,571	14,385,632	14,147,835	10,503,750	10,447,129
(Contribution to)/ Use of Fund Balance					
Housing Mortgage Rev Bond Prog	3,785	1,026,888	57,642	109,734	152,461
Home Loan Program	(14,238)	49,951	-	-	-
Rental Housing Development Grants	(20,044)	(6,126)	-	-	-
Downtown Business Improvement Prog	19,388	19,388	4,103	5,000	5,000
Redevelopment Agency	12,586,739	8,182,743	(710,546)	-	-
Successor Agency RDA	-	-	-	(2,553,999)	(1,690,786)
Housing Authority	-	785,091	303,258	(2,583,970)	(3,310,155)
Home Ownership Loan Program	-	(219,515)	49,221	602,030	-
Neighborhood Stabilization Grant Program	(276,201)	441,758	-	-	-
	12,299,429	10,280,177	(296,322)	(4,421,205)	(4,843,480)
Fund Subsidy					
General Fund Subsidy	2,439,323	2,332,430	2,842,931	3,126,910	3,109,015
Total Revenues	27,967,323	26,998,238	16,694,444	9,209,455	8,712,664
EXPENDITURES					
Expenditures					
Salary					
Regular	2,054,025	2,102,174	2,115,596	2,198,324	2,198,324
Overtime	26,316	4,207	22,000	-	-
FY11 EE Commitment - FY12 Furloughs Fourloughs	-	-	(137,889)	-	-
Benefits					
Medical Benefits	209,897	222,268	245,867	342,182	376,403
Retiree Medical	-	45,801	34,257	39,666	39,666
Other Benefits	126,684	119,516	155,033	153,601	154,393
PERS	381,026	389,437	547,819	398,986	434,895
Charges (to)/from other programs	(237,599)	13,795	65,828	(21,154)	62,517
<i>Net Staffing Expense</i>	2,560,349	2,897,199	3,048,511	3,111,605	3,266,198



Department Summary
All Funds Summary - By Category

City Manager Department
All Funds

All Funds Summary - By Category

Continued

	FY 2010 Actual	FY 2011 Actual	FY2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
Supplies & Services	3,240,265	1,383,395	2,208,845	1,001,274	882,220
Pass Thru Payments	1,239,244	1,241,590	1,437,732	-	-
ERAF Payments	7,842,748	910,283	-	-	-
Grants & Loans	2,555,424	3,053,104	3,446,839	240,036	-
Community Promotions	114,611	117,777	118,851	102,000	102,000
HUSD/HARD Contracts	237,927	236,081	233,928	9,000	9,000
Hayward Clean and Green	4,527	9,802	10,000	10,000	10,000
Neighborhood Initiatives	-	2,808	20,000	17,060	17,060
Eden Info & Referral	50,000	-	50,000	-	-
Internal Service Fees	231,264	242,438	231,117	252,025	252,795
Maintenance & Utilities	34,982	37,558	37,324	38,061	38,822
Loan Interest	-	-	-	31,141	27,289
Principal Retirement	-	-	-	768,859	772,711
Project Expenditures	222,523	121,387	-	304,160	7,000
Capital	-	708	-	-	-
<i>Net Operating Expense</i>	15,773,515	7,356,929	7,794,636	2,773,616	2,118,897
Transfers to Other Funds	9,633,459	16,900,189	5,851,297	5,957,108	6,650,585
Total Expenditures	27,967,323	27,154,317	16,694,444	11,842,329	12,035,680
Net Change				(2,632,874)	(3,323,016)

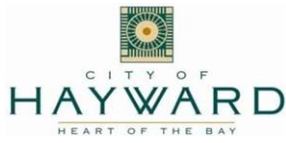
Department Summary
All Funds Summary - By Category

City Manager Department
All Funds

All Funds Summary - By Program

Funding: Redevelopment, Successor Agency RDA and Special Revenue funds.

	FY 2010 Actual	FY 2011 Actual	FY2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue and Transfers In From Other Funds					
General Fund Revenue	144,566	347,690	96,197	616,916	616,916
Housing Mortgage Rev Bond Prog	179,840	148,941	146,734	138,828	97,453
Home Loan Program	122,356	75,328	590,000	255,270	-
Rental Housing Development Grants	20,044	6,126	-	-	-
Downtown Business Improvement	105,364	105,364	113,547	50,000	50,000
Redevelopment Agency Summary	11,623,013	12,279,824	11,056,869	-	-
Successor Agency RDA	-	-	-	9,363,306	9,602,654
Housing Authority	-	583,890	2,093,709	79,430	80,106
Home Ownership Loan Program	-	18,436	50,779	-	-
Neighborhood Stabilization Grant Program	1,033,388	820,034	-	-	-
	13,228,571	14,385,632	14,147,835	10,503,750	10,447,129
(Contribution to)/ Use of Fund Balance					
Housing Mortgage Rev Bond Prog	3,785	1,026,888	57,642	109,734	152,461
Home Loan Program	(14,238)	49,951	-	-	-
Rental Housing Development Grants	(20,044)	(6,126)	-	-	-
Downtown Business Improvement	19,388	19,388	4,103	5,000	5,000
Redevelopment Agency Summary	12,586,739	8,182,743	(710,546)	-	-
Successor Agency RDA	-	-	-	(2,553,999)	(1,690,786)
Housing Authority	-	785,091	303,258	(2,583,970)	(3,310,155)
Home Ownership Loan Program	-	(219,515)	49,221	602,030	-
Neighborhood Stabilization Program	(276,201)	441,758	-	-	-
	12,299,429	10,280,177	(296,322)	(4,421,205)	(4,843,480)
Fund Subsidy					
General Fund Subsidy	2,439,323	2,332,430	2,842,931	3,126,910	3,109,015
Total Revenues	27,967,323	26,998,238	16,694,444	9,209,455	8,712,664
EXPENDITURES					
Expenditures and Transfer Out to Other Funds					
Office of the City Manager	2,583,889	2,680,119	2,939,128	3,743,826	3,725,931
Housing Mortgage Rev Bond Prog	183,625	1,175,829	204,376	248,562	249,914
Home Loan Program	108,118	125,279	590,000	255,270	-
Downtown Business Improvement	124,752	124,752	117,650	55,000	55,000
Redevelopment Agency Summary	24,209,752	20,462,566	10,346,323	-	-
Successor Agency RDA	-	-	-	6,809,307	7,911,868
Housing Authority	-	1,168,981	1,896,967	128,334	92,967
Home Ownership Loan Program	-	155,000	600,000	602,030	-
Neighborhood Stabilization Program	757,187	1,261,791	-	-	-
Total Expenditures	27,967,323	27,154,317	16,694,444	11,842,329	12,035,680
Net Change	-	(156,079)	-	(2,632,874)	(3,323,016)



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 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Community Preservation Fees	142,993	329,326	96,197	176,200	176,200
Rental Inspection Fees	-	-	-	440,716	440,716
Other Revenue	1,573	18,364	-	-	-
Total Revenues	144,566	347,690	96,197	616,916	616,916
EXPENDITURES					
Expenditures					
Salary					
Regular	1,403,269	1,388,843	1,402,199	1,894,214	1,894,214
Overtime	26,141	4,207	22,000	-	-
FY11 EE Commitment - FY12 Furloughs	-	-	(90,744)	-	-
Benefits					
Medical Benefits	136,441	147,030	154,707	307,285	338,016
Retiree Medical	-	28,353	21,636	34,257	34,257
Other Benefits	84,557	79,759	100,376	133,827	134,511
PERS	254,585	261,672	355,951	344,454	375,455
Charges (to)/from other programs	(249,164)	(252,574)	(217,168)	(2,601)	(56,612)
<i>Net Staffing Expense</i>	1,655,829	1,657,289	1,748,957	2,711,436	2,719,841
Maintenance & Utilities	7,562	9,459	9,180	12,671	12,671
Supplies & Services	326,165	454,202	564,860	638,124	611,124
Community Promotions	114,611	117,777	118,851	102,000	102,000
HUSD/HARD Contracts	237,927	236,081	233,928	9,000	9,000
Hayward Clean and Green	4,527	9,802	10,000	10,000	10,000
Neighborhood Initiatives	-	2,808	20,000	17,060	17,060
Eden Info & Referral	50,000	-	50,000	-	-
Internal Service Fees	187,268	191,994	183,352	243,535	244,235
Capital	-	708	-	-	-
<i>Net Operating Expense</i>	928,060	1,022,830	1,190,171	1,032,390	1,006,090
Total Expenditures	2,583,889	2,680,119	2,939,128	3,743,826	3,725,931
General Fund Subsidy	2,439,323	2,332,430	2,842,931	3,126,910	3,109,015

Office of the City Manager-Administration

Description: Office of the City Manager.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
EXPENDITURES					
Expenditures					
Salary					
Regular	492,278	449,624	488,748	579,342	579,342
FY11 EE Commitment - FY12 Furloughs	-	-	(31,359)	-	-
Benefits					
Medical Benefits	38,945	39,478	45,450	74,203	81,624
Retiree Medical	-	6,543	5,409	9,015	9,015
Other Benefits	30,198	24,207	32,266	39,434	39,614
PERS	88,265	73,745	114,335	105,585	115,087
Charges (to)/from other programs	(78,955)	(116,439)	-	25,159	25,410
<i>Net Staffing Expense</i>	570,731	477,159	654,849	832,738	850,092
Maintenance & Utilities	1,108	1,984	1,700	1,700	1,700
Supplies & Services	107,086	283,052	298,258	198,436	171,436
Internal Service Fees	78,815	74,596	77,813	66,060	66,270
Capital	-	708	-	-	-
<i>Net Operating Expense</i>	187,009	360,341	377,771	266,196	239,406
Total Expenditures	757,740	837,500	1,032,620	1,098,934	1,089,498
General Fund Subsidy	757,740	837,500	1,032,620	1,098,934	1,089,498
Program Staffing FTE	3.0	3.0	3.0	5.0	5.0

FY 2013 Significant Budget Changes:

1. Addition of 1.0 FTE Community & Media Relations Officer.
2. Addition of 1.0 FTE Management Fellow (FY12) - 2 year temporary assignment.

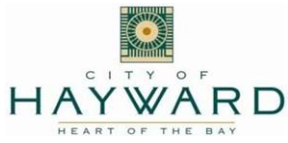
Office of the City Manager - Code Enforcement

Description: Neighborhood Services Admin., Community Preservation and Rental Inspection.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Community Preservation Fees	-	-	-	176,200	176,200
Rental Inspection Fees	-	-	-	440,716	440,716
Total Revenues	-	-	-	616,916	616,916
EXPENDITURES					
Expenditures					
Salary					
Regular	-	-	-	900,722	900,722
Benefits					
Medical Benefits	-	-	-	183,232	201,557
Retiree Medical	-	-	-	19,833	19,833
Other Benefits	-	-	-	65,169	65,565
PERS	-	-	-	163,391	178,097
Charges (to)/from other programs	-	-	-	(27,760)	(82,022)
<i>Net Staffing Expense</i>	-	-	-	1,304,587	1,283,752
Maintenance & Utilities	-	-	-	10,341	10,341
Supplies & Services	-	-	-	66,368	66,368
Internal Service Fees	-	-	-	159,972	160,392
Capital	-	-	-	-	-
<i>Net Operating Expense</i>	-	-	-	236,681	237,101
Total Expenditures	-	-	-	1,541,268	1,520,853
General Fund Subsidy	-	-	-	924,352	903,937
Program Staffing FTE	-	-	-	11.0	11.0

FY 2013 Significant Budget Changes:

- Code Enforcement Division created with staff from the Neighborhood Services Division and Rental Housing Program.
- Addition of 1.0 FTE Neighborhood Partnership Manager - moved from Neighborhood Services Division.
- Addition of 4.0 FTE Community Preservation Inspectors - moved from Neighborhood Services Division.
- Addition of 3.0 FTE Housing Inspectors - moved from Building Division in Development Services Department.
- Addition of 1.0 FTE Secretary - moved from Neighborhood Services Division.
- Addition of 1.0 FTE Administrative Clerk I/II
- Addition of 1.0 FTE Code Enforcement Supervisor



Program Summary
 Program: 100-4603

City Manager Department
 General Fund

Office of the City Manager - Economic Development

Description: Economic Development.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Other Revenue	1,573	1,073	-	-	-
Total Revenues	1,573	1,073	-	-	-
EXPENDITURES					
Expenditures					
Salary					
Regular	117,552	145,862	142,834	271,316	271,316
FY11 EE Commitment - FY12 Furloughs	-	-	(9,432)	-	-
Benefits					
Medical Benefits	5,893	13,225	14,200	29,852	32,837
Retiree Medical	-	2,181	1,803	3,606	3,606
Other Benefits	7,400	8,207	10,728	19,218	19,290
PERS	19,112	28,044	38,179	49,447	53,897
Charges (to)/from other programs	(83,033)	(152,272)	(169,168)	-	-
<i>Net Staffing Expense</i>	66,924	45,246	29,144	373,439	380,946
Maintenance & Utilities	77	281	300	300	300
Supplies & Services	77,062	54,681	198,259	148,259	148,259
Community Promotions	114,611	117,777	118,851	102,000	102,000
Internal Service Fees	3,171	3,313	3,857	9,670	9,705
<i>Net Operating Expense</i>	194,921	176,051	321,267	260,229	260,264
Total Expenditures	261,845	221,297	350,411	633,668	641,210
General Fund Subsidy	260,272	220,224	350,411	633,668	641,210
Program Staffing FTE	1.0	1.0	1.0	2.0	2.0

FY 2013 Significant Budget Changes:

1. Addition of 1.0 FTE Economic Development Coordinator - moved from Fund 227

Office of the City Manager - Neighborhood Services

Description: Neighborhood Services Admin. and Community Preservation.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Community Preservation Fees	142,993	329,326	96,197	-	-
Other Revenue	-	17,291	-	-	-
Total Revenues	142,993	346,617	96,197	-	-
EXPENDITURES					
Expenditures					
Salary					
Regular	793,439	793,357	770,617	142,834	142,834
Overtime	26,141	4,207	22,000	-	-
FY11 EE Commitment - FY12 Furloughs	-	-	(49,953)	-	-
Benefits					
Medical Benefits	91,603	94,327	95,057	19,998	21,998
Retiree Medical	-	19,629	14,424	1,803	1,803
Other Benefits	46,959	47,344	57,382	10,006	10,042
PERS	147,208	159,884	203,437	26,031	28,374
Charges (to)/from other programs	(87,176)	16,137	(48,000)	-	-
<i>Net Staffing Expense</i>	1,018,174	1,134,884	1,064,964	200,672	205,051
Maintenance & Utilities	6,377	7,193	7,180	330	330
Supplies & Services	142,017	116,469	68,343	225,061	225,061
HUSD/HARD Contracts	237,927	236,081	233,928	9,000	9,000
Hayward Clean and Green	4,527	9,802	10,000	10,000	10,000
Neighborhood Initiatives	-	2,808	20,000	17,060	17,060
Eden Info & Referral	50,000	-	50,000	-	-
Internal Service Fees	105,282	114,085	101,682	7,833	7,868
Capital	-	-	-	-	-
<i>Net Operating Expense</i>	546,130	486,438	491,133	269,284	269,319
Total Expenditures	1,564,304	1,621,323	1,556,097	469,956	474,370
General Fund Subsidy	1,421,311	1,274,706	1,459,900	469,956	474,370
Program Staffing FTE	9.0	9.0	8.0	1.0	1.0

FY 2013 Significant Budget Changes:

1. Deletion of 1.0 FTE Community Preservation Inspection Supervisor.
2. Deletion of 4.0 FTE Community Preservation Inspectors - moved to Code Enforcement Division.
3. Deletion of 1.0 FTE Neighborhood Partnership Manager - moved to Code Enforcement Division.
4. Deletion of 1.0 FTE Secretary - moved to Code Enforcement Division.

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 2010 Actual	FY 2011 Actual	FY2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
Beginning Working Capital Balance	2,076,454	2,072,669	1,045,781	988,139	878,405
REVENUES					
Revenue					
Interest	30,017	3,837	21,912	21,912	21,912
Mortgage Bonds Admin Fee	149,823	145,104	124,822	116,916	75,541
Total Revenues	179,840	148,941	146,734	138,828	97,453
EXPENDITURES					
Expenditures					
Salary					
Regular	79,603	85,820	92,706	103,834	103,834
FY11 EE Commitment - FY12 Furloughs	-	-	(6,139)	-	-
Benefits					
Medical Benefits	16,237	17,184	18,635	8,960	9,856
Retiree Medical	-	2,181	1,803	1,803	1,803
Other Benefits	5,298	5,147	6,621	5,924	5,960
PERS	15,531	17,447	25,155	18,797	20,489
Charges (to)/from other programs	52,591	33,498	39,221	(44,212)	75,000
<i>Net Staffing Expense</i>	169,260	161,277	178,002	95,106	216,942
Maintenance & Utilities	-	107	-	-	-
Supplies & Services	6,097	5,778	18,019	141,828	21,274
Internal Service Fees	5,745	5,785	5,217	8,490	8,560
<i>Net Operating Expense</i>	11,842	11,563	23,236	150,318	29,834
Fund Transfers Out to					
Liability Insurance Premium	2,523	2,989	3,138	3,138	3,138
MISC Transfer Out to Other Departments	-	1,000,000	-	-	-
	2,523	1,002,989	3,138	3,138	3,138
Total Expenditures	183,625	1,175,829	204,376	248,562	249,914
Net Change	(3,785)	(1,026,888)	(57,642)	(109,734)	(152,461)
Ending Working Capital Balance	2,072,669	1,045,781	988,139	878,405	725,944
FY 2013 Significant Budget Changes:					
1. None.					

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 2010 Actual	FY 2011 Actual	FY2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
Beginning Working Capital Balance	(12,380)	1,858	(48,093)	(48,093)	-
REVENUES					
Revenue					
Grants	122,356	75,328	590,000	255,270	-
Total Fund Revenue	122,356	75,328	590,000	255,270	-
EXPENDITURES					
Expenditures					
Charges (to)/from other programs	20,699	16,279	28,500	15,234	-
<i>Net Staffing Expense</i>	20,699	16,279	28,500	15,234	-
Grants & Loans	87,419	109,000	560,000	240,036	-
Supplies & Services	-	-	1,500	-	-
<i>Net Operating Expense</i>	87,419	109,000	561,500	240,036	-
Total Expenditures	108,118	125,279	590,000	255,270	-
Net Change	14,238	(49,951)	-	-	-
Ending Working Capital Balance	1,858	(48,093)	(48,093)	(48,093)	-
FY 2013 Significant Budget Changes:					
1. Program ends June 30, 2013.					

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 2010 Actual	FY 2011 Actual	FY2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
Beginning Working Capital Balance	1,136,159	1,156,203	1,162,329	-	-
REVENUES					
Revenue					
Interest Earned	20,044	6,126	-	-	-
Total Revenues	20,044	6,126	-	-	-
Net Change	20,044	6,126	-	-	-
Ending Working Capital Balance	1,156,203	1,162,329	1,162,329	-	-
FY 2013 Significant Budget Changes:					
1. None.					

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 2010 Actual	FY 2011 Actual	FY2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
Beginning Working Capital Balance	168,738	149,350	129,962	125,859	120,859
REVENUES					
Fund Revenue					
Business License Surcharge	48,540	48,540	56,000	50,000	50,000
Interest Income	1,503	1,503	2,297	-	-
Other Revenue	321	321	250	-	-
	50,364	50,364	58,547	50,000	50,000
Fund Transfers In From					
Redevelopment Agency Operating Fund	55,000	55,000	55,000	-	-
	55,000	55,000	55,000	-	-
Total Revenues	105,364	105,364	113,547	50,000	50,000
EXPENDITURES					
Expenditures					
Supplies & Services	124,752	124,752	117,650	55,000	55,000
<i>Net Operating Expense</i>	124,752	124,752	117,650	55,000	55,000
Total Expenditures	124,752	124,752	117,650	55,000	55,000
Net Change	(19,388)	(19,388)	(4,103)	(5,000)	(5,000)
Ending Working Capital Balance	149,350	129,962	125,859	120,859	115,859

FY 2013 Significant Budget Changes:

1. Elimination of fund transfers from RDA.

Summary

Fund: 451, 452, 453

City Manager Department
Redevelopment Agency Fund

Hayward Redevelopment Agency Summary

Funding: Property Tax.

	FY 2010 Actual	FY 2011 Actual	FY2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
Beginning Working Capital Balance	23,781,048	11,194,309	3,011,566	-	-
REVENUES					
Revenue and Transfers In From Other Funds					
Redevelopment Agency	8,942,496	9,716,560	9,020,030	-	-
Low & Moderate Housing	2,223,279	2,119,443	2,036,839	-	-
Low & Moderate Housing Loan Prog	57,238	43,821	-	-	-
	11,223,013	11,879,824	11,056,869	-	-
Fund Transfers In From Other Funds					
Total, Fund 451-453	400,000	400,000	-	-	-
	400,000	400,000	-	-	-
Total Revenues	11,623,013	12,279,824	11,056,869	-	-
EXPENDITURES					
Expenditures					
Salary					
Regular	571,153	542,898	335,973	-	-
Overtime	175	-	-	-	-
FY11 EE Commitment - FY12 Furloughs	-	-	(22,176)	-	-
Benefits					
Medical Benefits	57,219	48,098	41,164	-	-
Retiree Medical	-	13,086	5,409	-	-
Other Benefits	36,829	28,900	26,138	-	-
PERS	110,910	93,438	89,969	-	-
Charges (to)/from other programs	(73,328)	213,487	258,738	-	-
<i>Net Staffing Expense</i>	702,958	939,907	735,215	-	-
Supplies & Services	2,766,952	720,678	1,381,359	-	-
Pass Thru Payments	1,239,244	1,241,590	1,437,732	-	-
ERAF Payments	7,842,748	910,283	-	-	-
Grants & Loans	1,738,720	1,579,829	2,036,839	-	-
Internal Service Fees	38,251	39,698	28,821	-	-
Maintenance & Utilities	27,420	28,099	28,144	-	-
Project Expenditures	222,523	121,387	-	-	-
Capital	-	-	-	-	-
<i>Net Operating Expense</i>	13,875,858	4,641,565	4,912,895	-	-
Fund Transfers Out to Other Funds					
Total, Fund 451-453	9,630,936	14,881,094	4,698,213	-	-
	9,630,936	14,881,094	4,698,213	-	-
Total Expenditures	24,209,752	20,462,566	10,346,323	-	-
Net Change	(12,586,739)	(8,182,743)	710,546	-	-
Ending Working Capital Balance	11,194,309	3,011,566	3,722,112	-	-

FY 2013 Significant Budget Changes:

1. Comprised of RDA-Operating Fund, Low & Moderate Housing-Home Ownership Loans and Low & Mod Housing Fund

Fund Summary

Fund: 470

City Manager Department

Successor Agency RDA Fund

Successor Agency RDA - Operating Fund
Description: Successor Agency RDA operating fund.

	FY 2010 Actual	FY 2011 Actual	FY2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
Beginning Working Capital Balance	-	-	-	-	2,553,999
REVENUES					
Fund Revenue					
Property Tax (80% Tax Increment)	-	-	-	7,824,361	7,824,361
Interest on Fund Balance	-	-	-	3,601	4,727
Principal	-	-	-	20,183	26,740
Successor Agency Admin Allowance	-	-	-	250,000	250,000
HUSD Pass Thru Fee	-	-	-	256,653	256,653
School Impact Fee Reimb	-	-	-	700,000	880,000
Park In-lieu Fees	-	-	-	200,000	250,000
Lease Pmt - Cinema Place	-	-	-	50,000	50,000
Other Revenue	-	-	-	58,508	60,173
Total Revenues	-	-	-	9,363,306	9,602,654
Fund Expenditures					
Salary					
Regular	-	-	-	200,276	200,276
Benefits					
Medical Benefits	-	-	-	25,937	28,531
Retiree Medical	-	-	-	3,606	3,606
Other Benefits	-	-	-	13,850	13,922
PERS	-	-	-	35,735	38,951
Charges (to)/from other programs	-	-	-	(24,963)	44,129
<i>Net Staffing Expense</i>	-	-	-	254,441	329,415
Supplies & Services	-	-	-	123,322	151,801
Maintenance & Utilities	-	-	-	25,390	26,151
Loan Interest	-	-	-	31,141	27,289
Principal Retirement	-	-	-	768,859	772,711
Project Expenditures	-	-	-	304,160	7,000
<i>Net Operating Expense</i>	-	-	-	1,252,872	984,952
Fund Transfers Out to					
DS - 2004 HRA TABS Successor Agency	-	-	-	3,368,982	3,370,357
DS - 2006 HRA TABS Successor Agency	-	-	-	636,340	638,300
Misc Trsfr - TABS Successor Agency	-	-	-	4,500	4,500
Transfer per Cooperative Agreement	-	-	-	1,292,172	2,584,344
Total Expenditures	-	-	-	6,809,307	7,911,868
Net Change	-	-	-	2,553,999	1,690,786
Ending Working Capital Balance	-	-	-	2,553,999	4,244,785

FY 2013 Significant Budget Changes:
1. Hayward RDA dissolved effective 2/1/12, pursuant to State law. New Successor Agency created.

Fund Summary

Fund: 241

City Manager Department

Housing Authority Fund

Housing Authority Fund

Description: The Housing Authority Fund provides housing assistance within and outside of the Redevelopment Area.

	FY 2010 Actual	FY 2011 Actual	FY2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
Beginning Working Capital Balance	-	2,663,038	1,877,947	1,574,689	4,158,659
REVENUES					
Revenue					
Contribution In	-	626,547	2,036,839	-	-
Fund Interest	-	6,857	3,444	3,446	3,446
Interest Income	-	7,742	22,179	20,548	18,831
Principal Income	-	10,067	31,247	55,436	57,829
Other Revenue	-	(67,323)	-	-	-
Total Revenues	-	583,890	2,093,709	79,430	80,106
Fund Transfers In From					
Housing Authority - Low & Mod Hsng Loans	-	-	-	602,030	-
Rt 238 Admin Fund	-	-	-	738,672	738,672
Successor Agency	-	-	-	1,292,172	2,584,344
Total Transfers In	-	-	-	2,632,874	3,323,016
Total Revenues	-	583,890	2,093,709	2,712,304	3,403,122
EXPENDITURES					
Expenditures					
Salary					
Regular	-	84,613	284,718	-	-
FY11 EE Commitment - FY12 Furloughs	-	-	(18,830)	-	-
Benefits					
Medical Benefits	-	9,956	31,361	-	-
Retiree Medical	-	2,181	5,409	-	-
Other Benefits	-	5,711	21,898	-	-
PERS	-	16,881	76,744	-	-
Charges (to)/from other programs	-	(37,274)	(43,463)	35,388	-
<i>Net Staffing Expense</i>	-	82,068	357,837	35,388	-
Supplies & Services	-	65,847	125,457	43,000	43,021
Grants & Loans	-	-	250,000	-	-
Internal Service Fees	-	4,961	13,727	-	-
<i>Net Operating Expense</i>	-	70,807	389,184	43,000	43,021
Fund Transfers Out to					
General Fund - Cost Allocation	-	13,117	40,531	40,531	40,531
Liability Insurance Premium	-	2,989	9,415	9,415	9,415
Capital Improvement Program	-	1,000,000	1,100,000	-	-
Housing Authority First-Time Homebuyer Fund	-	200,000	500,000	-	-
Total Transfers Out	-	1,216,106	1,649,946	49,946	49,946
Total Expenditures	-	1,368,981	2,396,967	128,334	92,967
Net Change	-	(785,091)	(303,258)	2,583,970	3,310,155
Ending Working Capital Balance	-	1,877,947	1,574,689	4,158,659	7,468,814
FY 2013 Significant Budget Changes:					
1. Deletion of employee services.					

Fund Summary

Fund: 247

City Manager Department

Housing Authority - Home Ownership Loan Fund

Housing Authority - Home Ownership Loans

Description: First time homebuyer assistance loans.

	FY 2010 Actual	FY 2011 Actual	FY2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
Beginning Working Capital Balance	-	-	219,515	170,294	(431,736)
REVENUES					
Revenue					
Interest on Fund Balance	-	-	660	-	-
Loan Interest	-	8,682	24,183	-	-
Principal Payment	-	8,754	21,836	-	-
Other Revenue	-	1,000	4,100	-	-
	-	18,436	50,779	-	-
Fund Transfers In From					
Housing Authority Fund	-	356,079	500,000	-	-
Total Transfers In	-	356,079	500,000	-	-
Total Revenues	-	374,515	550,779	-	-
EXPENDITURES					
Expenditures					
Grants & Loans	-	155,000	600,000	-	-
<i>Net Operating Expense</i>	-	155,000	600,000	-	-
Fund Transfers Out to					
Cooperative Agreement	-	-	-	602,030	-
Total Transfers Out	-	-	-	602,030	-
Total Expenditures	-	155,000	600,000	602,030	-
Net Change	-	219,515	(49,221)	(602,030)	-
Ending Working Capital Balance	-	219,515	170,294	(431,736)	(431,736)
FY 2013 Significant Budget Changes:					
1. None.					

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 2010 Actual	FY 2011 Actual	FY2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
Beginning Working Capital Balance	(634)	275,567	-	-	-
REVENUES					
Revenue					
Grant	1,031,811	37,197	-	-	-
Interest Payments	1,577	-	-	-	-
Other Revenue	-	782,837	-	-	-
Total Revenue	1,033,388	820,034	-	-	-
Total Revenues	1,033,388	820,034	-	-	-
EXPENDITURES					
Expenditures					
Charges (to)/from other programs	11,603	40,378	-	-	-
<i>Net Staffing Expense</i>	11,603	40,378	-	-	-
Supplies & Services	16,299	12,138	-	-	-
Grants & Loans	729,285	1,209,275	-	-	-
<i>Net Operating Expense</i>	745,584	1,221,413	-	-	-
Total Expenditures	757,187	1,261,791	-	-	-
Net Change	276,201	(441,758)	-	-	-
Ending Working Capital Balance	275,567	(166,191)	-	-	-
<u>FY 2013 Significant Budget Changes:</u>					
1. None.					

Development Services Department

Department Overview

The Development Services Department is comprised of the Building and Planning Divisions and helps 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. Through a business-friendly and customer service-oriented environment, the Department seeks to protect the health and safety of the community through building inspection and enforcement of local, state and federal standards, and to work with applicants and residents to achieve high-quality development that will add value to the City of Hayward.

Performance Measures

- 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
- Complete projects related to City Council priorities within adopted budget limitations

Division/Program Summary

Building Division

The Building Division reviews plans, approves and issues permits, and provides inspections for construction projects in conformance with the California Code of Regulations, Title 24 Building Code, Mechanical Code, Electrical Code and Plumbing Code, as adopted and amended by the City of Hayward. The Building Division is committed to fulfilling the needs of the community and protecting the lives and safety of the citizens of Hayward in order to preserve Hayward's quality of life and enhance its economic development.

Performance Measures

- Comply with established processing time-frames for building permit application reviews 90% of the time
- Achieve a goal of processing 90% or more of all permits as over-the counter permits
- Inspect all life and safety violations by end of next business day and all other violations within five business days

Planning Division

The Planning Division is responsible for implementing City policies that direct the physical development of the City. The Planning Division is comprised of:

Current Planning Section, which reviews development applications associated with a wide variety of projects for consistency with the City's General Plan and Zoning Ordinance from a land use and

Development Services Department

physical design perspective; provides information about planning, zoning, planning permit and landscape architecture requirements to the public; and assists with enforcement of various city codes and ordinances relating to property and land use.

Advanced or Long-Range Planning Section, which completes special planning studies, such as the Climate Action Plan and South Hayward BART Form-Based Code; prepares amendments to the General Plan and Zoning Ordinance; and coordinates the City's environmental review procedures and sustainability efforts.

Development Review Services Section, which oversees processing of subdivision maps and parcel reconfigurations; annual review of assessment districts; and out-of-service-area utility agreements.

Performance Measures

- 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
- 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
- Provide comments on regular Building Permit plan checks within established time frames 95% of the time

FY 2012 Department Performance/Accomplishments

1. Maintained an 88 percent or better response rate from Permit Center customers who indicated their overall experience at the Permit Center was good or excellent through the first nine months of FY 2012.
2. Complied with established time-frames for building permit application reviews at least 90 percent of the time through the first nine months of FY 2012.
3. Completed processing of planning applications involving administrative decisions within established time-frames 100 percent of the time, and 50 percent of the time for projects involving public hearings through the first nine months of FY 2012.
4. Processed to City Council for approval a Local Hazard Mitigation Plan for Hayward as part of the Association of Bay Area Governments' Regional Hazard Mitigation Plan Update, which will increase the likelihood that funding will be available to Hayward during disaster events.

5. Processed to adoption the South Hayward BART/Mission Boulevard Form-Based Code, representing the first form-based code in Hayward.
6. Performed a second greenhouse gas emissions inventory update, and issued over \$300,000 in rebates for energy efficiency improvements to residents, owners of the largest energy-using businesses, and several non-profit and governmental entities in Hayward using federal energy efficiency and conservation block grant funds, resulting in a projected reduction of over 800 metric tons of greenhouse gas emissions.
7. Managed a 'Downtown Hayward Visioning' project involving students in the City and Regional Planning Department at Cal Poly State University in San Luis Obispo. The project involved community input and laid the framework for a future new Downtown Plan for the City of Hayward.
8. Participated in analysis and review of various household and job growth scenarios related to development of the Bay Area's first regional Sustainable Communities Strategy, as required by SB375, in order to reduce per capita greenhouse gas emissions from vehicles and light trucks by 15 percent by 2040.

FY 2013 & FY 2014 Core Service Objectives/Goals

1. Initiate a comprehensive update of the City's General Plan, including processing for approval a new fee to fully pay for the update.
2. Process through adoption the Mission Boulevard Corridor Specific Plan/Form-Based Code and environmental impact report.
3. Revise the City's Sign Ordinance.
4. Implement measures and elements of the City's Historic Preservation Program, such as creating a Prospect Hill Neighborhood Historic District, developing local planning and related zoning incentives to encourage historic preservation, and evaluation of the addition of specific historical properties to the City's Register of Historic Places.
5. Continue to help implement the strategies and actions of the Hayward Climate Action Plan.
6. Continue to address fiscal challenges through efficiency improvements and resource utilization.
7. Develop a new Downtown Specific Plan.

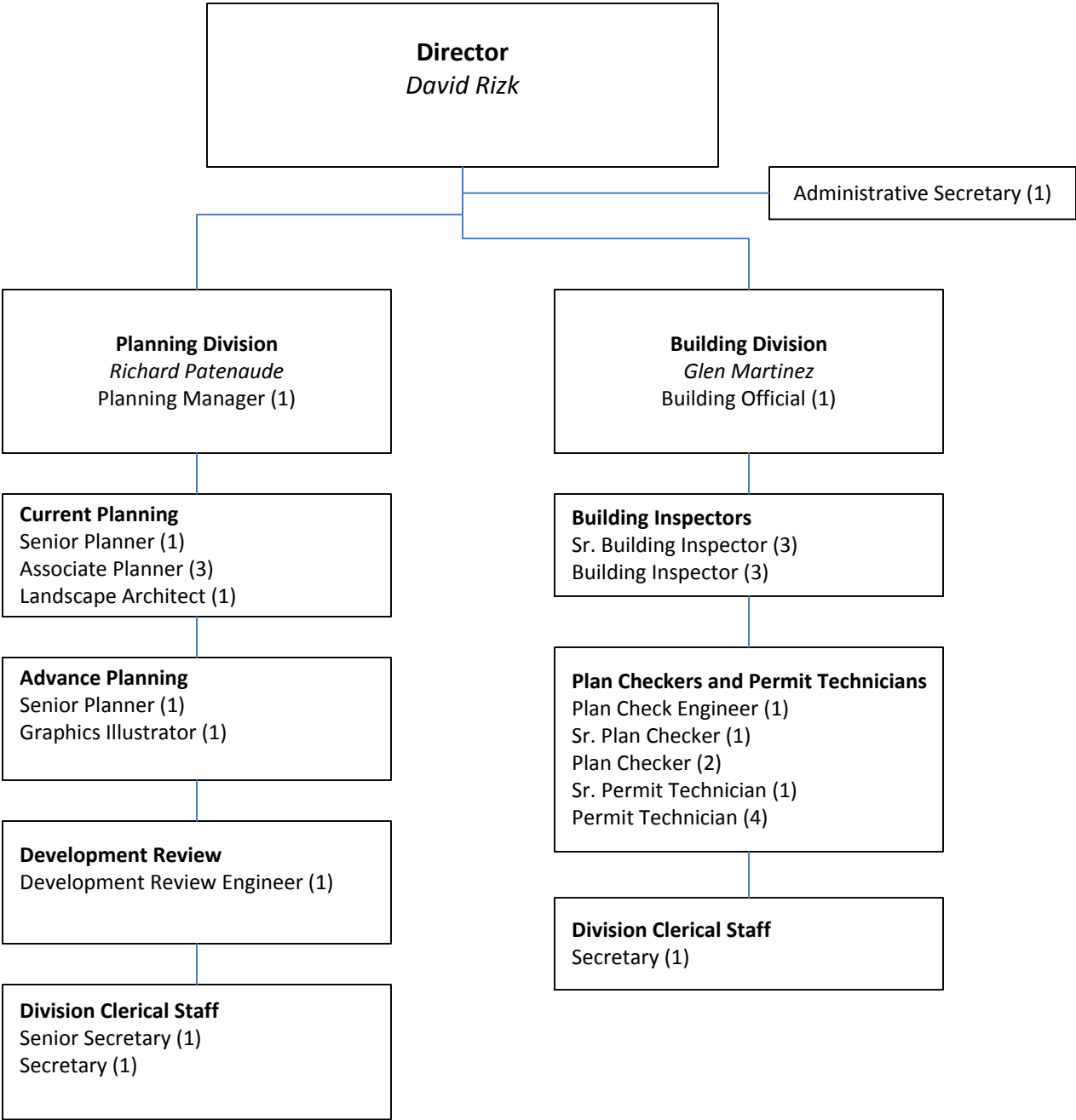
Development Services Department

Significant Changes Planned for FY 2013 & 2014

Related to reorganization and organizational efficiency, the Rental Housing Inspection Program will be moved to the City Manager's Office, and combined with Community Preservation functions, resulting in one section that will respond to and address issues related to rental housing and code enforcement.

**FY 2013 & FY 2014 STAFFING
30.00 FTE**

Development Services



Development Services Staffing Summary					
	Adopted 2010	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014
General Fund (100)					
Development Services Director	1	1	1	1	1
City Building Official	1	1	1	1	1
Planning Manager	1	1	1	1	1
Landscape Architect	0	0	1	1	1
Development Review Engineer	1	1	1	1	1
Supervising Building Inspector	1	1	0	0	0
Supervising Housing Inspector ¹	0	1	1	0	0
Plan Checking Engineer	1	1	1	1	1
Senior Planner	2	2	2	2	2
Associate Planner	3	3	3	3	3
Senior Plan Checker	0	1	1	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 ²	1	1	0.75	0	0
Plan Checker	3	2	2	2	2
Senior Housing Inspector	1	0	0	0	0
Development Review Specialist	1	1	0	0	0
Building Inspector	4	4	3	3	3
Housing Inspector ³	3	3	2	0	0
Senior Permit Technician	1	1	1	1	1
Administrative Secretary	1	1	1	1	1
Graphics/Planning Illustrator ⁴	0.5	0.5	0.5	1	1
Permit Technician	2	3	4	4	4
Senior Secretary	2	2	1	1	1
Secretary	2	2	2	2	2
Administrative Clerk II	3	2	0	0	0
	38.5	38.5	33.25	30	30

Staffing Changes to Adopted FY 2013:

1. Decrease - 1.0 FTE Supervising Housing Inspector.
2. Decrease - .75 FTE Administrative Analyst II (Moved to Library & Community Services).
3. Decrease - 2.0 FTE Housing Inspectors (Moved to City Manager's Office)
4. Increase - .50 FTE Graphic/Planning Illustrator.



Department Summary
All Funds Summary - By Category

Development Services Department
All Funds

All Funds Summary - By Category

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

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
General Fund Revenue	4,029,060	4,401,366	3,519,143	3,544,607	3,544,607
Park Districts	253,874	654,913	111,075	113,297	115,563
Energy Efficiency Conserv. Block Grant	101,248	233,898	-	-	-
	4,384,182	5,290,178	3,630,218	3,657,904	3,660,170
(Contribution)/Use of Fund Balance					
Park District Funds	(177,092)	(429,867)	(34,775)	(36,997)	(39,263)
	(177,092)	(429,867)	(34,775)	(36,997)	(39,263)
Fund Subsidy					
General Fund Subsidy	944,362	1,032,209	1,701,000	846,533	945,161
	944,362	1,032,209	1,701,000	846,533	945,161
Total Revenues	5,151,452	5,892,520	5,296,443	4,467,440	4,566,068
EXPENDITURES					
Expenditures					
Salary					
Regular	3,098,661	3,284,048	3,264,499	2,922,726	2,922,726
Overtime	5,772	5,122	2,700	2,700	2,700
FY11 EE Commitment - FY12 Furloughs	-	-	(215,103)	-	-
Benefits					
Medical Benefits	409,079	454,768	418,313	438,480	482,329
Retiree Medical	-	85,059	19,833	54,090	54,090
Other Benefits	199,071	200,185	286,369	192,397	193,441
PERS	602,890	658,637	848,157	528,819	576,416
Charges (to)/from other programs	(341,228)	(335,492)	(438,199)	(612,609)	(607,976)
<i>Net Staffing Expense</i>	3,974,245	4,352,327	4,186,569	3,526,603	3,623,726
Maintenance & Utilities	12,355	12,897	13,791	8,650	8,650
Supplies & Services	301,386	513,629	344,781	378,211	378,211
Internal Service Fees	750,086	760,269	751,302	553,976	555,481
Capital	12,132	19,500	-	-	-
Projects	101,248	233,898	-	-	-
<i>Net Operating Expense</i>	1,177,207	1,540,193	1,109,874	940,837	942,342
Total Expenditures	5,151,452	5,892,520	5,296,443	4,467,440	4,566,068



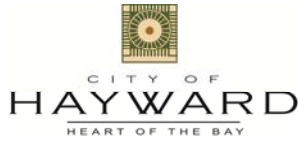
Department Summary
All Funds Summary - By Program

Development Services Department
All Funds

All Funds Summary - By Program

Description: General Fund, Energy Efficiency Conservation, Block Grant, and Park District Funds.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Building	3,581,579	4,183,575	3,231,138	2,980,933	2,980,933
Planning	447,481	217,791	288,005	563,674	563,674
Energy Efficiency Conserv. Block Grant	101,248	233,898	-	-	-
Park Districts	253,874	654,913	111,075	113,297	115,563
	4,384,182	5,290,178	3,630,218	3,657,904	3,660,170
(Contribution)/Use of Fund Balance					
Park District Funds	(177,092)	(429,867)	(34,775)	(36,997)	(39,263)
	(177,092)	(429,867)	(34,775)	(36,997)	(39,263)
Fund Subsidy					
General Fund Subsidy	944,362	1,032,209	1,701,000	846,533	945,161
	944,362	1,032,209	1,701,000	846,533	945,161
Total Revenues	5,151,452	5,892,520	5,296,443	4,467,440	4,566,068
EXPENDITURES					
Expenditures					
Administration	353,048	377,282	406,957	418,273	425,514
Building	2,984,687	3,452,953	3,270,448	2,795,112	2,859,691
Planning	1,625,891	1,592,579	1,531,097	1,177,755	1,204,563
Energy Efficiency Conserv. Block Grant	101,248	233,898	-	-	-
Park Districts	76,782	225,046	76,300	76,300	76,300
	5,141,656	5,881,758	5,284,802	4,467,440	4,566,068
Total Expenditures	5,141,656	5,881,758	5,284,802	4,467,440	4,566,068



Department Summary
 Department: 100-3600

Development Services Department
 General Fund

Development Services - General Fund Summary

Description: Administration, Building, and Planning.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Licenses & Permits	1,591,363	1,585,285	1,353,236	1,446,656	1,446,656
From Other Agencies	160,000	-	-	-	-
Fees & Service Charges	2,275,580	2,798,437	2,165,690	2,097,506	2,097,506
Other Revenue	2,117	17,644	217	445	445
Total Revenues	4,029,060	4,401,366	3,519,143	3,544,607	3,544,607
EXPENDITURES					
Expenditures					
Salary					
Regular	3,098,661	3,284,048	3,264,499	2,922,726	2,922,726
Overtime	5,772	5,122	2,700	2,700	2,700
FY11 EE Commitment - FY12 Furloughs	-	-	(215,103)	-	-
Benefits					
Medical Benefits	409,079	454,768	418,313	438,480	482,329
Retiree Medical	-	85,059	19,833	54,090	54,090
Other Benefits	199,071	200,185	286,369	192,397	193,441
PERS	602,890	658,637	848,157	528,819	576,416
Charges (to)/from other programs	(343,010)	(339,971)	(439,499)	(613,909)	(609,276)
<i>Net Staffing Expense</i>	3,972,463	4,347,848	4,185,269	3,525,303	3,622,426
Maintenance & Utilities	12,355	12,897	13,791	8,650	8,650
Supplies & Services	226,386	293,062	269,781	303,211	303,211
Internal Service Fees	750,086	760,269	751,302	553,976	555,481
Capital	12,132	19,500	-	-	-
<i>Net Operating Expense</i>	1,000,959	1,085,728	1,034,874	865,837	867,342
Total Expenditures	4,973,422	5,433,575	5,220,143	4,391,140	4,489,768
General Fund Subsidy	944,362	1,032,209	1,701,000	846,533	945,161

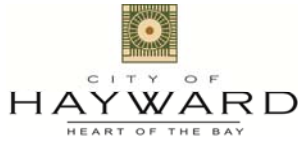


Program Summary
 Program: 100 - 4601

Development Services Department
 General Fund

Administration
Description: Department Administration.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
EXPENDITURES					
Expenditures					
Salary					
Regular	297,657	308,842	339,893	242,861	242,861
FY11 EE Commitment - FY12 Furloughs	-	-	(21,443)	-	-
Benefits					
Medical Benefits	42,498	44,246	47,413	26,959	29,655
Retiree Medical	-	6,543	-	3,606	3,606
Other Benefits	16,437	15,492	26,420	15,236	15,308
PERS	58,543	62,789	76,113	44,261	48,244
Charges (to)/from other programs	(110,886)	(107,167)	(117,663)	41,933	42,353
<i>Net Staffing Expense</i>	304,249	330,745	350,733	374,856	382,027
Maintenance & Utilities	1,478	508	500	500	500
Supplies & Services	10,219	6,530	16,738	16,738	16,738
Internal Service Fees	35,470	39,499	38,986	26,179	26,249
Capital	1,632	-	-	-	-
<i>Net Operating Expense</i>	48,799	46,537	56,224	43,417	43,487
Total Expenditures	353,048	377,282	406,957	418,273	425,514
General Fund Subsidy	353,048	377,282	406,957	418,273	425,514
Division Staffing FTE	3.0	3.0	2.75	2.0	2.0
<u>FY 2013 Significant Budget Changes:</u>					
1. Administrative Analyst II moved to Library Fund.					



Division Summary
Division: 100 - 2700

Development Services Department
General Fund

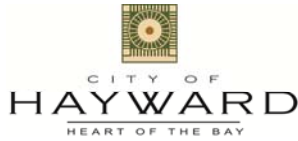
Building

Description: Building Inspection.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Licenses & Permits	1,501,805	1,534,270	1,263,000	1,446,656	1,446,656
Fees & Service Charges	2,078,071	2,646,500	1,968,138	1,534,277	1,534,277
Other Revenue	1,703	2,805	-	-	-
Total Revenues	3,581,579	4,183,575	3,231,138	2,980,933	2,980,933
EXPENDITURES					
Expenditures					
Salary					
Regular	1,705,661	1,821,735	1,828,183	1,552,233	1,552,233
Overtime	4,992	4,261	2,200	2,200	2,200
FY11 EE Commitment - FY12 Furloughs	-	-	(118,373)	-	-
Benefits					
Medical Benefits	232,926	266,561	257,376	271,292	298,422
Retiree Medical	-	47,982	-	30,651	30,651
Other Benefits	109,489	114,371	179,687	104,163	104,739
PERS	330,242	364,568	481,947	280,289	305,517
Charges (to)/from other programs	(262)	91,704	-	(10,665)	-
<i>Net Staffing Expense</i>	2,383,048	2,711,182	2,631,020	2,230,163	2,293,762
Maintenance & Utilities	9,796	10,761	11,641	6,500	6,500
Supplies & Services	133,562	265,019	193,631	227,061	227,061
Internal Service Fees	457,577	457,252	445,797	331,388	332,368
Capital	10,500	19,500	-	-	-
<i>Net Operating Expense</i>	601,639	741,771	639,428	564,949	565,929
Total Expenditures	2,984,687	3,452,953	3,270,448	2,795,112	2,859,691
General Fund Subsidy	(596,892)	(730,622)	39,310	(185,821)	(121,242)
Division Staffing FTE	22.0	22.0	20.0	17.0	17.0

FY 2013 Significant Budget Changes:

1. Deletion of 2.0 FTE Housing Inspectors - moved to Code Enforcement Division in City Manager's Office.
2. Deletion of 1.0 FTE Supervising Housing Inspector.



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 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Licenses & Permits	89,558	51,015	90,236	-	-
From Other Agencies	160,000	-	-	-	-
Fees & Service Charges	197,509	151,938	197,552	563,229	563,229
Other Revenue	414	14,838	217	445	445
Total Revenues	447,481	217,791	288,005	563,674	563,674
EXPENDITURES					
Expenditures					
Salary					
Regular	1,095,343	1,153,470	1,096,423	1,127,632	1,127,632
Overtime	780	861	500	500	500
FY11 EE Commitment - FY12 Furloughs	-	-	(75,287)	-	-
Benefits					
Medical Benefits	133,655	143,962	113,524	140,229	154,252
Retiree Medical	-	30,534	19,833	19,833	19,833
Other Benefits	73,145	70,322	80,262	72,998	73,394
PERS	214,105	231,279	290,097	204,269	222,655
Charges (to)/from other programs	(231,862)	(324,507)	(321,836)	(645,177)	(651,629)
<i>Net Staffing Expense</i>	1,285,166	1,305,921	1,203,516	920,284	946,637
Maintenance & Utilities	1,081	1,627	1,650	1,650	1,650
Supplies & Services	82,605	21,513	59,412	59,412	59,412
Internal Service Fees	257,039	263,518	266,519	196,409	196,864
<i>Net Operating Expense</i>	340,725	286,658	327,581	257,471	257,926
Total Expenditures	1,625,891	1,592,579	1,531,097	1,177,755	1,204,563
General Fund Subsidy	1,178,410	1,374,788	1,243,092	614,081	640,889
Division Staffing FTE	13.5	13.5	10.5	11.0	11.0
FY 2013 Significant Budget Changes:					
1. Increase Graphics/Planning Illustrator from 0.5 FTE to 1.0 FTE.					



Fund Summary

Fund: 261, 262, 263, 264, 265

Development Services Department

Special Revenue Fund

Park Districts

Description: Zones A-E - There is a requirement to dedicate land, or pay an in-lieu fee for public parks.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
Beginning Working Capital Balance	2,534,948	2,712,040	3,141,907	3,176,682	2,749,037
REVENUES					
Revenue					
Interest and Rents	37,004	52,836	-	-	-
Other Revenue	216,870	602,077	111,075	113,297	115,563
Total Revenues	253,874	654,913	111,075	113,297	115,563
EXPENDITURES					
Expenditures					
Charges (to)/from other programs	1,782	4,479	1,300	1,300	1,300
<i>Net Staffing Expense</i>	1,782	4,479	1,300	1,300	1,300
Supplies & Services	75,000	220,567	75,000	75,000	75,000
<i>Net Operating Expense</i>	75,000	220,567	75,000	75,000	75,000
Total Expenditures	76,782	225,046	76,300	76,300	76,300
Net Change	177,092	429,867	34,775	36,997	39,263
Ending Fund Balance	2,712,040	3,141,907	3,176,682	2,749,037	2,788,300

Grant Program

Program: 233-5057

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 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Grant	101,248	233,898	-	-	-
Total Revenues	101,248	233,898	-	-	-
EXPENDITURES					
Expenditures					
Projects	101,248	233,898	-	-	-
<i>Net Operating Expense</i>	101,248	233,898	-	-	-
Total Expenditures	-	-	-	-	-
Net Change	-	-	-	-	-

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Department Overview

The Finance Department is responsible for safeguarding the City's financial assets and for administering the financial activities of the City and its corporate bodies. The Department's primary objectives are to uphold the highest accounting and ethical standards and to ensure that the City's financial activities are conducted in accordance and compliance with recommended industry standards. The Department is also committed to quality customer service and providing accurate, timely and complete financial information.

Division/Program Summary

Administration & Budget Division

The Finance Administration & Budget Division provides department leadership, direction and administrative support to all other department divisions. This division develops and manages the city-wide Operating Budget, the City's investment portfolio, and also provides staff support to the City Council Budget and Finance Committee, as well as the City's Deferred Compensation and Investment Advisory Committees.

Performance Measures

- Compile and present the City's operating budget for adoption, under the direction of the City Manager, and in compliance with City Charter requirements.
- Provide timely, quarterly financial reporting to City Manager and City Council.
- Invest City funds, in compliance with approved City policy, 100% of the time.
- Meet investment reporting deadlines 100% of the time.

Accounting Division

The Accounting Division is responsible for the City's general accounting, management of the City's general ledger, and preparation of internal and external financial reports and statements. The division also manages city-wide payroll and benefits, accounts receivable, accounts payable, bank reconciliation, accountability of fixed assets, and special assessment administration.

The division maintains a system of internal controls, which safeguard City assets and report the financial activity of the City in an accurate and timely manner.

Accounting staff record all City financial transactions in compliance with Generally Accepted Accounting Principles (GAAP) and are in charge of preparing the City's Comprehensive Annual Financial Report (CAFR). In addition, Accounting staff assist with component unit financial statements, provide interim financial and management reports, and assist other City departments and agencies in preparing and interpreting financial data.

Performance Measures

- Meet financial reporting deadlines 100% of the time.
- Complete the annual audit process and Comprehensive Annual Financial Report before December 15th of each year.
- Generate invoices for recovery of billable City staff time and services within 30 days, 95% of the time.
- Ensure all invoices submitted for payment to outside vendors have appropriate level of approval 100% of the time.

Revenue Division

The Revenue Division is responsible for the City cashiering services, billing & collections, various permit issuances, administration of parking citations, as well as the Municipal Code revenue and taxation sections.

- The division provides collection of debt for City accounts receivable, utility payments, miscellaneous taxes, returned checks, and liens.
- Revenue staff administer, bill, and collect payments for various City tax programs, which include Business Tax, Excise Tax, Transient Occupancy Tax, and Transfer Tax.

Performance Measures

- Receive feedback from customers that reflect above average customer service 95% of the time related to courtesy, timeliness, and ability to address customer requests.
- Maintain high collection rate, with a collection account ratio averaging better than 90%.
- Maintain record of 100% timely mailing of utility bills to all residents.

Purchasing Division

The Purchasing Division is responsible for supporting the procurement of all City materials, supplies, equipment, and maintenance services. The purchasing process involves the administration and preparation of contracts, purchase orders, and related documents pertaining to insurance requirements, bonding, and maintenance of all files related to purchases.

The division also provides a Central Services Program that processes all internal mail for most City facilities, to include over one million pieces of U.S. mail annually. The program manages contract-printing services, provides shipping and receiving services, and works with departments to update and redesign City forms.

Performance Measures

- Meet purchase process timelines 95% of the time: single purchase (10 working days); bids and quotes (6 weeks); and proposals (8 weeks).
- Review a minimum of 90% of all open purchase orders for compliance annually.

FY 2012 Department Performance/Accomplishments

1. Expanded City website to allow payment of all City invoices, such as parking fines, permits, fees, and business licenses.
2. Implemented automated telephone messages to customers to remind of overdue water utility accounts.
3. Implemented *Positive Pay* – a fraud detection program with our banking services provider to provide greater protection to City cash.
4. In coordination with the Technology Services Department, completed the Financial Enterprise System (ERP) vendor review and selection process.
5. Selected an investment management firm to assist the City in updating/managing its portfolio.
6. Developed an Environmentally Preferred Purchasing Policy to be submitted for Council approval.

FY 2013 & FY 2014 Core Service Objectives/Goals

1. Continue expansion of City website to accommodate further customer service enhancements such as Business License application, renewal, and fee payment.
2. Explore feasibility of cashiering system that receives payments for planning permits while also updating planning application status.
3. Implement a point-of-service customer satisfaction survey.
4. Begin implementation of citywide ERP – with initial focus on updating the City’s Chart of Accounts and general ledger – with the majority of the ERP to be implemented over the two-year budget cycle.
5. Develop comprehensive credit card & procurement policies, and implement the Cal Card system for credit card procurement.
6. Complete a comprehensive cash flow analysis, rebalance the City’s investment portfolio and update the City’s Statement of Investment Policy.
7. Conduct a citywide Master Fee Study and update the citywide Indirect Cost Allocation Plan.

8. Complete a comprehensive documentation of accounting policies and procedures, including Internal Controls.
9. Publish a Comprehensive Annual Financial Report in a timely manner, submit and obtain the national GFOA award for financial reporting; and develop and implement City biennial budget, as well as publish Adopted Operating Budget and submit for GFOA award program for Excellence in Budgeting.
10. Begin Business License Tax ordinance study and update.

Significant Changes Planned for FY 2013 & FY 2014

Prior fiscal years have seen the Finance Department staffing shrink. As part of this biennial budget, the department is maintaining its staffing and adding one position. The department is reorganizing to improve its financial analytical capabilities and is making the following changes effective for FY 2013:

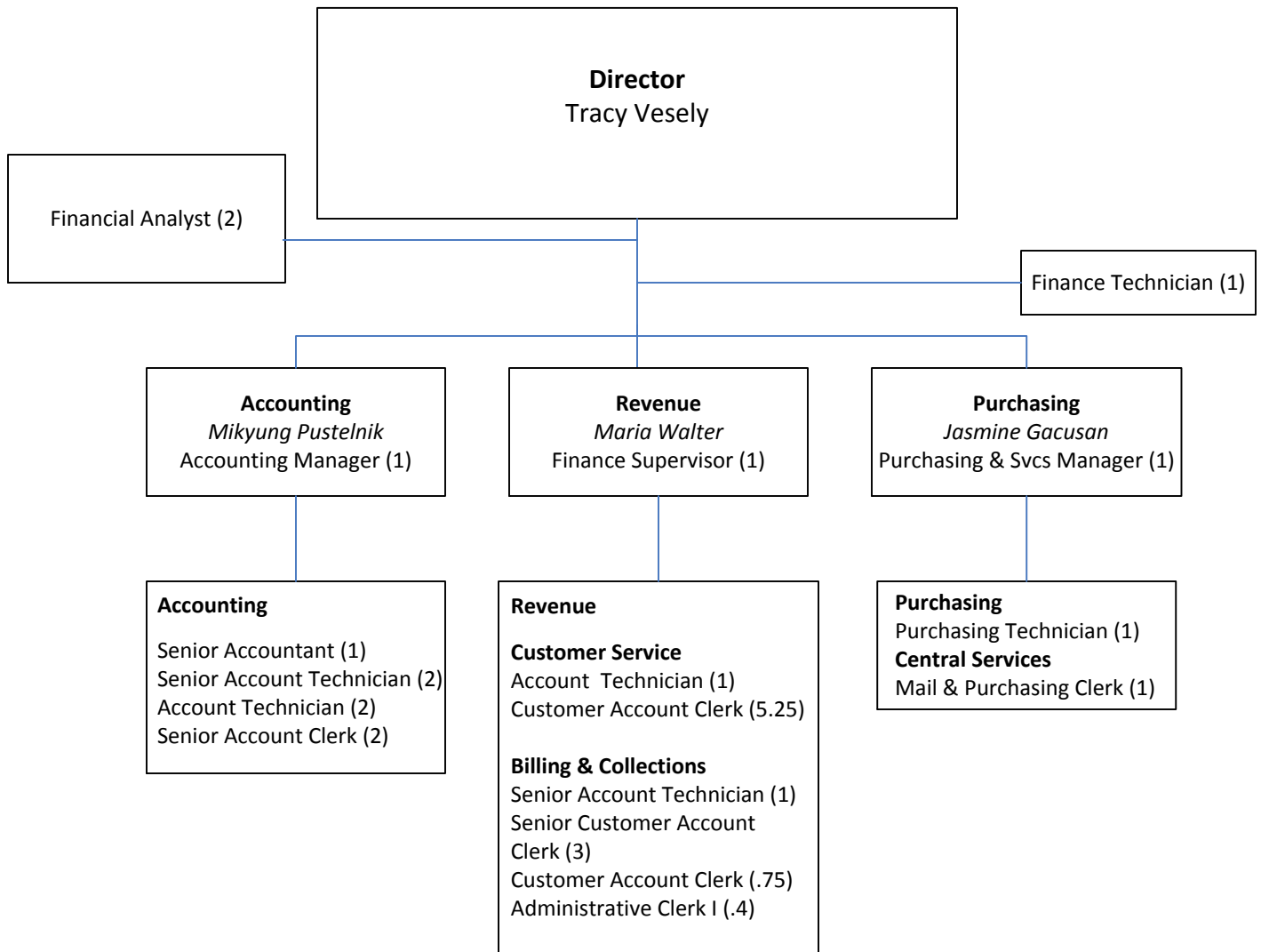
1. Administrative Secretary position will be re-established as a 1 FTE Financial Technician to provide the department with greater financial support.
2. Vacant 1 FTE Budget Officer Position is deleted and 2FTE Financial Analyst positions created.

To comply with CalPERS regulations, two part-time temporary agency (contract) positions that provide service to the Revenue Division will be converted to part-time positions:

3. Add .4 FTE Administrative Clerk 1
4. Add .5 FTE Customer Account Clerk

**FY 2013 & FY 2014 STAFFING
27.40 FTE**

Finance



Finance Staffing Summary					
	Adopted 2010	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014
General Fund (100)					
Director Of Finance	1	1	1	1	1
Finance Operations Manager	0	1	0	0	0
Purchasing & Services Manager	1	1	1	1	1
Accounting Manager	1	0	1	1	1
Budget Officer ¹	1	1	1	0	0
Revenue Manager	1	0	0	0	0
Revenue Officer	0	1	0	0	0
Finance Analyst ^{1,2}	0	0	0	2	2
Finance Supervisor	0	0	1	1	1
Senior Accountant	1	1	1	1	1
Administrative Analyst II	1	0	0	0	0
Senior Accounting Technician	2	4	2	2	2
Administrative Secretary ³	1	1	1	0	0
Accounting Technician	2	1	3	3	3
Purchasing Assistant	1	1	0	0	0
Purchasing Technician	0	0	1	1	1
Finance Technician ³	0	0	0	1	1
Senior Account Clerk	3	2	2	2	2
Senior Customer Account Clerk	1	1	1	1	1
Customer Account Clerk ⁴	1.75	2.75	2	2.5	2.5
Mail & Purchasing Clerk	1	1	1	1	1
	19.75	19.75	19	20.5	20.5
Water Fund (621)					
Senior Accounting Technician	1	1	1	1	1
Senior Customer Account Clerk	2	2	2	2	2
Customer Account Clerk	2.75	3.5	3.5	3.5	3.5
Administrative Clerk I ⁵	0	0	0	0.4	0.4
	5.75	6.5	6.5	6.9	6.9

Staffing Changes to Adopted FY 2013:

1. Reclasp - 1.0 FTE Budget Officer to 1.0 FTE Finance Analyst.
2. Increase - 1.0 FTE Finance Analyst.
3. Reclasp - 1.0 FTE Administrative Secretary to 1.0 FTE Finance Technician.
4. Increase - .5 FTE Customer Account Clerk.
5. Increase - .40 FTE Administrative Clerk I.

All Funds Summary - By Category

Funding: General Fund, Water, and Debt Service funds.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue and Transfers In From Other Funds					
General Fund Revenue	3,454,557	3,667,273	3,650,000	3,866,000	3,957,000
Debt Service	8,242,636	8,044,109	7,795,751	7,750,477	7,740,503
	11,697,193	11,711,382	11,445,751	11,616,477	11,697,503
(Contribution)/Use of Fund Balance					
Debt Service Funds	627,692	157,404	76,158	107,424	125,116
Fund Subsidy					
General Fund Subsidy	(602,347)	(550,284)	(706,149)	(632,474)	(662,708)
Water Fund Subsidy	901,049	892,996	956,760	1,006,977	1,022,163
	298,702	342,712	250,611	374,503	359,455
Total Revenues	12,623,587	12,211,498	11,772,520	12,098,404	12,182,074
EXPENDITURES					
Expenditures By Category					
Salary					
Regular	1,867,094	1,906,416	2,015,151	2,170,385	2,170,385
Overtime	10,016	11,874	8,000	8,000	8,000
FY11 EE Commitment - FY12 Furloughs	-	-	(129,442)	-	-
Benefits					
Medical Benefits	210,404	256,269	287,557	390,091	429,103
Retiree Medical	-	58,887	46,878	52,287	52,287
Other Benefits	151,001	122,947	155,277	141,427	142,399
PERS	327,090	353,864	517,164	392,280	427,583
Charges (to)/from other programs	(64,881)	(4,574)	(14,803)	(43,530)	(44,090)
<i>Net Staffing Expense</i>	2,500,724	2,705,683	2,885,782	3,110,940	3,185,667
Maintenance & Utilities	35,510	4,156	7,665	6,845	6,845
Supplies & Services	731,512	807,327	520,461	604,880	604,880
Internal Service Fees	380,742	390,572	398,958	367,267	368,492
Postage	171,500	144,133	139,336	201,264	201,264
Principal	3,595,641	3,125,880	3,501,671	3,595,240	3,755,000
Interest	4,621,937	4,457,138	4,310,647	4,176,968	4,024,926
Capital	-	708	-	-	-
<i>Net Operating Expense</i>	9,536,842	8,929,913	8,878,738	8,952,464	8,961,407
Transfers Out To Other Funds	586,021	575,903	8,000	35,000	35,000
Total Expenditures	12,623,587	12,211,498	11,772,520	12,098,404	12,182,074
Net Change	-	-	-	-	-

All Funds Summary - By Program

Funding: General Fund, Water, and Debt Service funds.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
General Fund	3,454,557	3,667,273	3,650,000	3,866,000	3,957,000
Debt Service	8,242,636	8,044,109	7,795,751	7,750,477	7,740,503
	11,697,193	11,711,382	11,445,751	11,616,477	11,697,503
(Contribution)/Use of Fund Balance					
Debt Service Funds	627,692	157,404	76,158	107,424	125,116
Fund Subsidy					
General Fund Subsidy	(602,347)	(550,284)	(706,149)	(632,474)	(662,708)
Water Fund Subsidy	901,049	892,996	956,760	1,006,977	1,022,163
	298,702	342,712	250,611	374,503	359,455
Total Revenues	12,623,587	12,211,498	11,772,520	12,098,404	12,182,074
EXPENDITURES					
Expenditures By Program					
Administration	531,275	742,503	585,098	809,791	825,183
Accounting	1,096,693	1,189,013	1,194,443	1,202,049	1,225,248
Purchasing	559,956	513,723	549,545	545,944	553,481
Revenue	664,286	671,751	614,765	675,742	690,380
Utility Billing	901,049	892,996	956,760	1,006,977	1,022,163
Debt Service	8,870,328	8,201,513	7,871,909	7,857,901	7,865,619
Total Expenditures	12,623,587	12,211,498	11,772,520	12,098,404	12,182,074
Net Change	-	-	-	-	-

Finance - General Fund Summary

Description: Administration, Accounting, Purchasing, and Revenue.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Business Tax	2,337,016	2,388,857	2,400,000	2,448,000	2,497,000
Transient Occupancy Tax	1,109,925	1,252,797	1,250,000	1,418,000	1,460,000
Other Revenue	7,616	25,620	-	-	-
Total Revenues	3,454,557	3,667,273	3,650,000	3,866,000	3,957,000
EXPENDITURES					
Expenditures					
Salary					
Regular	1,501,791	1,531,776	1,627,254	1,736,592	1,736,592
Overtime	9,149	10,722	2,000	2,000	2,000
FY11 EE Commitment - FY12 Furloughs	-	-	(104,030)	-	-
Benefits					
Medical Benefits	175,409	219,254	238,660	322,819	355,104
Retiree Medical	-	43,620	34,257	37,863	37,863
Other Benefits	121,736	95,190	120,757	112,759	113,497
PERS	261,017	281,414	413,082	313,605	341,828
Charges (to)/from other programs	(233,115)	(96,240)	(144,377)	(146,018)	(147,478)
<i>Net Staffing Expense</i>	1,835,987	2,085,736	2,187,603	2,379,620	2,439,406
Maintenance & Utilities	33,975	2,301	2,200	2,000	2,000
Supplies & Services	557,874	623,026	344,345	438,288	438,288
Internal Service Fees	328,731	337,540	345,703	315,160	316,140
Postage	95,643	67,678	64,000	98,458	98,458
Capital	-	708	-	-	-
<i>Net Operating Expense</i>	1,016,223	1,031,253	756,248	853,906	854,886
Total Expenditures	2,852,210	3,116,989	2,943,851	3,233,526	3,294,292
General Fund Subsidy	(602,347)	(550,284)	(706,149)	(632,474)	(662,708)

Administration

Description: Department Administration.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
EXPENDITURES					
Expenditures					
Salary					
Regular	321,213	301,487	362,791	446,472	446,472
Overtime	2,211	9,635	-	-	-
FY11 EE Commitment - FY12 Furloughs	-	-	(22,431)	-	-
Benefits					
Medical Benefits	6,827	3,464	18,635	81,291	89,421
Retiree Medical	-	6,543	5,409	7,212	7,212
Other Benefits	20,179	13,799	23,065	27,937	28,081
PERS	61,982	43,037	79,329	81,369	88,692
Charges (to)/from other programs	(130,522)	1,332	5,000	(38,000)	(38,380)
<i>Net Staffing Expense</i>	281,890	379,297	471,798	606,281	621,498
Maintenance & Utilities	695	529	1,200	1,200	1,200
Supplies & Services	213,058	325,398	76,840	166,540	166,540
Internal Service Fees	35,579	36,300	35,260	35,470	35,645
Postage	53	270	-	300	300
Capital	-	708	-	-	-
<i>Net Operating Expense</i>	249,385	363,206	113,300	203,510	203,685
Total Expenditures	531,275	742,503	585,098	809,791	825,183
General Fund Subsidy	531,275	742,503	585,098	809,791	825,183
Division Staffing FTE	3.0	3.0	3.0	4.0	4.0

FY 2013 Significant Budget Changes:

1. Deletion of 1.0 FTE Administrative Secretary and 1.0 FTE Budget Officer.
2. Addition of 1.0 FTE Finance Technician and 2.0 FTE Finance Analysts.

Accounting

Description: Accounting program.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Other Revenue	1,624	25,491	-	-	-
Total Revenues	1,624	25,491	-	-	-
EXPENDITURES					
Expenditures					
Salary					
Regular	615,168	646,388	655,900	652,000	652,000
Overtime	5,094	-	2,000	2,000	2,000
FY11 EE Commitment - FY12 Furloughs	-	-	(42,372)	-	-
Benefits					
Medical Benefits	95,149	116,968	119,882	119,888	131,878
Retiree Medical	-	17,448	14,424	14,424	14,424
Other Benefits	51,373	42,286	49,691	42,628	42,916
PERS	103,054	122,706	173,331	117,470	128,041
Charges (to)/from other programs	(56,336)	(23,062)	(49,066)	-	-
<i>Net Staffing Expense</i>	<i>813,502</i>	<i>922,734</i>	<i>923,790</i>	<i>948,410</i>	<i>971,259</i>
Maintenance & Utilities	2,261	1,417	500	500	500
Supplies & Services	9,751	16,200	12,187	12,187	12,187
Internal Service Fees	99,494	101,982	102,966	96,483	96,833
Audit	167,098	141,489	151,000	140,469	140,469
Postage	4,587	5,190	4,000	4,000	4,000
<i>Net Operating Expense</i>	<i>283,191</i>	<i>266,279</i>	<i>270,653</i>	<i>253,639</i>	<i>253,989</i>
Total Expenditures	1,096,693	1,189,013	1,194,443	1,202,049	1,225,248
General Fund Subsidy	1,095,069	1,163,522	1,194,443	1,202,049	1,225,248
Division Staffing FTE	8.0	8.0	8.0	8.0	8.0
FY 2013 Significant Budget Changes:					
1. None					

Purchasing and Central Services

Description: Purchasing and Central Services.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Other Revenue	5,992	128	-	-	-
Total Revenues	5,992	128	-	-	-
EXPENDITURES					
Expenditures					
Salary					
Regular	230,840	249,062	249,723	249,723	249,723
FY11 EE Commitment - FY12 Furloughs	-	-	(16,055)	-	-
Benefits					
Medical Benefits	16,458	27,757	29,899	32,966	36,263
Retiree Medical	-	6,543	5,409	5,409	5,409
Other Benefits	23,991	16,161	18,995	16,437	16,545
PERS	35,682	48,464	65,627	44,746	48,773
Charges (to)/from other programs	(402)	(3,989)	(11,119)	-	-
<i>Net Staffing Expense</i>	306,569	343,999	342,479	349,281	356,713
Maintenance & Utilities	31,019	354	300	300	300
Supplies & Services	67,089	31,553	40,438	40,438	40,438
Internal Service Fees	112,922	117,301	131,328	120,925	121,030
Postage	42,357	20,516	35,000	35,000	35,000
Capital	-	-	-	-	-
<i>Net Operating Expense</i>	253,387	169,724	207,066	196,663	196,768
Total Expenditures	559,956	513,723	549,545	545,944	553,481
General Fund Subsidy	553,964	513,595	549,545	545,944	553,481
Division Staffing FTE	3.0	3.0	3.0	3.0	3.0
<u>FY 2013 Significant Budget Changes:</u>					
1. None					

Revenue

Description: Revenue collection program.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Business Tax	2,337,016	2,388,857	2,400,000	2,448,000	2,497,000
Transient Occupancy Tax	1,109,925	1,252,797	1,250,000	1,418,000	1,460,000
Total Revenues	3,446,941	3,641,653	3,650,000	3,866,000	3,957,000
EXPENDITURES					
Expenditures					
Salary					
Regular	334,570	334,839	358,840	388,397	388,397
Overtime	1,844	1,086	-	-	-
FY11 EE Commitment - FY12 Furloughs	-	-	(23,172)	-	-
Benefits					
Medical Benefits	56,975	71,065	70,244	88,674	97,542
Retiree Medical	-	13,086	9,015	10,818	10,818
Other Benefits	26,193	22,944	29,006	25,757	25,955
PERS	60,299	67,207	94,795	70,020	76,322
Charges (to)/from other programs	(45,855)	(70,520)	(89,192)	(108,018)	(109,098)
<i>Net Staffing Expense</i>	434,026	439,706	449,536	475,648	489,936
Maintenance & Utilities	-	-	200	-	-
Supplies & Services	100,878	108,385	63,880	78,654	78,654
Internal Service Fees	80,736	81,957	76,149	62,282	62,632
Postage	48,646	41,702	25,000	59,158	59,158
Capital	-	-	-	-	-
<i>Net Operating Expense</i>	230,260	232,044	165,229	200,094	200,444
Total Expenditures	664,286	671,751	614,765	675,742	690,380
General Fund Subsidy	(2,782,655)	(2,969,903)	(3,035,235)	(3,190,258)	(3,266,620)
Division Staffing FTE	5.75	5.75	5.0	5.5	5.5
FY 2013 Significant Budget Changes:					
1. Addition of 0.5 FTE Customer Account Clerk.					

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 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
EXPENDITURES					
Expenditures					
Salary					
Regular	365,303	374,639	387,897	433,793	433,793
Overtime	867	1,152	6,000	6,000	6,000
FY11 EE Commitment - FY12 Furloughs	-	-	(25,412)	-	-
Benefits					
Medical Benefits	34,995	37,015	48,897	67,272	73,999
Retiree Medical	-	15,267	12,621	14,424	14,424
Other Benefits	29,265	27,758	34,520	28,668	28,902
PERS	66,073	72,450	104,082	78,675	85,755
Charges (to)/from other programs	145,928	81,787	121,258	90,014	90,914
<i>Net Staffing Expense</i>	642,431	610,069	689,863	718,846	733,787
Maintenance & Utilities	1,535	1,855	5,465	4,845	4,845
Supplies & Services	129,215	151,586	132,841	128,373	128,373
Internal Service Fees	52,011	53,032	53,255	52,107	52,352
Postage	75,857	76,454	75,336	102,806	102,806
<i>Net Operating Expense</i>	258,618	282,927	266,897	288,131	288,376
Total Expenditures	901,049	892,996	956,760	1,006,977	1,022,163
Water Fund Subsidy	901,049	892,996	956,760	1,006,977	1,022,163
Division Staffing FTE	5.75	6.5	6.5	7.5	7.5
<u>FY 2013 Significant Budget Changes:</u>					
1. Addition of 0.4 FTE Admin Clerk I.					

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 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
Beginning Fund Balance	264,570	231,162	151,380	154,380	157,127
Fund Revenue					
Interest Income	3,842	9,069	3,000	3,000	3,000
Total Revenues	3,842	9,069	3,000	3,000	3,000
Fund Expenditures					
Supplies & Services	2,690	2,710	2,273	1,918	1,918
Interest	1,263,011	1,200,206	1,134,649	1,075,050	1,016,981
Principal Retirement	1,510,141	1,571,077	1,646,671	1,645,240	1,690,000
Total Expenditures	2,775,842	2,773,993	2,783,593	2,722,208	2,708,899
Fund Transfers Out					
Misc Trsfr Gen Fund	1,127	19,339	-	-	-
Solar Panel Sys	35,413	-	-	-	-
Total	36,540	19,339	-	-	-
Fund Transfers In					
D/S ABAG 2001-02 - Gen Fund	86,808	86,996	86,033	96,115	86,806
D/S City Hall - Gen Fund	2,616,122	2,614,775	2,625,775	2,624,175	2,620,175
Misc Trsfr Gen Fund	2,690	2,710	2,273	1,665	1,665
D/S Motorola Radios - PD - Gen Fund	69,512	-	69,512	-	-
Total	2,775,132	2,704,481	2,783,593	2,721,955	2,708,646
Net Transfers	2,738,592	2,685,142	2,783,593	2,721,955	2,708,646
Net Change	(33,408)	(79,782)	3,000	2,747	2,747
Ending Fund Balance	231,162	151,380	154,380	157,127	159,874

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 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
Beginning Fund Balance	4,998,336	4,405,835	4,325,234	4,245,076	4,137,541
Fund Revenue					
Special Assessment Revenue	965,854	1,346,652	976,000	980,000	980,000
Interest Income	9,247	14,566	16,000	8,700	8,700
Total Revenues	975,101	1,361,218	992,000	988,700	988,700
Fund Expenditures					
Net Expense Transfers	22,306	9,878	8,316	12,474	12,474
Supplies & Services	34,642	20,664	33,866	29,165	29,165
Interest	760,154	724,910	706,976	701,596	679,288
Principal Retirement	750,500	154,803	315,000	345,000	385,000
Total Expenditures	1,567,602	910,255	1,064,158	1,088,235	1,105,927
Fund Transfers In from					
LID 16-17, Comm Fac Dist (CFD) #1	549,481	25,000	-	27,000	27,000
Total	549,481	25,000	-	27,000	27,000
Fund Transfers Out to					
Local Imprv Dist (LID) Debt Svc	522,481	-	-	-	-
CFD #1 Close Admin Account	-	356,564	-	-	-
General Fund	-	175,000	8,000	8,000	8,000
CFD #1 Admin Expense	27,000	25,000	-	27,000	27,000
Total	549,481	556,564	8,000	35,000	35,000
Net Transfers	-	(531,564)	(8,000)	(8,000)	(8,000)
Net Change	(592,501)	(80,601)	(80,158)	(107,535)	(125,227)
Ending Fund Balance	4,405,835	4,325,234	4,245,076	4,137,541	4,012,314

Successor RDA Debt Service

Description: Funding for loan principal and interest payments comes from the Successor RDA's share of tax increment revenues.

<i>\$'s in 1,000s</i>	FY 2010	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
Beginning Fund Balance	-	-	-	4,006,027	4,003,391
Fund Revenue					
Interest Income	-	-	-	-	-
Other Revenue	-	-	-	-	-
Total Revenues	-	-	-	-	-
Fund Expenditures					
Supplies & Services	-	-	-	7,136	7,136
Interest	-	-	-	2,400,322	2,328,657
Principal Retirement	-	-	-	1,605,000	1,680,000
Total Expenditures	-	-	-	4,012,458	4,015,793
Fund Transfers In from					
D/S RDA 2004 TABS	-	-	-	3,368,982	3,370,357
D/S RDA 2006 TABS	-	-	-	636,340	638,300
Misc Trsfr RDA	-	-	-	4,500	4,500
Net Transfers	-	-	-	4,009,822	4,013,157
Net Change	-	-	-	(2,636)	(2,636)
Ending Fund Balance	-	-	-	4,003,391	4,000,755

FY 2013 Significant Budget Changes:

Effective 2/1/12 the Hayward RDA was dissolved and a Successor RDA was created. All former RDA debt now held by Successor RDA.

Note: Successor 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 Successor RDA section.

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Fire Department

Department Overview

The Department is comprised of three divisions: Fire Administration, Operations, and Special Operations.

Division/Program Summary

Fire Administration

The Fire Administration Division provides direction, leadership, administrative support, financial oversight, and administrative support services for the Fire Department. Administration coordinates programs and service delivery with other City departments and jurisdictions, and analyzes and plans for the Department's long-range needs including disaster planning. The Fire Chief serves as the chair of the Hayward Disaster Council.

This Division also administers the Fairview Fire Protection District (FFPD) agreement, with the Hayward Fire Chief serving as the FFPD Chief.

Performance Measures

- Provide operating budget direction and oversight in order to operate within approved budget
- Assure personnel have adequate resources and training to mitigate an array of emergencies
- Continue to provide for a professional representation of Department at schools, hospital, volunteer and professional functions

Operations

The Operations Division encompasses all suppression/EMS personnel, as well as all Training functions, and provides the community with exceptional all risk emergency services to protect life and property from fire, explosion, hazardous materials, accidents, emergency medical incidents, and disasters.

These services include firefighting, both structural and wild land, vehicle extrication, high and low angle rescue, Hazardous Materials response, and First Responder Advanced Life Support (FRALS) delivery system with Firefighter-Paramedics. In addition, Operations Division staff conducts numerous public education visitations, both in the Fire Stations, and in the schools.

The Operations Division is divided into three separate organizational units referred to as battalions. Battalions are further divided into firefighting teams called Fire Companies. A Fire Company assigned to a pumping engine is referred to as an Engine Company, while a Fire Company assigned to a ladder truck is referred to as a Truck Company.

The Training Division within Operations ensures that mandated training requirements are met, and also assists with the entry level firefighter testing process and promotional examinations.

Performance Measures

- 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
- Deliver Advanced Life Support (ALS) through Engine/Truck based Paramedics that assure a Paramedic on every piece of apparatus 24 hours a day, 7 days a week, 365 days per year
- Provide mandated and elective training to operations (approximately one hundred and forty four hours/year) and regulatory personnel (approximately one hundred hours/year)
- Maintain thorough training records - managed through web-based Target Safety program

Special Operations

The Special Operations Division includes the Emergency Medical Services (EMS), Fire Prevention and Hazardous Materials programs. These programs are designed to protect life and property through prevention, preparedness, and inspection activities.

Fire Prevention enforces the Uniform Fire Code and applicable State and Federal codes and standards for the purpose of preventing fires. This includes: enforcing the use of approved building fire protection devices; regulating storage and use of hazardous materials and operations; and maintaining warning devices, fire extinguishing equipment, and building exit systems. Fire Prevention also investigates the cause, origin, and circumstances of fires.

Hazardous Materials regulates the storage and use of hazardous materials in above ground facilities and underground storage tanks. This includes: plan checks and the inspection of new hazardous materials facilities; hazardous operations and soils and groundwater contamination cleanups; and routine oversight of hazardous materials facilities.

Staff also develops, coordinates, and delivers hazardous materials related training and enforces the City's Hazardous Waste Minimization Ordinance to reduce the proliferation of hazardous waste generated by Hayward's industrial and commercial establishments. Staff works with industrial facilities to develop risk management prevention programs for their acutely hazardous materials processes and storage.

The EMS Program oversees the timely and efficient delivery of Fire Department-provided emergency medical services to patients throughout Hayward.

Performance Measures

- Perform approximately two thousand eight hundred fire and four hundred hazardous material inspections in accordance with the Office of the State Fire Marshal *This number will be minimized
- 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)

Fire Department

Provide disaster preparedness training and Community Emergency Response Team (CERT) training to bolster community state of readiness currently set at two sessions per year. Most recent class had 58 graduates /year in conjunction with web-based resources

FY 2012 Department Performance/Accomplishments

1. Provided emergency services to citizens of Hayward and Fairview Fire Protection District, responding to over 14,500 alarms.
2. Provided mutual aid to Northern and Southern California wild-fires, providing over 177 hours of manpower with a reimbursement of \$44,103.
3. Acquired considerable grant funds (\$417,660) for interoperable radios, made available from the Federal Assistance to Firefighters Grant (AFG).
4. Acquired \$110,449 in federal grant dollars from the California Fire Safe Council for Community Defensible Space Training for residents in the Urban/Wildland Interface area, specifically in the Ward Creek Drainage area.
5. Successful in negotiating a new Aircraft Rescue Fire Fighting (ARFF) Vehicle, donated by the Port of Oakland.
6. Provided Community Response Team disaster training to 102 citizens at a fraction of the cost of past CERT training, fully reimbursed by FEMA.
7. Continued to refine the City's disaster preparedness web site:
<http://www.hayward-caca.gov/departments/fire/DP/disaster>
8. Provided fire protection education to more than 2,700 students through station tours.
9. Provided CPR and first aid training to most Hayward employees in P/W, HPD, and maintenance services.
10. Worked cooperatively with the Human Resources Department, developed and administered exams for all HFD personnel classifications minimizing vacancies and saving overtime.
11. Worked with PW Director and CIP committee developed a ten-year Fire Department Capital Improvement Plan, where Fire Department proposed energy efficient windows, appliances, and solar panels in concordance with the Councils' priorities.

FY 2013 & FY 2014 Core Service Objectives/Goals

Operations - Develop replacement plan and funding source for Fire Station 7 in south -central Hayward providing for safer workplace, better response readiness, and more energy efficient structure.

Special Operations - Conduct a recruit academy/s to maintain full staffing capacities and control of overtime expenses

Special Operations – Coordinate community disaster preparedness through support of Community Emergency Response Team (CERT) and web-based resources (Access-Hayward – Disaster Preparedness).

Special 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.

Department- Continue to pursue Fire Station Health Portal, working with Alameda County Department of Public Health.

Significant Changes Planned for FY 2013 & FY 2014

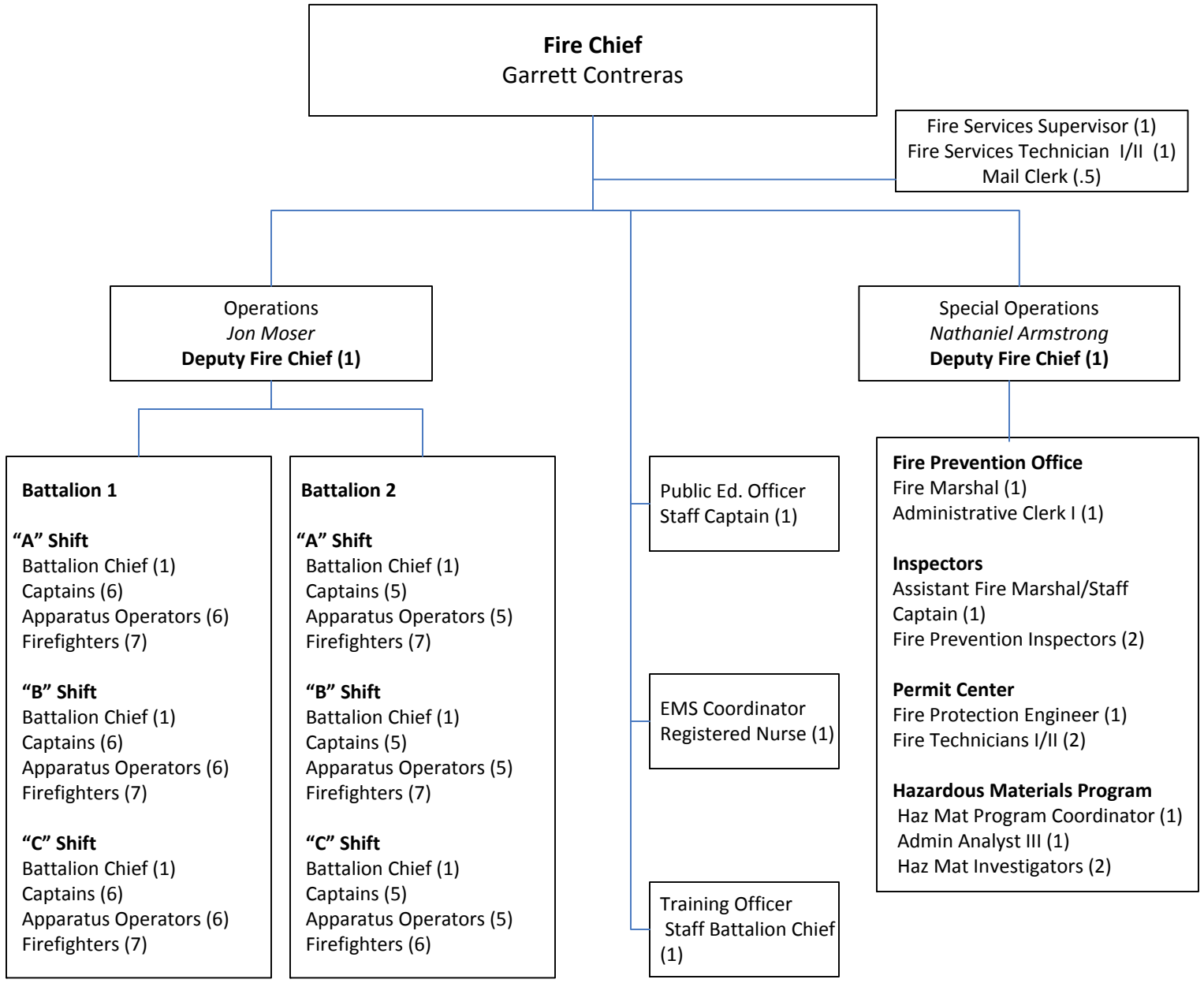
1. Actively participate with PW in the design and construction of Fire Station 7 with identified Capital Improvement Plan (CIP) funds.
2. Continue to pursue renovations of Fire Stations 2, 3, 4, 5 and 6.
3. Develop replacement plan for Fire Station 9.
4. Continue to support and pursue litigation pending with CSUEB (Currently being considered by CA Supreme Court)
5. Seek continuance of Fairview Fire Protection District contract for five additional years.
6. Development specification and pursue acquisition of SCBA replacement
7. Pursue funding from Federal Assistance to Firefighters Grant program for Department wide Rescue Systems Certifications and Training.
8. Integrate new technologies to enhance incident mitigation, and improve operational span of control.
9. Full deployment on EBRCSA providing for true interoperability.

Fire Department

10. Implementation of state of the art mass notification system, in which HFD is the lead on a UASI grant for 300k
11. Obtain California State Fire Marshal Firefighter II certification for all sworn personnel.
12. Establish a permanent static EOC at City Hall.
13. Find long term storage for recently received Disaster Medicine Cache's, as well as identify treatment sites. Moving one Cache to the Historical Building on Main Street, and converting that building into a Health Portal, Disaster Treatment site, and disaster education facility.
14. FY 2013 and FY 2014 overtime budgets restored to FY 2011 funding levels.
15. FY 2013 includes \$500,000 and FY 2014 includes \$650,000 in assumed vacancy savings based on employee attrition and hiring.

**FY 2013 & FY 2014 STAFFING
133.5 FTE**

Fire



Fire Staffing Summary					
	Adopted 2010	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014
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	0	1	1	1	1
Staff Fire Captain	4	2	2	2	2
Battalion Chief (56 Hr)	3	6	6	6	6
Fire Captain (56 Hr)	33	33	33	33	33
Apparatus Operator (56 Hr)	33	33	33	33	33
Firefighter (56 Hr)	43	41	41	41	41
Hazardous Materials Program Coordinator	1	1	1	1	1
Fire Protection Engineer	0	1	1	1	1
Emergency Medical Services Coordinator	1	1	1	1	1
Fire Prevention Inspector	4	2	2	2	2
Fire Services Supervisor ¹	0	0	0	1	1
Administrative Analyst III	1	1	1	1	1
Hazardous Materials Investigator	2	2	2	2	2
Administrative Secretary ¹	1	1	1	0	0
Permit Technician ²	1	2	2	0	0
Fire Services Technician I/II ²	0	0	0	3	3
Senior Secretary ²	1	1	1	0	0
Secretary ³	1	1	1	0	0
Administrative Clerk I/II ⁴	1	1	0	1	1
Mail Clerk	1	0.5	0.5	0.5	0.5
	135	134.5	133.5	133.5	133.5

Staffing Changes to Adopted FY 2013:

1. Reclass - 1.0 FTE Administrative Secretary to 1.0 FTE Fire Services Supervisor.
2. Reclass - 2.0 FTE Permit Technicians and 1.0 FTE Senior Secretary to 3.0 FTE Fire Services Technicians I/II.
3. Decrease - 1.0 FTE Secretary.
4. Increase - 1.0 FTE Administrative Clerk I/II.

Department Summary
General Fund - Summary By Category

Fire Department
General Fund

Fire - General Fund Summary

Description: Administration, Special Operations, and Operations.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Licenses & Permits	1,234,452	1,226,697	1,277,971	1,427,968	1,456,528
Fees & Service Charges	789,035	933,397	673,624	644,638	657,534
Fairview FPD Reimbursement	2,432,402	2,222,787	2,450,000	2,573,000	2,701,000
EMS Reimbursement	471,830	353,869	471,825	486,000	501,000
Mutual Aid Reimbursement	449,997	74,530	390,000	390,000	390,000
Mt Eden Fire Services	40,255	39,440	-	-	-
Other Revenue	3,219	265,865	146	193	193
Total Revenues	5,421,190	5,116,584	5,263,566	5,521,799	5,706,255
EXPENDITURES					
Expenditures					
Salary					
Regular	15,766,871	16,820,438	16,790,111	16,965,612	16,965,612
Overtime	2,323,186	1,887,308	2,104,502	2,523,646	2,523,646
Vacancy Savings*	-	-	(303,000)	(500,000)	(650,000)
FY11 EE Commitment - FY12 Furloughs	-	-	(66,530)	-	-
Benefits					
Medical Benefits	1,569,912	1,756,017	1,958,674	2,083,120	2,291,450
Retiree Medical	-	516,588	687,523	696,662	696,662
Other Benefits	1,899,588	1,929,145	1,763,629	1,763,803	1,768,519
PERS	4,063,303	4,673,352	4,801,549	4,654,665	5,118,116
Charges (to)/from other programs	33,725	(2,532)	48,000	-	-
<i>Net Staffing Expense</i>	25,656,585	27,580,315	27,784,458	28,187,508	28,714,005
Maintenance & Utilities					
Maintenance & Utilities	106,286	78,631	59,000	59,000	59,000
Supplies & Services					
Supplies & Services	587,478	667,133	600,657	600,657	600,657
Internal Service Fees					
Internal Service Fees	1,604,483	1,680,299	1,654,162	1,637,313	1,640,161
Capital					
Capital	9,253	3,140	-	-	-
<i>Net Operating Expense</i>	2,307,500	2,429,204	2,313,819	2,296,970	2,299,818
Total Expenditures	27,964,085	30,009,518	30,098,277	30,484,478	31,013,823
General Fund Subsidy	22,542,895	24,892,934	24,834,711	24,962,679	25,307,568

*Target Vacancy Savings

Note: \$390,000 of budgeted overtime is budgeted for mutual aid.

Department Summary
General Fund - Summary By Program

Fire Department
General Fund

General Fund - Summary By Program

Description: Administration, Special Operations, and Operations.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Administration	-	38,475	-	-	-
Special Operations	2,026,306	2,161,137	1,951,741	2,072,799	2,114,255
Operations	3,394,884	2,916,972	3,311,825	3,449,000	3,592,000
Total Revenues	5,421,190	5,116,584	5,263,566	5,521,799	5,706,255
EXPENDITURES					
Expenditures					
Administration	563,417	617,179	321,531	633,211	645,927
Special Operations	2,370,643	2,389,008	2,456,674	2,372,781	2,426,188
Operations	25,030,025	27,003,331	27,320,072	27,478,486	27,941,708
Total Expenditures	27,964,085	30,009,518	30,098,277	30,484,478	31,013,823
General Fund Subsidy	22,542,895	24,892,934	24,834,711	24,962,679	25,307,568

Division Summary
Division: 100-1910

Fire Department
General Fund

Administration

Description: Department Administration.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Other Revenue	-	38,475	-	-	-
Total Revenues	-	38,475	-	-	-
EXPENDITURES					
Expenditures					
Salary					
Regular	340,558	325,168	362,223	386,685	386,685
Vacancy Savings	-	-	(303,000)	-	-
FY11 EE Commitment - FY12 Furloughs	-	-	(8,880)	-	-
Benefits					
Medical Benefits	17,751	28,421	20,814	21,863	24,049
Retiree Medical	-	8,397	-	9,139	9,139
Other Benefits	29,445	28,069	39,755	32,250	32,358
PERS	101,491	106,426	122,910	114,724	125,050
Charges (to)/from other programs	-	-	-	-	-
<i>Net Staffing Expense</i>	489,245	496,480	233,822	564,661	577,281
Maintenance & Utilities	573	1,088	500	500	500
Supplies & Services	15,821	59,087	31,096	31,096	31,096
Internal Service Fees	57,778	60,524	56,113	36,954	37,050
Capital	-	-	-	-	-
<i>Net Operating Expense</i>	74,172	120,699	87,709	68,550	68,646
Total Expenditures	563,417	617,179	321,531	633,211	645,927
General Fund Subsidy	563,417	578,704	321,531	633,211	645,927
Division Staffing FTE	3.0	3.0	3.0	3.0	3.0

FY 2013 Significant Budget Changes:

1. Deletion of 1.0 FTE Administrative Secretary and 1.0 FTE Secretary.
2. Addition of 1.0 FTE Fire Services Supervisor and 1.0 FTE Fire Technician I/II.

Division Summary
Division: 100-1920

Fire Department
General Fund

Special Operations

Description: Hazardous Materials and Fire Prevention programs.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Licenses & Permits	1,234,452	1,226,697	1,277,971	1,427,968	1,456,528
Fees & Service Charges	789,035	933,397	673,624	644,638	657,534
Other Revenue	2,819	1,043	146	193	193
Total Revenues	2,026,306	2,161,137	1,951,741	2,072,799	2,114,255
EXPENDITURES					
Expenditures					
Salary					
Regular	1,484,072	1,470,529	1,446,447	1,404,550	1,404,550
Overtime	31,075	33,726	35,000	35,000	35,000
FY11 EE Commitment - FY12 Furloughs	-	-	(49,530)	-	-
Benefits					
Medical Benefits	160,219	175,602	199,575	196,641	216,306
Retiree Medical	-	35,769	42,089	40,286	40,286
Other Benefits	130,428	122,711	133,397	123,543	123,975
PERS	333,092	341,514	412,734	336,342	369,108
<i>Net Staffing Expense</i>	2,138,886	2,179,852	2,219,712	2,136,362	2,189,225
Maintenance & Utilities					
	3,038	1,841	500	500	500
Supplies & Services					
	50,516	41,873	82,583	82,583	82,583
Internal Service Fees					
	178,203	165,442	153,879	153,336	153,880
<i>Net Operating Expense</i>	231,757	209,156	236,962	236,419	236,963
Total Expenditures	2,370,643	2,389,008	2,456,674	2,372,781	2,426,188
General Fund Subsidy	344,337	227,871	504,933	299,982	311,933
Division Staffing FTE	15.0	13.0	13.0	12.0	12.0

FY 2013 Significant Budget Changes:

1. Deletion of 2.0 FTE Permit Technicians and 1.0 FTE Senior Secretary.
2. Addition of 1.0 FTE Fire Services Technician I/II and 1.0 FTE Admin Clerk I/II.

Division Summary
Division: 100-1930

Fire Department
General Fund

Operations

Description: Fire Operations.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Fairview FPD Reimbursement	2,432,402	2,222,787	2,450,000	2,573,000	2,701,000
EMS Reimbursement	471,830	353,869	471,825	486,000	501,000
Mutual Aid Reimbursement	449,997	74,530	390,000	390,000	390,000
Mt Eden Fire Services	40,255	39,440	-	-	-
Other Revenue	400	226,346	-	-	-
Total Revenues	3,394,884	2,916,972	3,311,825	3,449,000	3,592,000
EXPENDITURES					
Expenditures					
Salary					
Regular	13,942,241	15,024,740	14,981,441	15,174,377	15,174,377
Overtime	2,292,111	1,853,582	2,069,502	2,488,646	2,488,646
Vacancy Savings*	-	-	-	(500,000)	(650,000)
FY11 EE Commitment - FY12 Furloughs	-	-	(8,120)	-	-
Benefits					
Medical Benefits	1,391,942	1,551,994	1,738,285	1,864,616	2,051,095
Retiree Medical	-	472,422	645,434	647,237	647,237
Other Benefits	1,739,715	1,778,364	1,590,477	1,608,010	1,612,186
PERS	3,628,720	4,225,412	4,265,905	4,203,599	4,623,958
Charges (to)/from other programs	33,725	(2,532)	48,000	-	-
<i>Net Staffing Expense</i>	23,028,454	24,903,982	25,330,924	25,486,485	25,947,499
Maintenance & Utilities	102,675	75,702	58,000	58,000	58,000
Supplies & Services	521,141	566,173	486,978	486,978	486,978
Internal Service Fees	1,368,502	1,454,333	1,444,170	1,447,023	1,449,231
Capital	9,253	3,140	-	-	-
<i>Net Operating Expense</i>	2,001,571	2,099,349	1,989,148	1,992,001	1,994,209
Total Expenditures	25,030,025	27,003,331	27,320,072	27,478,486	27,941,708
General Fund Subsidy	21,635,141	24,086,359	24,008,247	24,029,486	24,349,708
Division Staffing FTE	116.0	118.5	117.5	118.5	118.5

FY 2013 Significant Budget Changes:

1. Addition of 1.0 FTE Fire Services Technician I/II.

*Target Vacancy Savings

Note: \$390,000 of budgeted overtime is budgeted for mutual aid.

Department Overview

The Human Resources Department is committed to provide professional guidance and expertise in the areas of Benefits Administration, Employee and Labor Relations, Workplace Safety, Employee Development and Training, Recruitment and Selection, and Classification and Compensation. The team is focused on cultivating positive working relationships by creating and enhancing valuable services that attract, develop and retain a talented and diverse workforce, all to better serve our community.

Division/Program Summary

Benefits and Worker's Compensation Program Administration

This program entails administration of insured and self-insured plans city-wide. It includes administration of the worker's compensation program, employee and dependent eligibility, new hire set-up, sponsoring an annual open enrollment event, benefit contract management, COBRA administration, legal compliance and daily support for employees and retirees. Comprehensive management of legally mandated leave programs, absenteeism tracking and management and compliance with ADA/FEHA are also included.

Performance Measures

- Submit Workers Compensation claims to State within five days – 100% of the time.
- Provide high quality health and welfare benefits at competitive rates.

Employee and Labor Relations

The Human Resources Director serves as the Chief Negotiator for the City with all employee groups and the Human Resources team provides the necessary on-going support including costing of contracts, development of contract language, high level analytical support and coordination. The Department is also responsible for performance management oversight, consultant support for matters related to employee discipline and management support for matters related to the grievance process.

Performance Measures

- Receive feedback from management team that reflects 95% of the time expectations exceeded for timeliness, accuracy of information provided and ability to assist with resolution of employee and labor relations matters.
- Achieve agreement on successor contracts for employee groups with contracts that expire during FY 2013 and FY 2014.

Workplace Safety

This program involves oversight and development of the City's Injury and Illness Prevention and Protection program and support and coordination with the Departments for necessary workplace safety initiatives.

Performance Measures

- Complete comprehensive update of the City's Illness and Injury Prevention Program.
- Implement an Ergonomics Program City-Wide in order prevent repetitive motion injuries.

Employee Development and Training

This program provides organizational support related to identifying training needs, oversight and tracking of compliance training, coordination of training offered City-wide, administration of the Educational Reimbursement Program and succession planning efforts.

Performance Measure

- 100% attendance for mandatory training sponsored by Human Resources Department.

Recruitment and Selection

This is a comprehensive program designed to provide support for internal and external recruitment efforts. It includes CalOpps administration related to applicant tracking, test development and selection procedure administration, background checks, oversight and negotiation of job offers, new hire orientation and an outreach program designed to attract and retain a diverse group of highly talented employees.

Performance Measure

- Eligibility lists established on average within 12 weeks of approval to begin recruitment 95% of the time.

Classification and Compensation

This program entails development, oversight and maintenance of the City's Classification and Salary Plan, Memorandums of Understanding and other employment related contract administration.

Performance Measures

- Complete the update of job descriptions to align with the City's Classification Plan for 100% of open recruitments in FY 2013 and FY 2014.
- On an annual basis, revise Salary Plan for Council adoption and revise the Classification Plan for Commission approval.

FY 2012 Department Performance/Accomplishments

1. Centralized all Employee Relations matters into Human Resources, eliminating the need for full time outside consultant services. Completed with City Human Resources staff fourteen internal investigations. Each investigation was resolved through the City's grievance process without the need to engage an outside arbitrator.
2. Implemented all negotiated changes (side letters of agreement) to employee labor contracts, which allowed the City to implement significant cost savings in FY 2012. These changes included employee furloughs and other structural and on-going salary and benefit changes.
3. Completed negotiations with all bargaining units to achieve required employee services savings and preserve services to the community and City jobs for FY 2013 and beyond.
4. Completed an extensive training program on Harassment, Discrimination and Retaliation Citywide, which included workshops being offered to the City Council and all Commissioners. An on-line training option was a part of the program and the process included an update to the City's Administrative Rule 2.4 related to preventing harassment and discrimination in the workplace.
5. Partnered with the Finance Department and Technology Services to complete the selection of the ERP System.
6. Assisted organization to address significant issues related to fiscal stability, including providing critical support to the City's budget team.
7. Continued to implement strategies to reduce the number and severity of workers compensation injuries. Processed and closed six outstanding Industrial Disability Retirement claims from 2010. In addition, five Industrial Disability Retirements have been filed and closed in 2011, thus minimizing liability to the City for open claims and providing timely benefits to disabled workers.
8. Prepared the City's Annual Diversity Statistics Report, which was presented to the Personnel Commission to be used as a guide for recommendations related to the outreach program to support a program which includes communication to a diverse pool of qualified candidates.
9. Completed comprehensive review of benefit programs, including identifying potential cost savings solutions. Implemented a self-funded vision plan.
10. Assisted with total of 48 recruitment, selection, and/or promotional actions, including eight in public safety.

11. Hosted the City of Hayward's first "Take our Sons/Daughters to Work" formal program. A structured program was created that included speakers from the Mayor's Office, the City Manager's Office, the Fire Department, the Police Department, and the Public Works Department. There were approximately 57 children in attendance along with a number of City employees.

FY 2013 & FY 2014 Core Service Objectives/Goals

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. Perform research and prepare to engage in full contract bargaining. Successfully reach agreement with represented employee groups.
3. Complete two (2) HR core function programmatic assessments with recommendations for increased efficiencies, cost effectiveness and development of performance metrics.
4. Conduct Compliance Training needed for organization.
5. Provide leadership and support to the organization for a comprehensive succession planning effort to prepare for upcoming retirements from key positions within the organization.
6. Prepare project plan prioritizing the review and revision of administrative rules related to employment rules and programs, including a comprehensive update.
7. Continue the review of job classifications as vacancies occur to update and align with the City-wide Classification Plan.
8. Continue research and options available to the City for benefit plan redesign, which would result in savings.
9. Continue implementation of outcomes of the Workers' Compensation Programmatic Assessment.
10. Continue to create and revise internal Department Standard Operating procedures to increase accuracy, quality and document institutional knowledge.
11. Actively participate to ensure successful implementation of a city-wide ERP system.

Human Resources Department

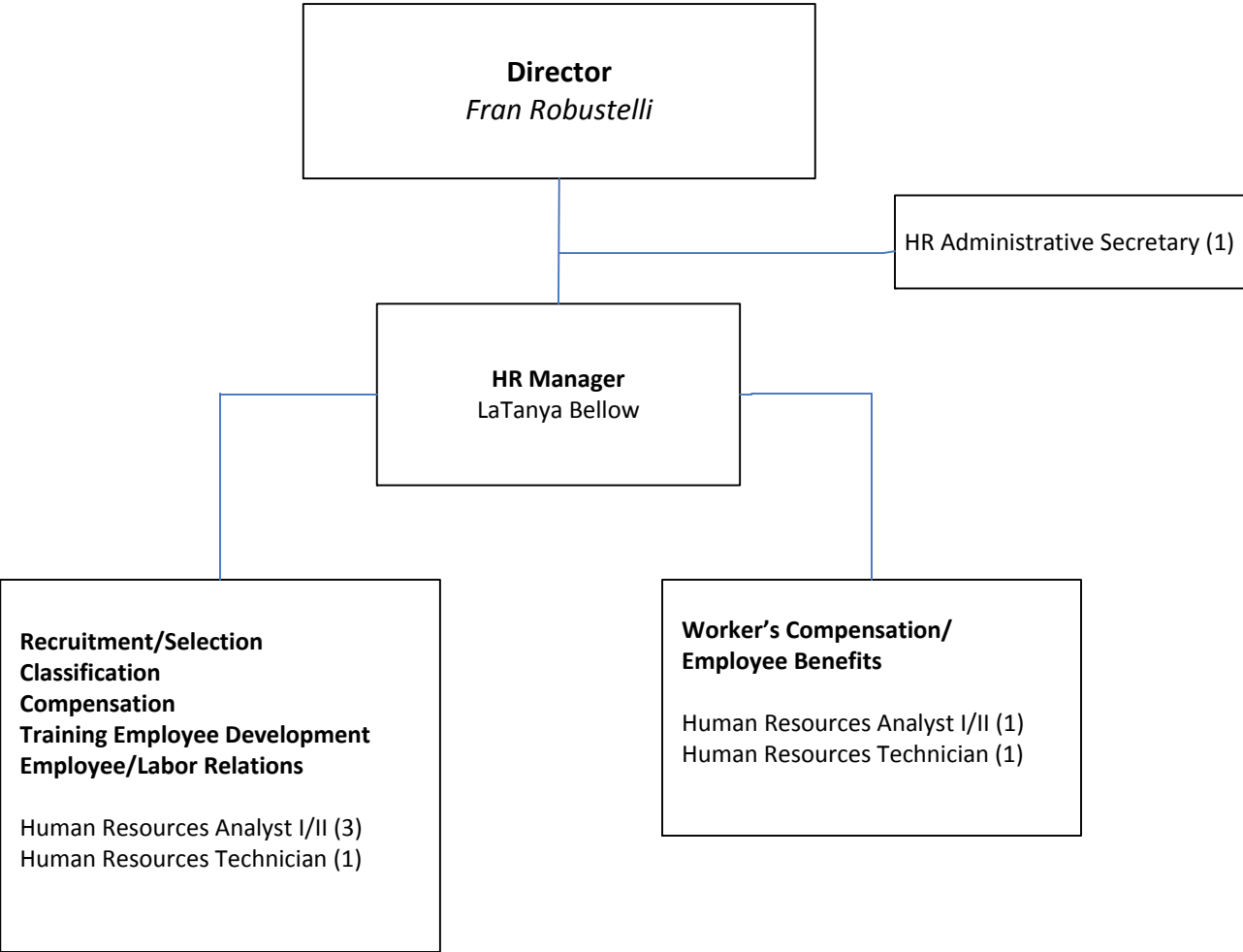
Significant Changes Planned for FY 2013 & FY 2014

As part of the necessary budget reductions in FY 2012, the Human Resources Department reduced the total staffing levels by a Human Resources Administrative Secretary. This position was transferred to the City Manager's Office in an effort to share support services between departments while reducing expenditures. The work load demands of the City Manager's office and Human Resources Department proved to be too great to continue the shared arrangement. The Human Resources Administrative Secretary has been added back to the Department in FY 2013.

Due to successful bargaining to achieve employee services savings, lay-offs were not necessary in FY 2013. The costs associated with unemployment citywide have therefore been reduced. These costs are budgeted within the Human Resources Department and reflect the reduction.

**FY 2013 & FY 2014 STAFFING
9.00 FTE**

Human Resources



Human Resources Staffing Summary					
	Adopted 2010	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014
General Fund (100)					
Human Resources Director	1	1	1	1	1
Human Resources Manager	0	1	1	1	1
Senior Human Resources Analyst	1	0	0	0	0
Human Resources Analyst I/II	3	3	3	3	3
Human Resources Administrative Secretary ¹	1	1	0	1	1
Human Resources Technician	0	0.75	1	1	1
	6	6.75	6	7	7
Worker's Compensation Fund (710)					
Employee Benefits Administrator	1	1	0	0	0
Human Resources Analyst I/II	0	0	1	1	1
Human Resources Technician	1	1	1	1	1
	2	2	2	2	2

Staffing Changes to Adopted FY 2013:

1. Increase - 1.0 FTE Human Resources Administrative Secretary (Moved from Mayor's Office).

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 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue and Transfers In from Other Funds					
General Fund Revenue	64,196	26,354	-	-	-
Worker's Compensation Fund	5,647,395	5,460,049	6,197,627	6,197,627	6,397,627
Employee Benefits Fund	2,100,000	2,537,927	3,085,215	2,631,526	2,631,526
	7,811,591	8,024,330	9,282,842	8,829,153	9,029,153
(Contributions)/Use of Fund Balance					
Worker's Compensation	(37,413)	242,005	(265,467)	(323,944)	(517,497)
Employee Benefits	(38,983)	(246,469)	(487,807)	(34,118)	(34,118)
	(76,396)	(4,464)	(753,274)	(358,062)	(551,615)
Fund Subsidy					
General Fund Subsidy	1,079,385	1,140,531	1,882,311	1,830,483	1,852,071
Total Revenues	8,814,580	9,160,397	10,411,879	10,301,574	10,329,609
EXPENDITURES					
Expenditures By Expense Category					
Salary					
Regular	629,759	779,764	751,519	831,538	831,538
Overtime	707	2,046	-	-	-
FY11 EE Commitment - FY12 Furloughs	-	-	(46,012)	-	-
Benefits					
Medical Benefits	83,313	118,338	124,059	135,793	149,374
Retiree Medical	-	19,629	14,424	16,227	16,227
Other Benefits	44,584	50,451	45,683	56,189	56,513
PERS	117,345	142,562	135,514	150,783	164,353
Charges (to)/from other programs	65,041	(106,775)	-	-	-
<i>Net Staffing Expense</i>	940,749	1,006,014	1,025,187	1,190,530	1,218,005
Worker's Compensation Expense	4,614,999	4,842,917	4,900,530	4,900,530	4,900,530
Retiree Medical Benefits	2,061,017	2,291,458	2,597,408	2,597,408	2,597,408
Maintenance & Utilities	859	1,738	500	500	500
Supplies & Services	853,632	747,451	1,610,052	1,320,052	1,320,052
Internal Service Fees	113,928	116,842	119,487	133,839	134,399
Capital	-	-	-	-	-
<i>Net Operating Expense</i>	7,644,435	8,000,406	9,227,977	8,952,329	8,952,889
Transfers Out To Other Funds	229,396	153,976	158,715	158,715	158,715
Total Expenditures	8,814,580	9,160,397	10,411,879	10,301,574	10,329,609
Net Change	-	-	-	-	-

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 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue and Transfers In from Other Funds					
General Fund	64,196	26,354	-	-	-
Worker's Compensation Fund	5,647,395	5,460,049	6,197,627	6,197,627	6,397,627
Employee Benefits Fund	2,100,000	2,537,927	3,085,215	2,631,526	2,631,526
	7,811,591	8,024,330	9,282,842	8,829,153	9,029,153
(Contributions)/Use of Fund Balance					
Worker's Compensation	(37,413)	242,005	(265,467)	(323,944)	(517,497)
Employee Benefits	(38,983)	(246,469)	(487,807)	(34,118)	(34,118)
	(76,396)	(4,464)	(753,274)	(358,062)	(551,615)
Fund Subsidy					
General Fund Subsidy	1,079,385	1,140,531	1,882,311	1,830,483	1,852,071
	1,079,385	1,140,531	1,882,311	1,830,483	1,852,071
Total Expenditures	8,814,580	9,160,397	10,411,879	10,301,574	10,329,609
EXPENDITURES					
Expenditures and Transfer Out to Other Funds By Program					
HR - General Fund	1,143,581	1,166,885	1,882,311	1,830,483	1,852,071
Worker's Compensation	5,609,982	5,702,053	5,932,160	5,873,683	5,880,130
Employee Benefits	2,061,017	2,291,458	2,597,408	2,597,408	2,597,408
	8,814,580	9,160,397	10,411,879	10,301,574	10,329,609
Total Expenditures	8,814,580	9,160,397	10,411,879	10,301,574	10,329,609
Net Change	-	-	-	-	-

Department Summary

Department: 100-1600

Human Resources Department

General Fund

Human Resources

Description: Human Resources.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Medicare Part D Subsidy	55,196	26,354	-	-	-
HR Outside Training	9,000	-	-	-	-
Total Revenues	64,196	26,354	-	-	-
EXPENDITURES					
Expenditures					
Salary					
Regular	472,501	632,814	602,347	675,450	675,450
Overtime	364	768	-	-	-
FY11 EE Commitment - FY12 Furloughs	-	-	(36,782)	-	-
Benefits					
Medical Benefits	55,597	86,083	94,507	98,700	108,571
Retiree Medical	-	15,267	10,818	12,621	12,621
Other Benefits	32,937	39,749	35,413	44,959	45,211
PERS	87,250	113,468	108,309	122,336	133,346
Charges (to)/from other programs	45,130	(106,775)	(87,020)	-	-
<i>Net Staffing Expense</i>	693,779	781,374	727,592	954,066	975,199
Maintenance & Utilities	859	1,738	500	500	500
Supplies & Services	360,624	293,249	1,062,838	772,838	772,838
Internal Service Fees	88,319	90,524	91,381	103,079	103,534
Capital Outlay			-	-	-
<i>Net Operating Expense</i>	449,802	385,511	1,154,719	876,417	876,872
Total Expenditures	1,143,581	1,166,885	1,882,311	1,830,483	1,852,071
General Fund Subsidy	1,079,385	1,140,531	1,882,311	1,830,483	1,852,071

FY 2013 Significant Budget Changes:

1. Addition of 1.0 FTE HR Administrative Secretary - moved from Mayor & Council.

Fund Summary

Human Resources Department

Fund: 710

Internal Service Fund

Worker's Compensation

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

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
Beginning Working Capital Balance	(3,656,285)	(3,618,872)	(3,376,867)	(3,111,400)	(2,787,456)
REVENUES					
Revenue					
Worker's Compensation Premium	5,626,005	5,460,049	5,847,627	5,847,627	5,847,627
Interest	21,222	-	40,000	40,000	40,000
Other Revenue	168	-	-	-	-
<i>Total Revenue</i>	5,647,395	5,460,049	5,887,627	5,887,627	5,887,627
Fund Transfers In from					
General Fund	-	-	310,000	310,000	510,000
<i>Total Transfers In</i>	-	-	310,000	310,000	510,000
Total Revenues	5,647,395	5,460,049	6,197,627	6,197,627	6,397,627
EXPENDITURES					
Fund Expenditures					
Salary					
Regular	157,258	146,950	149,172	156,088	156,088
Overtime	343	1,278	-	-	-
FY11 EE Commitment - FY12 Furloughs	-	-	(9,230)	-	-
Benefits					
Medical Benefits	27,716	32,254	29,552	37,093	40,803
Retiree Medical	-	4,362	3,606	3,606	3,606
Other Benefits	11,647	10,702	10,270	11,230	11,302
PERS	30,095	29,095	27,205	28,447	31,007
Charges (to)/from other programs	19,911	-	87,020	-	-
<i>Net Staffing Expense</i>	246,970	224,640	297,595	236,464	242,806
Worker's Compensation Expense	4,614,999	4,842,917	4,900,530	4,900,530	4,900,530
Supplies & Services	493,008	454,202	547,214	547,214	547,214
Internal Service Fees	25,609	26,318	28,106	30,760	30,865
Capital Outlay	-	-	-	-	-
<i>Net Operating Expense</i>	5,133,616	5,323,437	5,475,850	5,478,504	5,478,609
Fund Transfers Out to					
General Fund - Cost Allocation	224,350	147,998	152,438	152,438	152,438
Liability Insurance Premium	5,046	5,978	6,277	6,277	6,277
<i>Total Transfers Out</i>	229,396	153,976	158,715	158,715	158,715
Total Expenditures	5,609,982	5,702,053	5,932,160	5,873,683	5,880,130
Net Change	37,413	(242,005)	265,467	323,944	517,497
Ending Working Capital Balance	(3,618,872)	(3,376,867)	(3,111,400)	(2,787,456)	(2,269,959)

FY 2013 Significant Budget Changes:

1. None.

Fund Summary

Human Resources Department

Fund: 740

Internal Service Fund

Employee Benefits

Description: Funds employee retiree medical expense.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
Beginning Working Capital Balance	(75,050)	(36,067)	210,402	698,209	732,327
REVENUES					
Revenue					
General Fund Subsidy	-	-	-	-	-
Fire - Payroll Contribution	-	76,511	-	-	-
Police - City Paid 1%	-	-	232,816	-	-
Retiree Medical Premium	-	2,461,416	2,852,399	2,631,526	2,631,526
	-	2,537,927	3,085,215	2,631,526	2,631,526
Fund Transfers In					
Transfer from General Fund	2,100,000	-	-	-	-
	2,100,000	-	-	-	-
Total Revenues	2,100,000	2,537,927	3,085,215	2,631,526	2,631,526
EXPENDITURES					
Expenditures					
Retiree Insurance Benefit	-	659,093	-	-	-
Admin Fee	56,544	54,016	82,688	82,688	82,688
Police	870,870	651,452	973,440	973,440	973,440
Fire	658,735	480,216	757,120	757,120	757,120
Misc	474,868	446,682	784,160	784,160	784,160
Retiree Medical Expense	2,061,017	2,291,458	2,597,408	2,597,408	2,597,408
Total Expenditures	2,061,017	2,291,458	2,597,408	2,597,408	2,597,408
Net Change	38,983	246,469	487,807	34,118	34,118
Ending Working Capital Balance	(36,067)	210,402	698,209	732,327	766,445
FY 2013 Significant Budget Changes:					
1. None.					

Department Overview

The Information Technology Department prioritizes, coordinates, and implements technology initiatives that are consistent with the strategic goals and resources of the City. This includes identifying new approaches and emerging technologies that respond to the changing needs of City services, and to the unique operational needs of City departments.

In addition, Information Technology provides a comprehensive management information system for all City departments on selected computer applications. The Department also maintains and supports the City's Public Safety CAD/RMS system and related mobile computing environment, the development process tracking system and the City's financial database. This includes managing and maintaining the citywide network and server infrastructure, supporting the citywide VOIP telephone system, and administering Public-Educational-Government cable television programming.

Performance Measures

- Meet organization wide business continuity goal of 99.999% system uptime
- 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
- Make new website content available to public within 24 hours of submission by City department. Make content corrections within 24 hours of notification.
- Meet five year desktop computer replacement cycle goal. An adequate system refresh cycle enhances customer service by maintaining staff productivity.

FY 2012 Department Performance/Accomplishments

1. Supported successful go-live of new Public Safety CAD/RMS system.
2. Provided project management for the CAD/RMS and ERP system implementations.
3. Worked with stakeholders to complete evaluation and selection of ERP system vendor.
4. Re-imaged and configured over 90 Public Safety mobile clients for CAD/RMS system.
5. Prepared and loaded GIS data into Public Safety CAD/RMS system.
6. Acquisition and configuration of 20 new EOC laptops.
7. Upgraded 170 desktop computers to Windows 7 and Office 2010.

8. Shifted all City departmental video production in-house.
9. Built prototype website using Web 2.0 guidelines and updated for mobile computing.
10. Expanded and upgraded wireless network connectivity throughout City facilities.
11. Installation of video conferencing solution for Fire Department.

FY 2013 & FY 2014 Core Service Objectives/Goals

1. Continue implementation of citywide ERP system, including network server hardware installation.
2. Configure over 40 new mobile systems and 90 mobile routers in Public Safety vehicles.
3. Configure and distribute 140 netbook computers to Police Department staff.
4. Continue the virtualization of both the network and desktop systems for enhanced sustainability.
5. Complete citywide upgrade to Windows 7 and Office 2010.
6. Update City website, integrating social media applications.
7. Upgrade citywide internal email system software and VOIP telephone server system.
8. Integrate new traffic management system into citywide network.
9. Continue to support the organization with the highest service level possible.

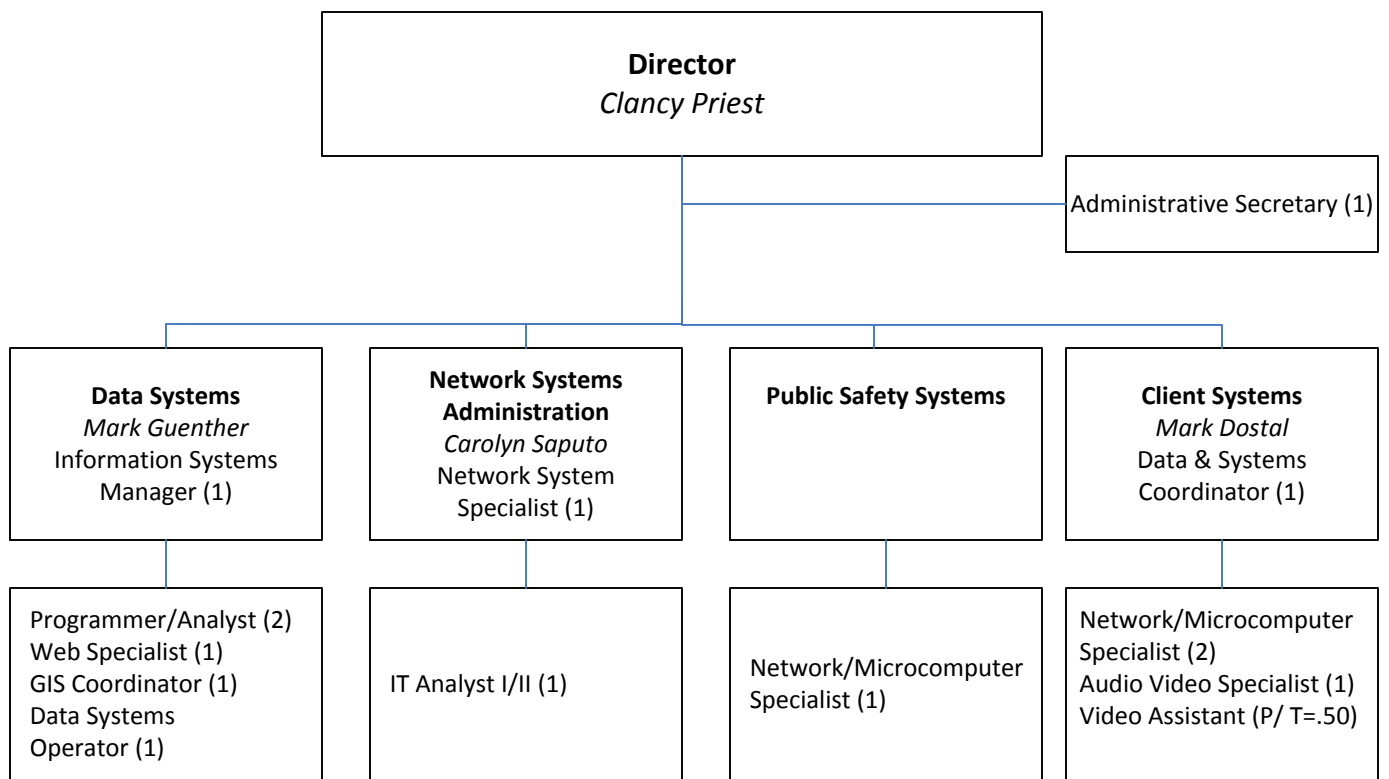
Significant Changes Planned for FY 2013 & FY 2014

In the FY 2013 & FY 2014 budget, there is a significant reduction of resources, including elimination of charges for and transfers to the Technology Capital Fund. This will impact the Department's ability to fund future needs, including the ability to address future unfunded needs. These funds were used to purchase equipment and services for technology system failures or to enhance existing systems.

It is the goal of the Information Technology Department to always deliver a high level of performance within these constraints. The Department will continue to strive to provide the highest service level possible.

**FY 2013 & FY 2014 STAFFING
15.50 FTE**

Information Technology Department



Information Technology Staffing Summary					
	Adopted 2010	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014
Information Technology Fund (725)					
Information Technology Director	1	1	1	1	1
Information Systems Manager	1	1	1	1	1
Data & Systems Coordinator	1	1	1	1	1
Network Systems Specialist ¹	1	2	1	1	1
Geographic Info Systems Coordinator	1	1	1	1	1
Programmer Analyst	3	2	2	2	2
IT Analyst I/II ¹	0	0	0	1	1
Web Specialist	1	1	1	1	1
Network/Microcomputer Specialist ¹	4	4	4	3	3
Administrative Secretary	0	1	1	1	1
Audio Video Specialist	0	1	1	1	1
Secretary (Conf)	1	0	0	0	0
Data Systems Operator	1	1	1	1	1
Technical Assistant ²	0.5	0.5	0.5	0	0
Video Assistant ²	0	0	0	0.5	0.5
	15.5	16.5	15.5	15.5	15.5

Staffing Changes to Adopted FY 2013:

1. Reclass - 1.0 FTE Network/Microcomputer Specialist to 1.0 FTE IT Analyst I/II.
2. Reclass - .50 FTE Technical Assistant to .50 FTE Video Assistant.

Fund Summary

Information Technology Department

Fund: 725

Internal Service Fund

Information Technology

Description: Citywide Information Technology

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Information Technology Internal Service Fee	4,061,715	4,072,640	3,946,581	4,038,968	4,061,453
Fund Interest	28,304	(6,339)	6,000	6,000	6,000
PEG Revenue	217,941	226,697	220,000	220,000	220,000
Other Revenue	31,181	33,039	-	32,000	32,000
<i>Total Revenue</i>	4,339,141	4,326,037	4,172,581	4,296,968	4,319,453
Fund Transfers In from					
General Fund	125,600	467,485	-	-	-
<i>Total Transfers In</i>	125,600	467,485	-	-	-
Total Revenues	4,464,741	4,793,522	4,172,581	4,296,968	4,319,453
EXPENDITURES					
Expenditures					
Salary					
Regular	1,394,649	1,559,787	1,468,576	1,560,825	1,560,825
Overtime	45,544	52,093	41,000	41,000	41,000
FY11 EE Commitment - FY12 Furloughs	-	-	(94,405)	-	-
Benefits					
Medical Benefits	152,141	175,927	197,234	217,988	239,788
Retiree Medical	-	34,896	28,848	28,848	28,848
Other Benefits	107,723	92,832	103,343	93,027	93,585
PERS	261,177	295,481	375,643	271,107	295,508
Charges (to)/from other programs	(3,140)	(1,265)	-	-	-
<i>Net Salary & Benefits</i>	1,958,094	2,209,751	2,120,239	2,212,795	2,259,554
Maintenance & Utilities					
Maintenance & Utilities	566,825	720,382	628,720	628,720	628,720
Supplies & Services					
Supplies & Services	659,533	550,395	664,486	631,101	631,101
Internal Service Fees					
Internal Service Fees	115,483	119,317	139,621	142,412	142,412
Debt Svc Computer Equip					
Debt Svc Computer Equip	109,979	111,480	115,976	123,394	103,486
Debt Svc VOIP					
Debt Svc VOIP	524,109	262,055	-	-	-
Debt Svc CAD/RMS					
Debt Svc CAD/RMS	-	467,485	412,782	405,226	397,669
Capital					
Capital	41,667	5,498	-	-	-
<i>Net Operating Expense</i>	2,017,596	2,236,612	1,961,585	1,930,853	1,903,388
Fund Transfers Out to					
General Fund - Cost Allocation	122,625	127,877	131,713	131,713	131,713
Information Technology Capital Fund	2,250,000	-	-	-	-
Liability Insurance Premium	40,369	53,492	56,167	56,167	56,167
	2,412,994	181,369	187,880	187,880	187,880
Total Expenditures	6,388,684	4,627,732	4,269,704	4,331,528	4,350,822
Net Change	(1,923,943)	165,790	(97,123)	(34,560)	(31,369)

FY 2013 Significant Budget Changes:

1. Deletion of 1.0 FTE Network/Microcomputer Specialist and 0.5 FTE Technical Assistant.
2. Addition of 1.0 FTE IT Analyst I/II and 0.5 FTE Video Assistant.

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Department Overview

The Library and Community Services Department is responsible for public library services, educational services including adult literacy training and homework tutoring for K-12 students, community grant programs including Community Development Block Grant (CDBG) and Social Services Program grants, housing rehabilitation programs, and Paratransit services. The mission of the Library and Community 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. In every service we provide, our goal is to transform lives and contribute to the health and success of our community.

Division/Program Summary

Administration

The Library and Community Services Administration Division is responsible for: 1) Management, implementation, and evaluation of department programs and activities; 2) Administration of the department budget; 3) Leadership and development of department staff and programs, including volunteers; 4) Coordination of department activities with other City departments and external agency partners; 5) Development of grants and other external resources to support City programs and services; 6) Administration and maintenance of Library Commission and Community Services Commission proceedings; 7) Service as the primary City / community liaison for the department; and 7) Delivery of excellent customer service.

Performance Measures

- Meet department budget and grant reporting deadlines 100% of the time
- Meet or exceed department service delivery outcomes 100% of the time
- Bring in new grants and volunteer/intern resources in an amount equal to at least 15% of total department General Fund budget
- Receive feedback from customers that reflect above average customer satisfaction with department services 90% of the time

Library Operations and Systems

The Library Operations and Systems Division is responsible for: 1) Delivering excellent customer service; 2) Managing two public library facilities and two satellite service delivery locations (Longwood Elementary School and Hayward Day Labor Center); 3) Organizing and circulating the library's materials collection; 4) Maintaining the library's website and electronic resources; 5) Managing the Integrated Library System (library records database); and 6) Managing the billing and collection of library fines and fees.

Library and Community Services Department

Performance Measures

- Fulfill 90% of library customers' materials requests within four business days
- Increase customer use of electronic payment systems by 10%, reflecting increased customer satisfaction with library operations, services and systems

Library Public Services

The Library Public Services Division is responsible for: 1) Delivering excellent customer service; 2) Supporting the efforts of local schools and institutions of higher learning to increase academic performance at all ages, especially among youth; 3) Operating the Literacy Plus program for delivery of literacy tutoring to illiterate and low-literate Hayward adults; and 4) Managing the library's material collection of books, media, and electronic resources.

Performance Measures

- Improve student test scores in After School Homework Support Centers by 10%, reflecting accuracy and effectiveness of tutor training and instruction
- Support 80% of adult literacy program clients to meet or exceed their annual personal literacy goals, reflecting accuracy and effectiveness of tutor training and instruction
- Increase circulation of library materials 9%, reflecting increased customer satisfaction with the quality and selection of library collections

Grant Programs and Technical Assistance

The Grant Programs and Technical Assistance Division (Community Services) is responsible for: 1) Delivering excellent customer service; 2) Management and implementation of the Community Development Block Grant (CDBG) and Social Services Grant programs; 3) Providing technical assistance (i.e., resource development, grants administration, capacity-building, etc.) to community service organizations that serve Hayward residents, especially low-income residents, seniors, and people with disabilities; and 4) Providing technical assistance and support to other City departments for community-related projects (e.g., Mural Art Program, SMASH, etc.)

Performance Measures

- Meet Federal Community Development Block Grant (CDBG) reporting deadlines 100% of the time
- Maintain 100% compliance with Federal CDBG program regulations, procurement regulations, labor standards regulations, and environmental review
- Execute the joint strategic plan developed by the Community Services Commission to increase the collective impact of the CDBG and Social Services Programs through improved coordination of those programs

Property Rehabilitation

The Property Rehabilitation Program is responsible for: 1) Delivering excellent customer service; 2) Assisting low-income Hayward residents, especially seniors and people with disabilities, to live independently in their homes through housing rehabilitation grants and loans; and 3) Coordinating with other City departments and external agencies to address related housing issues (i.e., code enforcement, Adult Protective Services, SMASH, etc.)

Performance Measures

- Make 10-20 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
- Maintain 100% compliance with applicable regulations and laws governing procurement processes, labor standards, and environmental review

Paratransit

The Paratransit Program is responsible for: 1) Delivering excellent customer service; 2) Developing, implementing, and managing door-to-door transportation services for eligible Hayward residents who are unable to use other forms of public transportation because of a medical condition or disability; and 3) Coordinating with other City departments and external agencies to address related service needs for seniors (e.g., Alzheimer's Services of the East Bay, SOS/Meals on Wheels, etc.)

Performance Measures

- Meet Alameda County Transportation Commission (ACTC) grant reporting deadlines 100% of the time
- Maintain 100% compliance with ACTC contract guidelines with regard to service performance and financial reporting
- Receive feedback from customers that reflect above average customer satisfaction 90% of the time.

FY 2012 Department Performance/Accomplishments

1. Increased circulation of library materials 9%. Total circulation in FY 2011 was 1,277,359; projected total circulation in FY 2012 is 1,400,000.
2. Operated five volunteer programs with 265 volunteers. Volunteers contributed over 15,000 hours of service in support of department activities including homework centers, adult literacy services, summer reading programs, and fundraising. Total volunteer hours served in FY 2012 exceeded FY 2010 volunteer hours served by 15%.

3. Worked in partnership with Hayward Unified School District to create City-operated homework support centers in local schools with homework tutoring, municipal wi-fi access, and library book vending machines, beginning with Longwood Elementary School in September 2011.
4. Organized and executed a Summer Reading Program for 3,800 participating Hayward children to support and maintain their reading skills during the summer out-of-school months, funded with cash and in-kind donations.
5. Administered \$1.55 million in Community Development Block Grant funding (CDBG) to various nonprofit and governmental organizations in support of 24 projects (construction and program services) that serve low income Hayward residents in identified CDBG priority areas. Funded projects in FY 2012 included the Housing Rehabilitation Program, the Small Business Revolving Loan Program, the Mural Art Program, food distribution programs, community facility improvements at Sorensdale Senior Center, Eden Youth & Family Center and the Hayward Animal Shelter, and critical funding for homeless shelter programs, fair housing counseling services, legal assistance, and workforce development projects.
6. Administered \$332,000 in General Fund monies allocated to provide Social Services Program grant funding to private, nonprofit and public social services agencies for 25 projects that serve disadvantaged low-income Hayward residents. Funded agencies included Community Resources for Independent Living (CRIL), Alameda County Community Food Bank, Hedco House, Legal Assistance for Seniors, and the SAVE – COPS Program.
7. Completed the joint strategic plan to increase the collective impact of the CDBG and Social Services Programs through improved coordination of those programs, resulting in a consolidated Community Services Commission and funding process.
8. Made twelve housing rehabilitation loans and twenty minor home repair grants for income-eligible homeowners, including seniors and people with disabilities.
9. Provided Paratransit transportation solutions to 575 unduplicated riders of Hayward's service. Hayward's service provided approximately 3,300 individual door-to-door trips and approximately 2,800 one-way group trips in FY 2012. In addition, Alzheimers Services of the East Bay (funded through Hayward's program) provided approximately 4,500 additional one-way trips for 24 unduplicated riders in FY 2012; and SOS Meals on Wheels (also funded through Hayward's program) delivered approximately 34,000 healthy meals to 132 unduplicated clients in FY 2012.
10. Facilitated a series of community visioning sessions to identify and pursue opportunities for implementing a model "urban agriculture" program throughout the community.

FY 2013 & FY 2014 Core Service Objectives/Goals

1. Deliver innovative, excellent customer service that is responsive to the changing needs and expectations of the Hayward community.
2. Lead effort to plan and fund a new Library and Community Learning Center facility.
3. Secure new grants and volunteer/intern resources in an amount equal to at least 15% of total department general fund budget.
4. Operate After-School Homework Centers and other educational services for youth to increase academic performance in Hayward schools in partnership with HUSD and the community.
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.
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.
7. Continue to refine and coordinate the Social Services and Community Development Block Grant Programs to include the strategic allocation of these resources to maximize community benefit and leverage limited resources to attract new external resources into Hayward.
8. Administer the City's Housing Rehabilitation Programs for low-income residents aged 65 or older and/or persons with disabilities.
9. 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.
10. Continue to leverage 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.
11. Work with local community organizations and other stakeholder agencies (e.g., HARD, HUSD, etc.) to implement a model "urban agriculture" program throughout the community.
12. Augment and improve library / education services to Spanish-speaking Hayward residents, especially to children and job-seekers.

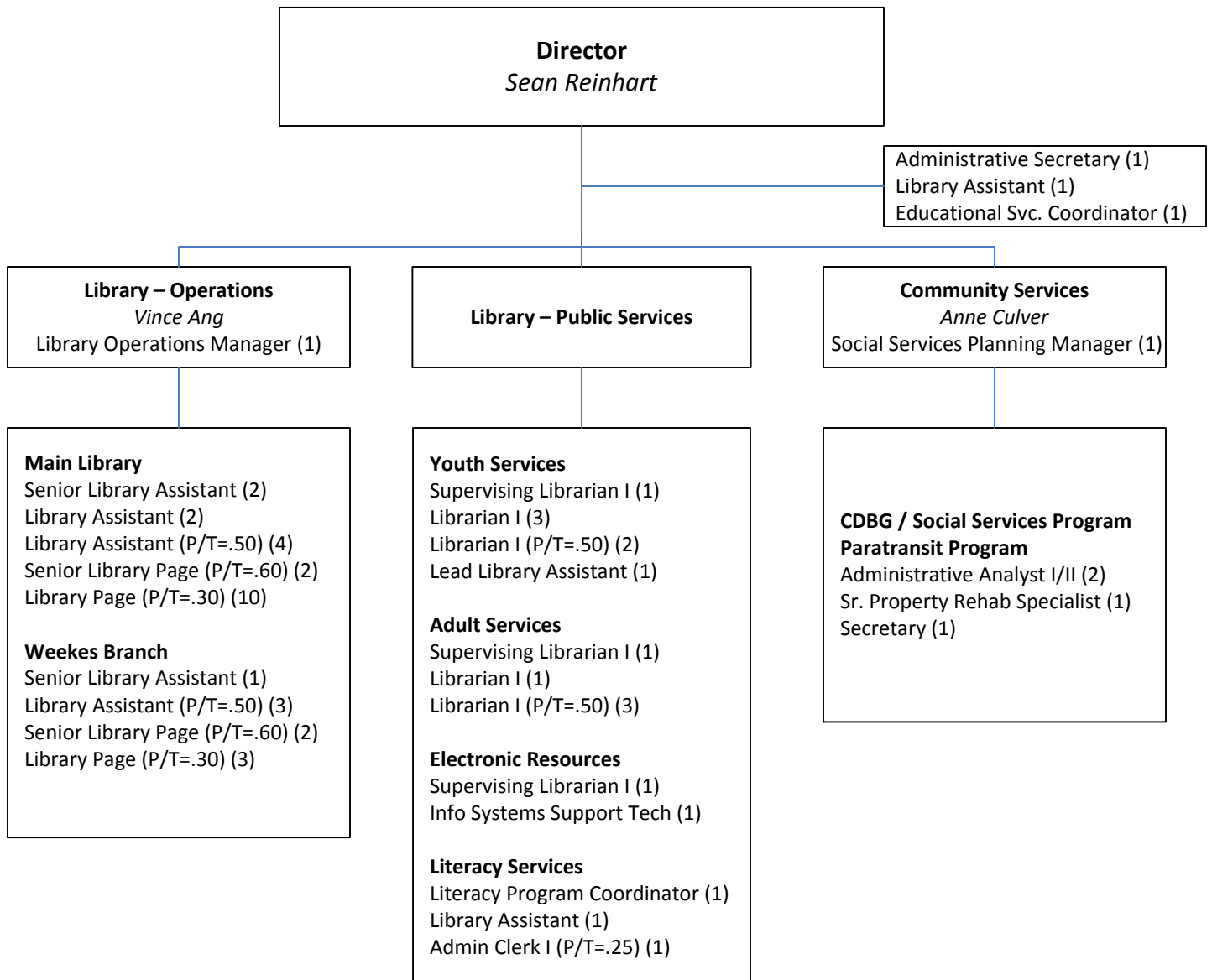
13. Develop systems and programs to expand library services to underserved neighborhoods (e.g. with book vending machines in public areas and/or schools).
14. Work together across divisions to integrate the activities of Library and Community Services.

Significant Changes Planned for FY 2013 & FY 2014

In response to City-wide resource limitations projected in FY 2013 and beyond, L&CS department changes of note in the proposed FY 2013 & FY 2014 budget include significant reductions in budgeted Supplies and Services expenditures. The Library's materials budget (books, media, and electronic resources) will be reduced 30% and Social Services program grants will be reduced 17%, producing a combined savings to the General Fund of \$173,000 annually. As a consequence of the materials budget reduction, library users will be subjected to longer wait times to have their materials requests filled, and more requests will be filled through resource-sharing arrangements with other library systems. As a consequence of the Social Services program grant reduction, agencies will receive a proportionally smaller allocation of City funding in FY 2013 across the board. Another change of note in FY 2013 is the elimination of two vacant positions (0.3 FTE Library page and 1.0 FTE Lead Library Assistant) and the creation of one new position (1.0 FTE Educational Services Coordinator) to provide for increased coordination and expansion of the City's educational service delivery to Hayward residents including academic tutoring services for K-12 students, adult literacy and continuing education programs, and early childhood classes for children ages 0-5 and their parents. The position will also enhance the department's resource development capacity (grants, foundation support, etc.) in support of the City's educational service delivery goals.

FY 2013 & FY 2014 STAFFING
38.55 FTE

Library & Community Services



Library & Community Services Staffing Summary					
	Adopted 2010	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014
General Fund (100)					
Library & Neighborhood Services Director	1	0	0	0	0
Library & Community Services Director	0	1	1	1	1
Social Services Planning Manager	0	0	0	0	0
Library Operations Manager	1	1	1	1	1
Supervising Librarian I	4	4	3	3	3
Administrative Secretary	1	1	1	1	1
Information Systems Support Technician	1	1	1	1	1
Librarian I	8	8	6.5	6.5	6.5
Educational Services Coordinator ¹	0	0	0	1	1
Literacy Program Coordinator	1	1	1	1	1
Lead Library Assistant ²	3	3	2	1	1
Senior Library Assistant	3	3	3	3	3
Library Assistant	8	8	7.5	7.5	7.5
Administrative Clerk I	0.25	0.25	0.25	0.25	0.25
Senior Library Page	3	3	2.4	2.4	2.4
Library Page ³	4.2	4.2	4.2	3.9	3.9
	38.45	38.45	33.85	33.55	33.55
Housing Revolving Loan Program (Fund 223)					
Senior Property Rehabilitation Specialist ⁴	1	1	1	0	0
Administrative Analyst II ⁵	0	0	0	1	1
Secretary	1	1	1	1	1
	0	0	0	2	2
Community & Economic Development Block Grant Fund (Funds 225)					
Social Services Planning Manager	1	1	1	1	1
Property Rehabilitation Specialist	1	0	0	0	0
Community Programs Specialist ⁵	1	1	1	0	0
Administrative Analyst II ⁷	0	0	0.25	1	1
	3	2	2.25	2	2

Library & Community Services Staffing Summary					
	Adopted 2010	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014
Paratransit Fund (246)					
Senior Property Rehabilitation Specialist ⁸	0	0	0	1	1
Paratransit Coordinator ⁶	1	1	1	0	0
	1	1	1	1	1

Staffing Changes to Adopted FY 2013:

1. Increase - 1.0 FTE Educational Services Coordinator.
2. Decrease - 1.0 FTE Lead Library Assistant.
3. Decrease - .30 FTE Library Page.
4. Decrease - 1.0 FTE Senior Property Rehabilitation Specialist (Moved to Fund 246).
5. Reclass - 1.0 FTE Community Programs Specialist to 1.0 FTE Administrative Analyst I/II (FY 2012).
6. Decrease - 1.0 FTE Paratransit Coordinator
7. Increase - .75 FTE Administrative Analyst II (Moved from Development Services).
8. Increase - 1.0 FTE Senior Property Rehabilitation Specialist (Moved from Fund 223).

Department Summary

Library & Community Services Department

All Funds Summary - By Category

All Funds

All Funds Summary - By Category

Funding: General and Special Revenue funds.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue and Transfers In From Other Funds					
General Fund Revenue	323,935	401,085	194,000	82,407	83,231
Community & Econ Block Grant	2,736,097	1,787,308	2,768,995	2,192,816	2,222,530
Paratransit Program	833,216	811,007	633,950	703,000	728,000
Community & Economic Block - Stimulus Grants	246,449	70,964	-	-	-
Homeless Prev Rapid Housing - Stimulus Grants	130,248	-	-	-	-
	4,269,945	3,070,364	3,596,945	2,978,223	3,033,761
(Contribution)/Use of Fund Balance					
Community & Econ Block Grant	(962,591)	1,845,841	(160,988)	(234,500)	(316,737)
Paratransit Program	(144,086)	(317,296)	118,532	284,748	38,634
Community & Economic Block - Stimulus Grants	(78,425)	57,401	-	-	-
Homeless Prev Rapid Housing - Stimulus Grants	-	293,666	-	-	-
	(1,185,102)	1,879,612	(42,456)	50,248	(278,103)
Fund Subsidy					
General Fund Subsidy	4,451,250	4,588,854	4,704,242	4,523,950	4,593,882
Total Revenues	7,536,093	9,538,831	8,258,731	7,552,421	7,349,540
EXPENDITURES					
Expenditures					
Salary					
Regular	2,545,556	2,705,269	2,673,273	2,591,033	2,591,033
Vacancy Savings	-	-	(4,959)	-	-
FY11 EE Commitment - FY12 Furloughs	-	-	(174,440)	-	-
Benefits					
Medical Benefits	325,965	366,208	417,391	446,315	490,949
Retiree Medical	-	139,584	106,377	100,968	100,968
Other Benefits	180,321	173,803	206,226	164,915	165,989
PERS	459,237	507,578	694,102	452,494	493,219
Charges (to)/from other programs	33,839	46,357	90,224	(49,966)	(51,251)
<i>Net Staffing Expense</i>	3,544,918	3,938,800	4,008,194	3,705,759	3,790,907
Maintenance & Utilities	175,798	117,305	177,627	177,627	177,627
Supplies & Services	2,269,504	3,609,138	2,514,889	2,503,563	2,208,720
Stimulus Grant	298,272	422,031	-	-	-
Grants	404,500	441,400	336,000	278,000	278,000
Internal Service Fees	717,535	717,342	716,754	611,872	613,972
Capital	13,656	28,784	13,933	-	-
<i>Net Operating Expense</i>	3,879,265	5,336,000	3,759,203	3,571,062	3,278,319
Transfers to Other Funds	111,910	264,031	491,334	275,600	280,314
Total Expenditures	7,536,093	9,538,831	8,258,731	7,552,421	7,349,540
Net Change	-	-	-	-	-

Department Summary

Library & Community Services Department

All Funds Summary - By Program

All Funds

All Funds Summary - By Program

Funding: General and Special Revenue funds.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue and Transfers in from Other Funds					
General Fund Revenue	323,935	401,085	194,000	82,407	83,231
Community & Econ Block Grant	2,736,097	1,787,308	2,768,995	2,192,816	2,222,530
Paratransit Program	833,216	811,007	633,950	703,000	728,000
Community & Economic Block - Stimulus Grants	246,449	70,964	-	-	-
Homeless Prev Rapid Housing - Stimulus Grants	130,248	-	-	-	-
	4,269,945	3,070,364	3,596,945	2,978,223	3,033,761
(Contribution)/Use of Fund Balance					
Community & Econ Block Grant	(962,591)	1,817,331	(160,988)	(234,500)	(316,737)
Paratransit Program	(144,086)	(317,296)	118,532	284,748	38,634
Community & Economic Block - Stimulus Grants	(78,425)	57,401	-	-	-
Homeless Prev Rapid Housing - Stimulus Grants	-	293,666	-	-	-
	(1,185,102)	1,851,102	(42,456)	50,248	(278,103)
Fund Subsidy					
General Fund Subsidy	4,451,250	4,588,854	4,704,242	4,523,950	4,593,882
Total Revenues	7,536,093	9,510,321	8,258,731	7,552,421	7,349,540
EXPENDITURES					
Expenditures and Transfers Out to Other Funds					
Administration	280,911	431,570	453,032	463,044	473,784
Library Services	4,034,894	4,065,137	4,050,884	3,726,987	3,787,003
Community Services	459,380	493,232	394,326	416,326	416,326
Community & Econ Block Grant	1,773,506	3,633,149	2,608,007	1,958,316	1,905,793
Paratransit Program	689,130	493,712	752,482	987,748	766,634
Community & Economic Block - Stimulus Grants	168,024	128,365	-	-	-
Homeless Prev Rapid Housing - Stimulus Grants	130,248	293,666	-	-	-
Total Expenditures	7,536,093	9,538,831	8,258,731	7,552,421	7,349,540
Net Change	-	(28,510)	-	-	-

Department Summary
Department: 100 - 3300

Library & Community Services Department
General Fund

Library - General Fund Summary

Description: Administration, Library, and Community Services.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Library Fines	98,862	112,486	107,000	82,407	83,231
Grants	224,967	288,599	87,000	-	-
Other Revenue	106	-	-	-	-
Total Revenues	323,935	401,085	194,000	82,407	83,231
EXPENDITURES					
Expenditures					
Salary					
Regular	2,101,258	2,152,379	2,113,103	2,116,772	2,116,772
FY11 EE Commitment - FY12 Furloughs	-	-	(135,727)	-	-
Benefits					
Medical Benefits	262,207	281,785	322,219	355,791	391,372
Retiree Medical	-	126,498	95,559	91,953	91,953
Other Benefits	151,861	140,119	162,384	135,330	136,224
PERS	371,985	395,524	536,148	366,060	399,006
Charges (to)/from other programs	52,933	34,158	48,451	30,000	29,515
<i>Net Staffing Expense</i>	2,940,244	3,130,463	3,142,137	3,095,906	3,164,842
Maintenance & Utilities	175,624	117,198	177,627	177,627	177,627
Supplies & Services	580,686	597,743	553,017	483,030	483,030
Grants	404,500	441,400	336,000	278,000	278,000
Internal Service Fees	660,475	674,351	675,528	571,794	573,614
Capital	13,656	28,784	13,933	-	-
<i>Net Operating Expense</i>	1,834,941	1,859,476	1,756,105	1,510,451	1,512,271
Total Expenditures	4,775,185	4,989,939	4,898,242	4,606,357	4,677,113
General Fund Subsidy	4,451,250	4,588,854	4,704,242	4,523,950	4,593,882

Program Summary
Program: 100-3331

Library & Community Services Department
General Fund

Administration

Description: Department administration.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
EXPENDITURES					
Expenditures					
Salary					
Regular	162,134	262,445	287,164	288,203	288,203
FY11 EE Commitment - FY12 Furloughs	-	-	(18,112)	-	-
Benefits					
Medical Benefits	35,431	49,402	52,430	57,995	63,795
Retiree Medical	-	6,543	5,409	5,409	5,409
Other Benefits	10,875	16,006	20,314	20,100	20,208
PERS	31,370	53,365	62,801	52,526	57,253
Charges (to)/from other programs	-	-	-	-	-
<i>Net Staffing Expense</i>	239,810	387,762	410,006	424,233	434,868
Maintenance & Utilities	-	92	-	-	-
Supplies & Services	777	2,244	-	-	-
Internal Service Fees	40,324	41,472	43,026	38,811	38,916
Capital	-	-	-	-	-
<i>Net Operating Expense</i>	41,101	43,808	43,026	38,811	38,916
Total Expenditures	280,911	431,570	453,032	463,044	473,784
General Fund Subsidy	280,911	431,570	453,032	463,044	473,784

FY 2013 Significant Changes:

1. None.

Division Summary

Division: 100-3310

Library & Community Services Department

General Fund

Library Services

Description: Library services.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Library Fines	98,862	112,486	107,000	82,407	83,231
Grants	224,967	288,599	87,000	-	-
Other Revenue	106	-	-	-	-
Total Revenues	323,935	401,085	194,000	82,407	83,231
EXPENDITURES					
Expenditures					
Salary					
Regular	1,939,124	1,889,934	1,825,939	1,828,569	1,828,569
FY11 EE Commitment - FY12 Furloughs	-	-	(117,615)	-	-
Benefits					
Medical Benefits	226,776	232,383	269,789	297,796	327,577
Retiree Medical	-	119,955	90,150	86,544	86,544
Other Benefits	140,986	124,113	142,070	115,230	116,016
PERS	340,615	342,158	473,347	313,534	341,753
Charges (to)/from other programs	43	(14,498)	-	(48,451)	(48,936)
<i>Net Staffing Expense</i>	2,647,544	2,694,046	2,683,680	2,593,222	2,651,523
Maintenance & Utilities	175,624	117,106	177,577	177,577	177,577
Supplies & Services	198,118	219,412	144,767	144,307	144,307
Books & Materials	379,801	372,910	398,425	278,898	278,898
Internal Service Fees	620,151	632,879	632,502	532,983	534,698
Capital	13,656	28,784	13,933	-	-
<i>Net Operating Expense</i>	1,387,350	1,371,091	1,367,204	1,133,765	1,135,480
Total Expenditures	4,034,894	4,065,137	4,050,884	3,726,987	3,787,003
General Fund Subsidy	3,710,959	3,664,052	3,856,884	3,644,580	3,703,772
<u>FY 2013 Significant Changes:</u>					
1. Deletion of 1.0 FTE Lead Library Assistant and 0.3 FTE Library Page.					
2. Addition of 1.0 FTE Educational Services Coordinator.					

Division Summary

Division: 100-3320

Library & Community Services Department

General Fund

Community Services

Description: Social Services Program.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
EXPENDITURES					
Expenditures					
Charges (to)/from other programs	52,890	48,656	48,451	78,451	78,451
<i>Net Staffing Expense</i>	52,890	48,656	48,451	78,451	78,451
Maintenance & Utilities	-	-	50	50	50
Supplies & Services	1,990	3,177	9,825	59,825	59,825
Grants	404,500	441,400	336,000	278,000	278,000
Internal Service Fees	-	-	-	-	-
Capital	-	-	-	-	-
<i>Net Operating Expense</i>	406,490	444,577	345,875	337,875	337,875
Total Expenditures	459,380	493,232	394,326	416,326	416,326
General Fund Subsidy	459,380	493,232	394,326	416,326	416,326

FY 2013 Significant Changes:

1. None.

Fund Summary

Funds: 223, 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 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Grants	2,481,453	1,201,712	2,043,128	1,619,289	1,619,289
Delayed Loan Payments	78,671	233,333	100,000	150,000	175,000
Principal Payments	96,392	144,888	173,600	138,600	138,600
Interest Earned	31,392	10,212	40,824	40,830	40,830
Other Revenue	8,039	12,776	2,500	42,500	42,500
	2,695,947	1,602,921	2,360,052	1,991,219	2,016,219
Transfers In From Other Funds					
From Revlvg Loan to Com Econ Dev Blk Grant	-	62,707	197,235	-	-
From HRLP Loan to HRLP Admin	-	-	-	201,597	206,311
From Sm Bus Loan to Sm Bus Loan Delivery	40,150	121,680	211,708	-	-
	40,150	184,387	408,943	201,597	206,311
Total Revenues	2,736,097	1,787,308	2,768,995	2,192,816	2,222,530
EXPENDITURES					
Expenditures					
Salary					
Regular	362,932	467,222	470,806	375,170	375,170
Vacancy Savings	-	-	(4,959)	-	-
FY11 EE Commitment - FY12 Furloughs	-	-	(32,805)	-	-
Benefits					
Medical Benefits	51,268	71,204	80,833	70,526	77,579
Retiree Medical	-	10,905	9,015	7,212	7,212
Other Benefits	23,266	28,410	36,459	22,796	22,940
PERS	71,399	94,818	133,936	68,375	74,529
Charges (to)/from other programs	(46,473)	14,096	32,702	(92,084)	(93,004)
<i>Net Staffing Expense</i>	462,392	686,655	725,987	451,995	464,426
Maintenance & Utilities	174	107	-	-	-
Supplies & Services	41,635	38,537	138,800	95,591	95,591
Internal Service Fees	49,729	35,550	34,024	27,343	27,518
Grants	1,119,497	2,622,066	1,232,132	1,122,057	1,052,214
Project Costs	-	-	-	-	-
<i>Net Operating Expense</i>	1,211,035	2,696,260	1,404,956	1,244,991	1,175,323
Fund Transfers Out to					
From Revlvg Loan to Com Econ Dev Blk Grant	-	62,707	197,235	-	-
From HRLP Loan to HRLP Admin	-	-	-	201,597	206,311
From Sm Bus Loan to Sm Bus Loan Delivery	40,150	121,680	211,708	-	-
Cost Allocation to General Fund	44,791	50,901	52,428	44,040	44,040
Liability Insurance Premium	15,138	14,946	15,693	15,693	15,693
	100,079	250,234	477,064	261,330	266,044
Total Expenditures	1,773,506	3,633,149	2,608,007	1,958,316	1,905,793
Net Difference Gain (Use) of Fund Bal	962,591	(1,845,841)	160,988	234,500	316,737

FY 2013 Significant Changes:

1. None.

Fund Summary Continued

Fund: 223, 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 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
223 Revolving Loan Program - Admin	149,875	63,010	197,235	581,597	586,311
225 Comm Econ Dev Blk Grant	2,184,728	1,040,436	1,664,157	1,246,789	1,246,789
227 Small Business Loan Delivery	187,828	121,521	211,708	35,000	35,000
229 Revolving Loan Program	88,195	224,645	290,971	150,000	175,000
230 Rental Rehab Grant	-	-	-	-	-
231 Small Business Revolving Loan	125,471	366,206	404,924	179,430	179,430
Total Revenues	2,736,097	1,815,818	2,768,995	2,192,816	2,222,530
EXPENDITURES					
Expenditures					
223 Revolving Loan Program - Admin	90,089	80,419	187,036	581,597	586,311
225 Comm Econ Dev Blk Grant	1,213,627	3,006,074	807,472	717,747	724,580
227 Small Business Loan Delivery	149,832	190,115	211,708	34,015	34,161
229 Revolving Loan Program	28	62,858	990,083	351,597	381,311
231 Small Business Revolving Loan	319,930	293,683	411,708	273,360	179,430
Total Expenditures	1,773,506	3,633,149	2,608,007	1,958,316	1,905,793
Net Difference Gain (Use) of Fund Bal	962,591	(1,817,331)	160,988	234,500	316,737
FY 2013 Significant Changes:					
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 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Interest	3,082	-	3,000	3,000	3,000
Measure B	830,080	811,007	630,950	700,000	725,000
Other Revenue	54	-	-	-	-
Total Revenues	833,216	811,007	633,950	703,000	728,000
EXPENDITURES					
Expenditures					
Salary					
Regular	81,366	85,668	89,364	99,091	99,091
FY11 EE Commitment - FY12 Furloughs	-	-	(5,908)	-	-
Benefits					
Medical Benefits	12,490	13,219	14,339	19,998	21,998
Retiree Medical	-	2,181	1,803	1,803	1,803
Other Benefits	5,194	5,274	7,383	6,789	6,825
PERS	15,853	17,237	24,018	18,059	19,684
Charges (to)/from other programs	27,379	(1,897)	9,071	12,118	12,238
<i>Net Staffing Expense</i>	142,282	121,682	140,070	157,858	161,639
Supplies & Services					
Supplies & Services	527,686	350,792	590,940	802,885	577,885
Internal Service Fees	7,331	7,441	7,202	12,735	12,840
<i>Net Operating Expense</i>	535,017	358,233	598,142	815,620	590,725
Fund Transfers Out					
Cost Allocation to GF	9,308	10,808	11,132	11,132	11,132
Liability Insurance Premium	2,523	2,989	3,138	3,138	3,138
<i>Total Transfers Out</i>	11,831	13,797	14,270	14,270	14,270
Total Expenditures	689,130	493,712	752,482	987,748	766,634
Net Difference Gain (Use) of Fund Bal	144,086	317,296	(118,532)	(284,748)	(38,634)
FY 2013 Significant Changes:					
1. Delete 1.0 FTE Paratransit Coordinator					

Grant Program Summary
Fund: 221-5051, 5053-5055

Library & Community Services Department
Special Revenue Fund

Community & Economic Block - Stimulus Grants

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

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Interest	290	4,049	-	-	-
Grant	245,871	59,515	-	-	-
Other Revenue	288	7,400	-	-	-
Total Revenues	246,449	70,964	-	-	-
EXPENDITURES					
Expenditures					
Projects (Grants and Loans)	168,024	128,365	-	-	-
<i>Net Operating Expense</i>	168,024	128,365	-	-	-
Total Expenditures	168,024	128,365	-	-	-
Net Change	(78,425)	57,401	-	-	-
FY 2013 Significant Changes:					
1. None.					

Grant Program Summary
Fund: 232-5056

Library & Community Services Department
Special Revenue Fund

Homeless Prev Rapid Housing - Stimulus Grants

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

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Grant	130,248	-	-	-	-
Total Revenues	130,248	-	-	-	-
EXPENDITURES					
Expenditures					
Projects (Grants and Loans)	130,248	293,666	-	-	-
<i>Net Operating Expense</i>	130,248	293,666	-	-	-
Total Expenditures	130,248	293,666	-	-	-
Net Change	-	293,666	-	-	-
FY 2013 Significant Changes:					

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Department Overview

The Maintenance Services Department provides services that are aligned with the City Council's top priorities of a safe, clean, and green community. The department provides front line services that are visible to residents and contribute to the City's public perception of a safe, clean, and green community. The Department is responsible for a wide range of functions, including: maintaining the City's streets; graffiti removal on public property; illegal dumping removal in the public right-of-ways; corridor maintenance and improvement; street sweeping and cleaning of storm drains; emergency response to street, landscape, or hazardous material spill emergencies; maintenance of public landscaping; maintenance and operation of City buildings and structures; and acquisition, maintenance, and repair of City vehicles and equipment.

Division/Program Summary

Maintenance Services Administration

The Administration Division provides management and support services required by all of the Department's entities and programs. Administration priorities are: 1) To set the overall direction of the department; 2) Oversee implementation of department programs and completion of projects; 3) Develop and monitor the departmental budget; 4) Provide support services to other City departments and community groups; and 5) Manage various other special programs and initiatives.

Street Maintenance Division

The Street Maintenance Division priorities include: 1) Protect the Public's Health and Safety; 2) Improve the appearance and cleanliness of the City through removal of illegal dumping and painting out of graffiti; 3) Maintain the City's infrastructure; 4) Provide support to neighborhood and community groups such as Keep Hayward Clean and Green Task Force (KHCG), Annual Hayward Clean-Up Day Event, neighborhood partnerships, Adopt-A-Block, and Downtown Street Parties; and 5) Provide support to City Public Works Department for major capital projects. The Streets Maintenance Division includes a Streets Maintenance Program, Traffic Program, Street Sweeping Program, and Stormwater Maintenance Program.

Performance Measures

- CRM surveys show an above average response 95% of the time.
- Secure or repair all hazardous street and sidewalk issues within 24 hours.
- Enforce "No Parking" during street sweeping 100% of the time.
- Remove illegal dumping within 72 hours.
- Abate graffiti within 48 hours on public property or in the public right of way.

Streets Maintenance Program maintains 266 miles of streets and sidewalks. Maintenance activities include, but are not limited to, patching potholes and repairing failed areas of roadway, along with deep lift repair and utility cuts replacement. Staff is responsible for sidewalk patching to reduce trip and fall accidents, concrete work, and repair of barricades and guard rails. Staff is responsible for the abatement of graffiti on the public right-of-ways within a 48 hour period and the removal of illegally dumped trash and debris within a 72 hour period. Staff is also responsible for 24-hour stand-by and response to all emergency requests and hazardous material spills. Staff provides support for all road closures and detours during all parades, street parties, and neighborhood events, and participates and provides support to KHCG, and other neighborhood partnership groups. Staff administers the Weekend Litter Program, where City staff and volunteers go out every weekend to pick up trash in the City's public right-of-ways.

Traffic Program installs and maintains lane markings, striping, signage, symbol painting, and button installations. Staff installs striping and signage for pavement overlay projects, speed bump and bike lane projects, and manufactures the majority of City signs installed in the City of Hayward. Seasonal projects include pickup and recycling of leaves and disposing of asphalt rubble for recycling into usable aggregates.

Street Sweeping cleans residential and commercial streets bi-weekly, with the goal of keeping our City clean and our neighborhoods looking good. Street sweeping provides two primary benefits to the City. The more obvious benefit is the collection and removal of leaves and other debris that collect in the gutters and causing localized flooding during heavy rains. An equally important, but less visible benefit is the removal of metal particles and other hazardous waste products left by passing vehicles that can be harmful to fish and other wildlife if they reach creeks, rivers or the bay.

Storm Water - Staff is responsible for opening and cleaning over 3,000 storm drains in the City. This includes the maintenance of ditches and retention ponds, storm drain stenciling, and repair and replacement of damaged grates.

Landscape Maintenance Division

Division priorities include: 1) Protect the Public's Health and Safety; 2) Protect and enhance the City's infrastructure (trees are an infrastructure element that appreciates in value each year); 3) Enhance the cleanliness of the City; and 4) Enhance the green aesthetic qualities of the City. The Landscape Maintenance Division includes a Landscape Maintenance Program, a Tree Maintenance Program, and a Landscape Water Conservation Program. The division also administers maintenance contracts for thirteen Landscape and Lighting Districts (LLD) and two Maintenance Districts (MD).

Performance Measures

- CRM surveys show an above average response 95% of the time.
- Secure all hazardous landscape conditions within 24 hours.

- Respond and/or inspect all CRM requests within 48 hours.

Landscape Maintenance - This program maintains the landscaping in street medians, the City Hall Plaza, the Main Library Plaza, the downtown area, park developments adjacent to streets, and other City-owned properties. Staff is responsible for picking up litter, trimming shrubbery and groundcover, picking up leaves from landscapes, mowing and edging lawns, and spraying weeds in addition to maintenance of City trash cans throughout the City.

Tree Maintenance – This program is responsible for maintaining approximately 30,000 public street trees, including inspection, trimming, removal, root pruning, and replanting. The focus is to maintain trees in a healthy and safe condition and to remove any trees in accordance with the City’s Tree Preservation Ordinance.

Water Conservation –Landscape irrigation crews install and maintain all low water usage irrigation and backflow devices in all City of Hayward right-of-ways, medians, and City owned land including the Police Department, nine Fire Stations, City Hall (new and old), Newman Park, Giuliani Plaza, Hayward Animal Shelter, Utilities’ Building, Blanche & Silva fountain, Meek & Silva fountain, Mission Blvd 52 strip, Hayward Water Pump Stations, both City libraries, 10 City parking lots, and the Hayward Airport. Work includes installation, maintenance, and upgrades to all systems including the Cal Sense irrigation and water conservation devices which are spread throughout the City.

Landscape and Lighting Districts (LLD) and Maintenance Districts (MD) - The Landscape Division, in cooperation with the Development Services Department, manages maintenance contracts for thirteen LLDs and two MDs. These areas are funded by property tax assessments charged to benefited parties and each benefit zone has a separate budget pertaining to its respective maintained improvements.

Facilities Management Division

The Facilities Management Division is responsible for City owned, occupied, and leased facilities and structures, including 35 structures, four fountains, and three lighting sites. This includes management of janitorial and burglar alarm services, maintenance and replacement of flooring, management of the City Hall volunteer station, and booking and facilitating the use of City Council Chambers, Rotunda, and City Hall Plaza. Maintenance includes electrical and lighting, painting, heating/ventilating/air conditioning, locksmith services, plumbing, appliance repair/installation, furniture repair/refinishing, cabinet and countertop making, and roof repair/replacement. Also included are inspection of 15 City emergency generators and corresponding underground fuel storage tanks, and periodic inspection of fire sprinkler systems in City buildings. Other responsibilities include design/construction services for remodeling to City facilities, and maintenance/repair of the Hayward Amtrak station.

Maintenance Services Department

Performance Measures

- CRM surveys show an above average response 95% of the time.
- Change HVAC filters three times per year.
- Exercise major Emergency Generators monthly, and service annually.
- Respond to HVAC issues within 24 hours.

Fleet Management

The Fleet Management Division provides for acquisition, operation, maintenance, and repair of the City's 400 vehicles and pieces of equipment. The division is responsible for performing preventative maintenance services, vehicle repairs, and State mandated inspections, complying with all applicable hazardous materials regulations, and providing fuel and associated services to seven fueling stations.

Performance Measures

- Ensure 100% of emergency road service calls are responded to within 30 minutes during business hours and within one hour after hours.
- Ensure the Hayward Police Department Patrol Division does not have more than eight vehicles out of service at one time.
- Ensure Hayward Fire Department has either a front line or reserve fire apparatus in-service at each station at all times.

FY 2012 Department Performance/Accomplishments

1. Street Maintenance – Administered the Illegal Dumping Removal Program. Staff responded to over 1,500 reports of trash and debris, removing 10,600 cubic yards of debris from streets and City right-of-ways in FY 2012.
2. Street Maintenance – Administered the Graffiti Removal Program. Staff responded to over 900 graffiti removal service requests, and painted out 230,000 square feet of graffiti in FY 2012. One of the largest projects included the graffiti paint out of the Alameda County Flood Control Channel, painting out 31,000 square feet of graffiti and using over 125 gallons of paint, most of which was donated.
3. Street Maintenance – Completed anti-graffiti coating/sealant on Mural Art Program projects, including the 10,000 square foot, 68 panels of the Grand Terrace Union Pacific Railroad Sound Wall mural (Kingsford and Jackson Street) completed in October 2011.
4. Street Maintenance – Administered the Weekend Litter Program. Over 2,000 cubic yards of debris were removed in FY 2012.

Maintenance Services Department

5. Street Maintenance – Staff participated in monthly KHCG meetings for planning, follow-up, and feedback and supported monthly Clean-Up Events by removing an average of 20 cubic yards at each of their 10 monthly events.
6. Street Maintenance – Held the Annual “City of Hayward Clean-Up Day Event” at Weekes Park, in cooperation with the Public Works Department, where over 200 volunteers came out and picked up a total of 86 cubic yards of trash and recyclables.
7. Street Maintenance – Worked on City Corridor Appearance by focusing efforts on Hesperian Boulevard Corridor from Industrial North to Highway 92. Revisited the Tennyson Road Corridor, focusing efforts on eliminating all graffiti. Painted 50,000 square feet of sound wall and fences. Replaced twelve faded or damaged City signs, patched sidewalks, and streets, and repainted curbs and street symbols.
8. Street Maintenance – Continued to utilize surveillance cameras to deter illegal dumping and graffiti by rotating cameras to various locations and posting “Illegal Dumping is a Crime” signs.
9. Street Maintenance – Expanded the Street Sweeping Ticket Writing Program by posting 10 additional streets to improve the effectiveness of street sweeping. Continued enforcement on all posted streets to ensure streets were available to clean during bi-weekly street sweeping.
10. Street Maintenance – Provided service and support to City Public Works Department for major capital projects.
11. Landscape Maintenance – Initiated a “Help Build Hayward’s Urban Forest Campaign” to encourage residents to request free trees to be placed in the public right-of-ways. Planted 350 new trees in public right-of-ways through this new program.
12. Landscape Maintenance – Contracted for completion of a Public Tree Inventory on City streets and right-of-ways, in parks, and at City facilities through the assistance of a CalFire Urban and Community Forestry Program Grant, funded in part by State Proposition 40. The inventory identified 29,248 trees and 8,276 available planting sites. This inventory will be updated and maintained by City staff to manage the City of Hayward’s Urban Forest.
13. Landscape Maintenance – Completed a Public Tree Analysis Study through the assistance of a CalFire Urban and Community Forestry Program Grant, funded in part by State Proposition 40. The study developed a detailed and quantified analysis of the current structure, function, and value of this City asset and public tree resource. The analysis determined that Hayward's public trees are a cost-effective resource that provides annual benefits of \$1,483,016 (\$50.70 per tree).

14. Landscape Maintenance – Held two Neighborhood Partnership Events (in the Fairway Park and Huntwood neighborhoods) where City staff and neighborhood volunteers worked together as a team to beautify neighborhoods by planting trees.
15. Landscape Maintenance – Provided support to various Public Works Capital Improvement Projects, to include landscape beautification of residential roundabouts and main City thoroughfares.
16. Landscape Maintenance – Completed beautification of City Gateway Entrance at Mission Boulevard and Blanche Avenue. Staff refreshed this local gateway by installing a new irrigation system, sod, flowers, shrubs, and planting a new tree in the area. Existing trees were trimmed and decorative rocks and wood chips were added. In addition staff painted the Hayward sign, and replaced an old, worn out bench with a new one designed by a local artist.
17. Landscape Maintenance - Held the 26th Arbor Day on May 23, 2012 and qualified for Hayward's 25th recognition as a Tree City USA (in 2011).
18. Landscape Maintenance – Upgraded old backflow devices to updated systems that monitor and conserve water resources.
19. Landscape Maintenance – Maintenance on City Corridor Improvement Projects included tree and shrub trimming maintenance on Hesperian Boulevard (from Industrial North to A Street), Tennyson Road, Harder Road, and Jackson Street. Weeds were removed, litter and debris was picked up, trees were planted and irrigation was repaired. Hayward Main Library tree trimming and landscape improvements were completed.
20. Facilities Management – Began the Energy Retrofit and Solar Power Installation Project, funded by a low interest loan from the California Energy Commission, resulting in estimated annual energy savings of \$110,000. Energy saving lighting retrofits included updates at City Hall, Police Department, Fleet Management, City Hall Parking Garage, and Cinema Place Parking Garage, as well as solar power installations at the Street and Utility buildings.
21. Facilities Management – Managed and completed the following facility capital improvement projects:
 - a. Replaced emergency generator at Fire Station #6.
 - b. Performed upgrades to underground diesel storage tanks at Fire Stations #3 and #5.
 - c. Replaced carpeting in Fire Station #5 day room.
 - d. Replaced roof at Fire Station #4.
 - e. Performed electrical connection upgrade (wiring system in emergency power circuitry) to Fire Station #1.
 - f. Seal coated the parking deck atop Centennial Hall Parking Deck/Safeway rooftop.

22. Facilities Management - Maintained and updated the facilities replacement plan, which included a variety of projects such as constructing a roof over the Police Department generator, replacing the Police Department gun range roof tower, replacing the roof and supports at the Main Library, installing two electric vehicle charging stations at the Corporation Yard and Fire Station #1, placing anti-graffiti coating on and revamping access to the Hayward Water Tower.
23. Facilities Management – Coordinated facility use with various groups that held events at City Hall and the City Hall Plaza (Blues Festival, Cinco de Mayo Festival, Light-Up the Season, Downtown Street Parties).
24. Fleet Management – Ensured police and fire vehicles were given priority service to minimize impact on public safety.
25. Fleet Management - Completed 100% of mandatory State inspections, including smog, aerial certifications, and Biennial Inspection of Terminals (BIT) inspections.
26. Fleet Management – Completed mandatory diesel emissions retrofitting of required vehicles.
27. Fleet Management – Purchased 35 new vehicles and pieces of equipment in FY 2012. The City also purchased a used vehicle from the Fairview Fire Protection District, and received a vehicle donation from the Port of Oakland. The City donated one vehicle to Hayward Unified School District (HUSD). The following is a list of vehicle placements:
 - a. Police department – 19 vehicles (16 Patrol Cars, 3 Command Staff Sedans)
 - b. Fire department – 2 vehicles (Training Officer F250 Truck and Battalion Chief Tahoe).
 - c. Water Fund – 6 vehicles (Backhoe, Crane Truck, Utility Truck, and three F250 Trucks).
 - d. Stormwater Fund – 1 vehicle (Dump Truck).
 - e. General Maintenance - 5 vehicles (Dump Truck, Mower, Bobcat, and two F250 Trucks)
 - f. Nissan Leaf 100% Electric - Zero Emission vehicles – 2 vehicles
 - g. Purchase a used Type 3 fire vehicle from the Fairview Fire Protection District.
 - h. Received one Port of Oakland Airport Rescue Fire Fighting (ARFF) vehicle, which was donated to the City.
 - i. Donated one City police patrol vehicle to the HUSD.
28. Fleet Management – Contracted with Alameda County to purchase fuel from the fueling station adjacent to the police department, resulting in cost savings and a convenient fueling location for the Police department.
29. Fleet Management – Maintained and updated fleet replacement plan.
30. Fleet Management – Analyzed City fleet to ensure excess vehicles were identified and either sold or reassigned where best utilized.

31. Fleet Management – Continued to gather data from Global Position System (GPS) units in fleet vehicles. A total of 58 vehicles are outfitted with GPS devices.

FY 2013 & FY 2014 Core Service Objectives/Goals

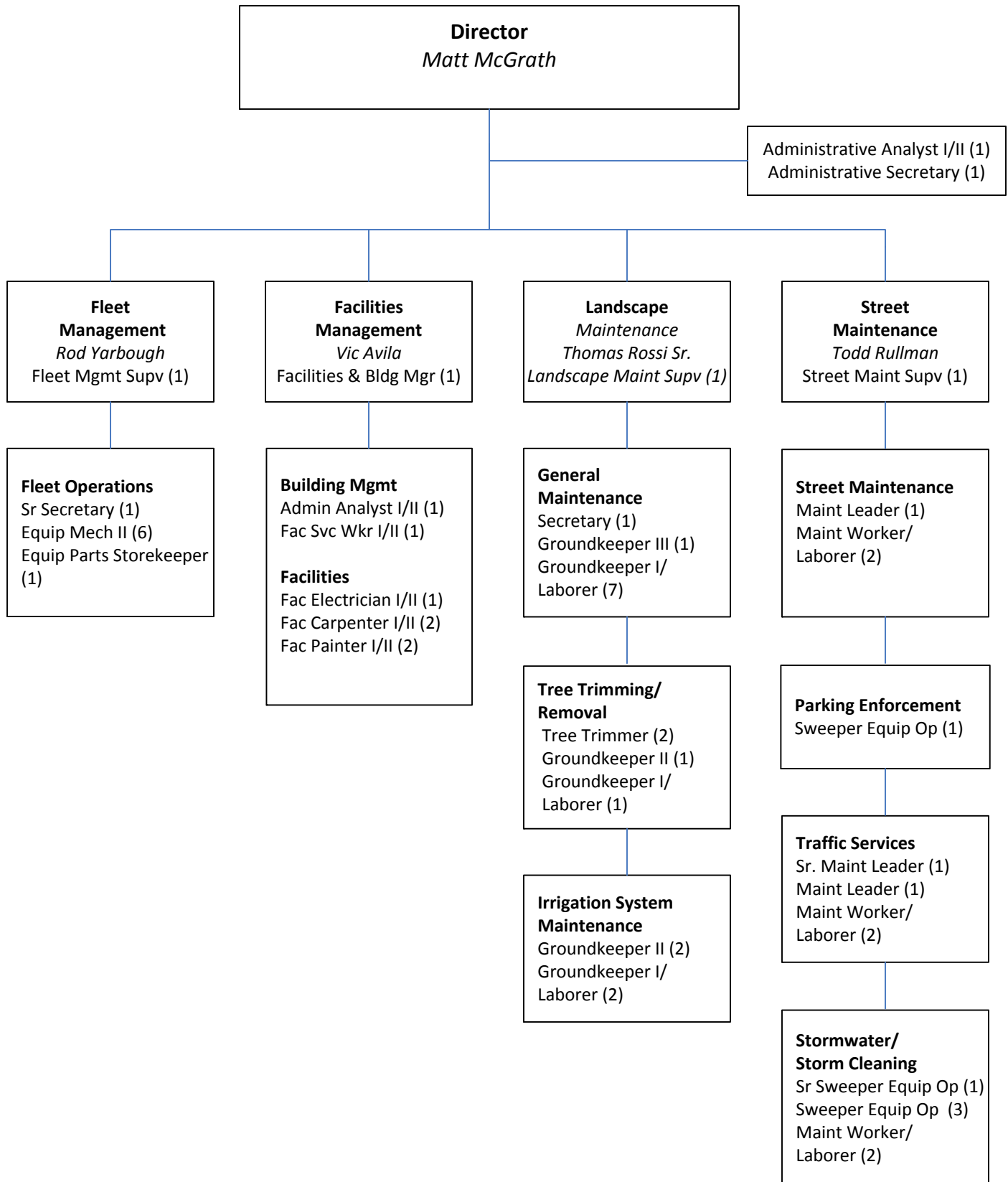
1. Street Maintenance - Abate illegal dumping in public right-of-ways within 72 hours.
2. Street Maintenance - Abate graffiti on public right-of-ways within 48 hours.
3. Street Maintenance – Complete anti-graffiti coating/sealant on Mural Art Program projects.
4. Street Maintenance - Assist KHCG, Adopt-A-Block, and other City volunteer groups by attending meetings and removing collected debris at clean-up events.
5. Street Maintenance – Hold Annual “City of Hayward Clean-Up Day Event” at Weekes Park, in conjunction with the Public Works Department.
6. Street Maintenance - Post additional streets for street sweeping, in an effort to better clean problem areas in which vehicles frequently do not move.
7. Landscape Maintenance - Hold the 27th Arbor Day (May 2013) and qualify for the 26th recognition as a Tree City USA (submit application December 2012).
8. Landscape Maintenance – Manage and maintain the City’s Public Tree Inventory of 30,000 trees.
9. Landscape Maintenance - Plant 300 street trees citywide.
10. Facilities Management – Complete capital improvement projects funded in the Facilities Capital Improvement Project Fund.
 - a. Replace roof at Fire Station #3 and coat exterior decks at Fire Station #1.
 - b. Replace Chiller Air-Conditioning System at Police Department, and split system at Animal Control.
 - c. Replace flooring at the Police Department’s women’s locker room.
11. Facilities Management - Maintain and update facilities replacement plan.
 - a. Remodel Main Library Office and build a sorter room.
 - b. Insulate City Hall fourth floor ceiling for heating retention.
 - c. Replace Police Gun Range target assemblies.

12. Fleet Management – Ensure police and fire vehicles are given priority service to minimize impact on public safety.
13. Fleet Management - Complete 100% of mandatory State inspections, including smog, aerial certifications, and BIT inspections.
14. Fleet Management – Complete acquisition of new and replacement vehicles and equipment funded in the Fleet Capital Improvement Project budget; analyze City fleet to ensure excess vehicles are identified and either sold or reassigned where best utilized.
15. Fleet Management – Evaluate alternative-fuel vehicle options, including Compressed Natural Gas (CNG), hybrids, and electric vehicles when purchasing new vehicles.
16. Fleet Management - Maintain and update fleet replacement plan.

Significant Changes Planned for FY 2013 & FY 2014

Estimated annual citation revenue at \$300,000 due to additional streets being posted for no parking and added enforcement. Administrative staff time allocation was updated to reflect best management practices and ensure appropriate cost recovery. Facility Service Fees were reduced, lessening the amount available to fund facility capital projects.

Maintenance Services



Maintenance Services Staffing Summary					
	Adopted 2010	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014
General Fund (100)					
Director Of Maintenance Services	1	1	1	1	1
Landscape Maintenance Manager	1	1	0	0	0
Streets Maintenance Supervisor	1	1	1	1	1
Landscape Maintenance Supervisor	0	0	1	1	1
Administrative Analyst II	1	1	1	1	1
Senior Maintenance Leader	1	1	1	1	1
Groundskeeper III	1	1	1	1	1
Administrative Secretary	1	1	1	1	1
Tree Trimmer ¹	3	3	3	2	2
Maintenance Leader	2	2	2	2	2
Groundskeeper II ¹	1	1	0	1	1
Maintenance Worker/Laborer	6	7	4	4	4
Sweeper Equipment Operator	0	0	1	1	1
Groundskeeper I/Laborer	10	10	8	8	8
Secretary	0	0	1	1	1
	29	30	26	26	26
Stormwater Fund (602)					
Lead Sweeper Equipment Operator	0	1	0	0	0
Senior Sweeper Equipment Operator	0	0	1	1	1
Sweeper Equipment Operator	5	3	3	3	3
Maintenance Worker	2	2	2	2	2
	7	6	6	6	6
Water Fund (621)					
Groundskeeper II	2	2	2	2	2
Groundskeeper I	2	2	2	2	2
	4	4	4	4	4
Facilities Fund (720)					
Facilities & Building Manager	1	1	1	1	1
Administrative Analyst I/II	1	1	1	1	1
Electrician I/II	1	1	1	1	1
Facilities Painter II	1	1	1	1	1

Maintenance Services Staffing Summary					
	Adopted 2010	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014
Facilities Carpenter II	2	2	2	2	2
Facilities Painter I	1	1	1	1	1
Storekeeper - Expediter	1	1	0	0	0
Facilities Service Worker II	1	1	1	1	1
	9	9	8	8	8
Fleet Fund (730)					
Equipment Manager	1	1	0	0	0
Fleet Management Supervisor	0	0	1	1	1
Equipment Mechanic II	7	7	6	6	6
Senior Secretary	1	1	1	1	1
Equipment Parts Storekeeper	1	1	1	1	1
	10	10	9	9	9

Staffing Changes to Adopted FY 2013:

1. Reclass - 1.0 FTE Tree Trimmer to 1.0 FTE Groundskeeper II (FY 2012).

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 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
General Fund Revenue	27,572	323,388	156,620	300,000	300,000
Stormwater Revenue	1,148	12,259	1,000	-	-
Facilities Revenue	3,176,028	3,238,843	3,717,708	3,516,544	3,487,744
Centennial Hall Revenue	60,368	-	-	-	-
Fleet Revenue	5,564,747	7,784,057	4,819,404	4,627,889	5,007,889
LLD/MD	644,012	729,910	791,752	836,357	836,357
	9,473,875	12,088,457	9,486,484	9,280,790	9,631,990
(Contribution)/Use of Fund Balance					
Facilities	6,461	(420,256)	(503,263)	9,269	8,870
Centennial Hall	(40,378)	-	-	-	-
Fleet Management	(825,558)	(304,121)	114,854	(63,979)	100,412
LLD/MD	(25,865)	(136,724)	82,710	(25,219)	(25,219)
	(885,340)	(861,101)	(305,699)	(79,929)	84,063
Fund Subsidy					
General Fund Subsidy - Maint Svc	3,653,526	3,460,742	3,646,381	3,567,644	3,638,776
General Fund Subsidy - Facilities	-	-	-	-	-
Stormwater Fund Subsidy - Streets	1,453,517	1,452,214	1,465,123	1,599,318	1,622,692
Water Fund Subsidy - Landscape	548,656	682,293	739,276	744,535	755,025
	5,655,699	5,595,249	5,850,780	5,911,497	6,016,493
Transfers In From Other Funds					
	520,953	898,780	95,400	-	-
Total Revenues	14,765,187	17,721,385	15,126,965	15,112,358	15,732,546
EXPENDITURES					
Expenditures					
Salary					
Regular	4,111,334	4,095,372	3,891,126	3,939,236	3,939,236
Overtime	258,085	264,389	201,300	419,778	419,778
FY11 EE Commitment - FY12 Furloughs	-	-	(271,400)	-	-
Benefits					
Medical Benefits	735,197	800,987	899,672	914,844	1,006,334
Retiree Medical	-	128,679	77,529	95,559	95,559
Other Benefits	583,585	483,691	571,194	487,399	488,977
PERS	785,708	794,401	978,436	716,397	780,872
Charges (to)/from other programs	(353,681)	(199,361)	(166,052)	(109,919)	(111,740)
<i>Net Staffing Expense</i>	6,120,228	6,368,159	6,181,805	6,463,294	6,619,016
Maintenance & Utilities	2,382,915	2,255,656	2,565,694	2,466,646	2,480,146
Supplies & Services	2,254,192	2,517,680	2,305,679	2,443,450	2,484,000
Internal Service Fees	1,555,314	1,593,832	1,523,026	1,542,888	1,544,043
Debt Service	1,038,692	1,463,547	1,360,361	1,219,680	1,228,941
Capital Outlay	72,460	1,050	-	-	-
<i>Net Operating Expense</i>	7,303,573	7,831,765	7,754,760	7,672,664	7,737,130
Transfers Out to Other Funds					
	1,341,386	3,521,461	1,190,400	976,400	1,376,400
Total Expenditures	14,765,187	17,721,385	15,126,965	15,112,358	15,732,546
Net Change	-	-	-	-	-

Department Summary
All Funds Summary - By Program

Maintenance Services Department
All Funds

All Funds Summary - By Program

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

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Landscape - General Fund	3,864	33,483	6,620	-	-
Streets - General Fund	23,708	289,906	150,000	300,000	300,000
Streets - Stormwater	1,148	12,259	1,000	-	-
Facilities - Internal Svc Fund	3,271,428	3,859,373	3,813,108	3,516,544	3,487,744
Centennial Hall - Enterprise Fund	60,368	-	-	-	-
Fleet Management - Internal Svc Fund	5,564,747	7,784,057	4,819,404	4,627,889	5,007,889
LLD/MD - Special Revenue Fund	644,012	729,910	791,752	836,357	836,357
	9,569,275	12,708,987	9,581,884	9,280,790	9,631,990
(Contribution)/Use of Fund Balance					
Facilities	6,461	(420,256)	(503,263)	9,269	8,870
Centennial Hall	(40,378)	-	-	-	-
Fleet Management	(825,558)	(304,121)	114,854	(63,979)	100,412
LLD/MD	(25,865)	(136,724)	82,710	(25,219)	(25,219)
	(885,340)	(861,101)	(305,699)	(79,929)	84,063
Fund Subsidy					
Gen Fund Subsidy - Maint Svc	3,653,526	3,460,742	3,646,381	3,567,644	3,638,776
Gen Fund Subsidy - Centennial Hall	253,121	-	-	-	-
Transfers In - Fleet Management	172,432	278,250	-	-	-
Water Fund Subsidy - Landscape	548,656	682,293	739,276	744,535	755,025
Stormwater Subsidy - Streets	1,453,517	1,452,214	1,465,123	1,599,318	1,622,692
	6,081,252	5,873,499	5,850,780	5,911,497	6,016,493
Total Revenues	14,765,187	17,721,385	15,126,965	15,112,358	15,732,546
EXPENDITURES					
Expenditures					
Administration - Gen Fund	176,080	191,648	227,383	59,084	64,447
Landscape - Gen Fund	2,174,416	2,198,725	2,208,193	2,359,691	2,401,806
Landscape - Water Fund	548,656	682,293	739,276	744,535	755,025
Streets - Gen Fund	1,330,602	1,393,758	1,367,425	1,448,869	1,472,523
Streets - Stormwater Fund	1,454,665	1,464,472	1,466,123	1,599,318	1,622,692
Facilities	3,277,889	3,439,117	3,309,845	3,525,813	3,496,614
Centennial Hall	273,111	-	-	-	-
Fleet	4,911,621	7,758,186	4,934,258	4,563,910	5,108,301
LLD/MD	618,147	593,186	874,462	811,138	811,138
Total Expenditures	14,765,187	17,721,385	15,126,965	15,112,358	15,732,546
Net Change	-	-	-	-	-

Maintenance Services - General Fund Summary

Description: Administration, Landscape Maintenance, and Street Maintenance.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Interest & Rents	16,629	-	-	-	-
Fees & Service Charges	851	269,696	156,120	300,000	300,000
Other Revenue	10,092	53,692	500	-	-
Total Revenues	27,572	323,388	156,620	300,000	300,000
EXPENDITURES					
Expenditures					
Salary					
Regular	1,863,371	1,950,078	1,904,019	1,937,774	1,937,774
Overtime	129,529	132,956	101,500	285,778	285,778
FY11 EE Commitment - FY12 Furloughs	-	-	(133,418)	-	-
Benefits					
Medical Benefits	370,655	411,670	438,308	458,633	504,499
Retiree Medical	-	65,430	46,878	46,878	46,878
Other Benefits	264,858	226,770	256,742	228,847	229,614
PERS	360,503	373,380	493,286	353,161	384,945
Charges (to)/from other programs	(674,635)	(703,155)	(625,390)	(787,992)	(795,872)
<i>Net Staffing Expense</i>	2,314,281	2,457,130	2,481,925	2,523,079	2,593,616
Maintenance & Utilities	246,082	193,468	233,912	238,119	238,119
Supplies & Services	210,272	204,308	216,346	220,415	220,415
Internal Service Fees	910,463	929,225	870,818	886,031	886,626
<i>Net Operating Expense</i>	1,366,817	1,327,001	1,321,076	1,344,565	1,345,160
Total Expenditures	3,681,098	3,784,131	3,803,001	3,867,644	3,938,776
General Fund Subsidy	3,653,526	3,460,742	3,646,381	3,567,644	3,638,776

Program Summary

Program: 100-3501, 100-2657

Maintenance Services Department

General Fund

Administration

Description: Department administration.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
EXPENDITURES					
Expenditures					
Salary					
Regular	287,203	266,138	335,868	342,368	342,368
Overtime	-	603	-	-	-
FY11 EE Commitment - FY12 Furloughs	-	-	(21,204)	-	-
Benefits					
Medical Benefits	36,487	33,755	47,218	39,179	43,097
Retiree Medical	-	6,543	5,409	5,409	5,409
Other Benefits	16,832	12,651	20,988	20,449	20,557
PERS	56,409	52,272	75,390	62,397	68,013
Charges (to)/from other programs	(247,507)	(223,707)	(266,588)	(438,514)	(442,898)
<i>Net Staffing Expense</i>	149,424	148,256	197,081	31,288	36,546
Maintenance & Utilities	-	508	2,016	2,400	2,400
Supplies & Services	3,980	3,045	6,725	6,515	6,515
Internal Service Fees	22,676	39,839	21,561	18,881	18,986
Capital Outlay	-	-	-	-	-
<i>Net Operating Expense</i>	26,656	43,391	30,302	27,796	27,901
Total Expenditures	176,080	191,648	227,383	59,084	64,447
General Fund Subsidy	176,080	191,648	227,383	59,084	64,447
Program Staffing FTE	3.0	3.0	3.0	3.0	3.0
<u>FY 2013 Significant Budget Changes:</u>					
1. None.					

Street Maintenance

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

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Interest & Rents	16,629	-	-	-	-
Fees & Service Charges	27	269,492	150,000	300,000	300,000
Other Revenue	7,052	20,414	-	-	-
Total Revenues	23,708	289,906	150,000	300,000	300,000
EXPENDITURES					
Expenditures					
Salary					
Regular	646,516	684,371	631,756	645,588	645,588
Overtime	103,817	107,937	71,000	224,778	224,778
FY11 EE Commitment - FY12 Furloughs	-	-	(43,481)	-	-
Benefits					
Medical Benefits	131,846	166,603	167,091	160,123	176,137
Retiree Medical	-	23,991	16,227	16,227	16,227
Other Benefits	101,541	95,565	95,888	85,284	85,552
PERS	121,905	134,684	168,867	117,657	128,248
Charges (to)/from other programs	(318,764)	(358,467)	(268,333)	(342,893)	(346,322)
<i>Net Staffing Expense</i>	786,861	854,685	839,015	906,764	930,208
Maintenance & Utilities	51,055	45,772	60,395	58,619	58,619
Supplies & Services	138,557	140,758	145,009	150,884	150,884
Internal Service Fees	354,129	352,543	323,006	332,602	332,812
Capital Outlay	-	-	-	-	-
<i>Net Operating Expense</i>	543,741	539,073	528,410	542,105	542,315
Total Expenditures	1,330,602	1,393,758	1,367,425	1,448,869	1,472,523
General Fund Subsidy	1,306,894	1,103,852	1,217,425	1,148,869	1,172,523
Division Staffing FTE	10.0	11.0	9.0	9.0	9.0

FY 2013 Significant Budget Changes:

1. None.

Landscape Maintenance

Description: General fund landscape and tree trimming/removal activities.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Fees & Service Charges	824	204	6,120	-	-
Other Revenue	3,040	33,278	500	-	-
Total Revenues	3,864	33,483	6,620	-	-
EXPENDITURES					
Expenditures					
Salary					
Regular	929,652	999,569	936,395	949,818	949,818
Overtime	25,712	24,416	30,500	61,000	61,000
FY11 EE Commitment - FY12 Furloughs	-	-	(68,733)	-	-
Benefits					
Medical Benefits	202,322	211,313	223,999	259,331	285,265
Retiree Medical	-	34,896	25,242	25,242	25,242
Other Benefits	146,485	118,553	139,866	123,114	123,505
PERS	182,189	186,423	249,029	173,107	188,684
Charges (to)/from other programs	(108,364)	(120,981)	(90,469)	(6,585)	(6,652)
<i>Net Staffing Expense</i>	1,377,996	1,454,188	1,445,829	1,585,027	1,626,862
Maintenance & Utilities	195,027	147,189	171,501	177,100	177,100
Supplies & Services	67,735	60,505	64,612	63,016	63,016
Internal Service Fees	533,658	536,843	526,251	534,548	534,828
Capital Outlay	-	-	-	-	-
<i>Net Operating Expense</i>	796,420	744,537	762,364	774,664	774,944
Total Expenditures	2,174,416	2,198,725	2,208,193	2,359,691	2,401,806
General Fund Subsidy	2,170,552	2,165,242	2,201,573	2,359,691	2,401,806
Division Staffing FTE	16.0	16.0	14.0	14.0	14.0
FY 2013 Significant Budget Changes:					
1. None.					

Landscape Maintenance (Water Fund)

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

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
	Actual	Actual	Adopted	Adopted	Adopted
EXPENDITURES					
Expenditures					
Salary					
Regular	244,055	241,324	258,351	257,231	257,231
Overtime	4,502	3,705	6,000	6,000	6,000
FY11 EE Commitment - FY12 Furloughs	-	-	(18,220)	-	-
Benefits					
Medical Benefits	48,628	56,406	70,064	58,220	64,042
Retiree Medical	-	8,724	5,409	7,212	7,212
Other Benefits	41,287	34,660	45,159	36,161	36,277
PERS	48,030	49,368	70,218	46,880	51,098
Charges (to)/from other programs	(57,444)	13,808	13,252	19,414	19,608
<i>Net Staffing Expense</i>	329,058	407,996	450,233	431,118	441,468
Maintenance & Utilities	129,693	167,072	168,749	180,500	180,500
Supplies & Services	11,050	11,850	19,856	13,800	13,800
Internal Service Fees	78,855	95,375	100,438	119,117	119,257
Capital Outlay	-	-	-	-	-
<i>Net Operating Expense</i>	219,598	274,297	289,043	313,417	313,557
Total Expenditures	548,656	682,293	739,276	744,535	755,025
Water Fund Subsidy	548,656	682,293	739,276	744,535	755,025
Program Staffing FTE	4.0	4.0	4.0	4.0	4.0
<u>FY 2013 Significant Budget Changes:</u>					
1. None.					

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 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Other Revenue	-	12,259	1,000	-	-
Interest and Rents	1,148	-	-	-	-
Total Revenues	1,148	12,259	1,000	-	-
EXPENDITURES					
Expenditures					
Salary					
Regular	433,339	362,379	387,963	396,781	396,781
Overtime	47,673	55,074	33,000	33,000	33,000
FY11 EE Commitment - FY12 Furloughs	-	-	(27,054)	-	-
Benefits					
Medical Benefits	88,015	86,805	83,051	119,988	131,988
Retiree Medical	-	13,086	10,818	10,818	10,818
Other Benefits	74,946	52,579	64,565	55,983	56,157
PERS	84,276	72,028	104,265	72,314	78,824
Charges (to)/from other programs	376,024	435,234	375,117	468,868	473,558
<i>Net Staffing Expense</i>	1,104,273	1,077,184	1,031,725	1,157,752	1,181,126
Maintenance & Utilities	17,677	12,586	18,644	21,037	21,037
Supplies & Services	80,894	60,621	116,534	116,830	116,830
Internal Service Fees	251,821	314,081	299,220	303,699	303,699
Capital Outlay	-	-	-	-	-
<i>Net Operating Expense</i>	350,392	387,288	434,398	441,566	441,566
Total Expenditures	1,454,665	1,464,472	1,466,123	1,599,318	1,622,692
Stormwater Fund Subsidy	1,453,517	1,452,214	1,465,123	1,599,318	1,622,692
Division Staffing FTE	7.0	6.0	6.0	6.0	6.0

FY 2013 Significant Budget Changes:

1. None.

Fund Summary

Fund: 720

Maintenance Services Department

Internal Service Fund

Facilities Management

Description: Management of City facilities.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Facilities Service Fee	3,073,359	3,150,584	3,683,708	3,462,744	3,462,744
Interest & Rents	89,182	75,747	20,000	41,800	13,000
Fees & Service Charges	13,487	12,486	14,000	12,000	12,000
Other Revenue	-	26	-	-	-
	3,176,028	3,238,843	3,717,708	3,516,544	3,487,744
Transfer In					
From General Fund	95,400	620,530	95,400	-	-
Total Revenues	3,271,428	3,859,373	3,813,108	3,516,544	3,487,744
EXPENDITURES					
Expenditures					
Salary					
Regular	734,699	724,157	670,249	680,709	680,709
Overtime	34,577	44,845	39,800	45,000	45,000
FY11 EE Commitment - FY12 Furloughs	-	-	(45,997)	-	-
Benefits					
Medical Benefits	108,211	125,671	180,829	137,574	151,333
Retiree Medical	-	19,629	14,424	14,424	14,424
Other Benefits	91,161	80,477	86,598	76,677	76,923
PERS	134,310	145,230	129,464	123,294	134,391
Charges (to)/from other programs	(1,423)	2,955	11,119	50,354	50,858
<i>Net Staffing Expense</i>	1,101,535	1,142,964	1,086,486	1,128,032	1,153,638
Maintenance	725,530	661,354	600,000	690,000	690,000
Utilities	828,896	778,948	848,814	779,800	793,300
Supplies & Services	250,977	356,836	278,998	263,470	263,520
Internal Service Fees	140,886	133,668	116,639	100,794	101,039
Capital Outlay	5,910	1,050	-	-	-
Debt Service Payments	65,196	164,088	159,038	263,847	175,247
<i>Net Operating Expense</i>	2,017,395	2,095,944	2,003,489	2,097,911	2,023,106
Fund Transfers Out to					
General Fund - Cost Allocation	136,251	105,035	108,187	108,187	108,187
Liability Insurance Premium	22,708	30,174	31,683	31,683	31,683
Transfer to Capital	-	65,000	80,000	160,000	180,000
	158,959	200,209	219,870	299,870	319,870
Total Expenditures	3,277,889	3,439,117	3,309,845	3,525,813	3,496,614
Net Change	(6,461)	420,256	503,263	(9,269)	(8,870)
FY 2013 Significant Budget Changes:					
1. None.					

Fund Summary

Fund: 660

Maintenance Services Department

Enterprise Fund

Centennial Hall

Description:: Centennial Hall. Closed October 2009.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Interest & Rents	42,954	-	-	-	-
Other Revenue	17,414	-	-	-	-
	60,368	-	-	-	-
Fund Transfers In from					
General Fund - Subsidy	253,121	-	-	-	-
	253,121	-	-	-	-
Total Revenues	313,489	-	-	-	-
EXPENDITURES					
Expenditures					
Salary					
Regular	61,517	-	-	-	-
Overtime	727	-	-	-	-
Benefits					
Medical Benefits	18,902	-	-	-	-
Retiree Medical	-	-	-	-	-
Other Benefits	9,288	-	-	-	-
PERS	16,355	-	-	-	-
Charges (to)/from other programs	3,213	-	-	-	-
<i>Net Staffing Expense</i>	110,002	-	-	-	-
Maintenance & Utilities	55,096	-	-	-	-
Supplies & Services	47,182	-	-	-	-
Internal Service Fees	52,677	-	-	-	-
Capital Outlay	8,154	-	-	-	-
<i>Net Operating Expense</i>	163,109	-	-	-	-
Total Expenditures	273,111	-	-	-	-
Net Change	40,378	-	-	-	-
FY 2013 Significant Budget Changes:					
1. None.					

Fund Summary

Fund: 730

Maintenance Services Department

Internal Service Fund

Fleet Management

Description: Operation, maintenance of City fleet, including debt service.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Vehicle Maint/Operating Rate	4,527,169	4,568,161	4,005,404	4,107,889	4,107,889
Interest	8,895	3,908	-	-	-
Loan Proceeds for Leasing	1,000,000	3,170,082	814,000	520,000	900,000
Fire Mutual Aid Reimb	299	-	-	-	-
Other Revenue	28,384	41,906	-	-	-
	5,564,747	7,784,057	4,819,404	4,627,889	5,007,889
Fund Transfers In from					
Misc. Transfer from General Fund	20,800	-	-	-	-
Misc. Transfer from Sewer Fund	17,415	-	-	-	-
Misc. Transfer from Water Fund	17,415	-	-	-	-
Misc. Transfer from Debt Service	35,413	200,000	-	-	-
Asset Transfer from Other	81,389	78,250	-	-	-
	172,432	278,250	-	-	-
Total Revenues	5,737,179	8,062,307	4,819,404	4,627,889	5,007,889
EXPENDITURES					
Expenditures					
Salary					
Regular	774,353	817,434	670,544	666,741	666,741
Overtime	41,077	27,809	21,000	50,000	50,000
FY11 EE Commitment - FY12 Furloughs	-	-	(46,711)	-	-
Benefits					
Medical Benefits	100,786	120,434	127,420	140,429	154,472
Retiree Medical	-	21,810	-	16,227	16,227
Other Benefits	102,045	89,205	118,130	89,731	90,006
PERS	142,234	154,395	181,203	120,748	131,614
Charges (to)/from other programs	(31,324)	(3,333)	-	67,127	67,798
<i>Net Staffing Expense</i>	1,129,171	1,227,755	1,071,586	1,151,003	1,176,858
Maintenance & Utilities	160,202	200,396	314,195	200,900	200,900
Supplies & Services	175,285	86,741	68,266	61,397	61,897
Fuel	728,114	885,222	767,127	950,000	975,000
Auto Parts	383,918	615,878	405,320	435,000	450,000
Internal Service Fees	120,612	121,483	135,911	133,247	133,422
Debt Service Payments	973,496	1,299,459	1,201,323	955,833	1,053,694
Capital	58,396	-	-	-	-
<i>Net Operating Expense</i>	2,600,023	3,209,179	2,892,142	2,736,377	2,874,913
Fund Transfers Out to					
Liability Insurance Premium	35,599	41,296	43,360	43,360	43,360
Misc. Transfer to Fleet Mgmt Capital	1,001,139	3,170,082	814,000	520,000	900,000
General Fund - Cost Allocation	145,689	109,874	113,170	113,170	113,170
	1,182,427	3,321,252	970,530	676,530	1,056,530
Total Expenditures	4,911,621	7,758,186	4,934,258	4,563,910	5,108,301
Net Change	825,558	304,121	(114,854)	63,979	(100,412)

FY 2013 Significant Budget Changes:

1. None.

Landscape & Lighting Districts and Maintenance Districts Summary

Description: Landscape & Lighting, and Maintenance Districts.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
Beginning Working Capital Balance	2,394,758	2,420,623	2,557,347	2,474,637	2,499,856
Fund Revenue					
Special Assessments	610,058	714,015	791,752	836,357	836,357
Interest and Rents	33,954	15,895	-	-	-
Total Revenues	644,012	729,910	791,752	836,357	836,357
Fund Expenditures					
Charges (to)/from other programs	31,908	55,130	59,850	72,310	72,310
<i>Net Staffing Expense</i>	31,908	55,130	59,850	72,310	72,310
Maintenance & Utilities	219,739	241,831	381,380	356,290	356,290
Supplies & Services	366,500	296,225	433,232	382,538	382,538
Capital Expenditure	-	-	-	-	-
<i>Net Operating Expense</i>	586,239	538,056	814,612	738,828	738,828
Total Expenditures	618,147	593,186	874,462	811,138	811,138
Net Change	25,865	136,724	(82,710)	25,219	25,219
Ending Working Capital Balance	2,420,623	2,557,347	2,474,637	2,499,856	2,525,075
<u>FY 2013 Significant Budget Changes:</u>					
1. None.					

Department Overview

The Police Department is comprised of four divisions: Office of the Chief; Field Operations; Investigations; and Operations Support. It also includes three non-General Fund programs: Citizen's Option for Public Safety; Byrne Justice Assistance Grant; and Narcotic Asset Seizure (located in the Special Revenue Fund section of this document.).

Division/Program Summary

Office of the Chief Division

The Office of the Chief Division provides for overall administration and management of the Department. It includes Internal Affairs, Crime Analysis and the Personnel and Training Bureau.

Internal Affairs ensures impartial, thorough, and timely investigation of citizen complaints, incidents of alleged misconduct discovered through internal processes, scrutinizes significant use of force incidents such as officer-involved shootings, and is the custodian of records for court ordered examinations of police personnel records.

Crime Analysis develops strategies for crime prevention and suppression, and provides case matching, lead generation, graphics manipulation, photo enhancement, and specialized services.

The Personnel and Training Bureau manages Departmental recruitments, screening, hiring, affirmative action efforts, Workers' Compensation issues, employee training, and the Volunteer Program, which utilizes qualified members of the community of all ages in support of the Department's mission.

Field Operations Division

The Patrol Bureau is the Police Department's primary contact with the Hayward community. The Patrol Bureau responds to emergency and non-emergency calls for service from the community around the clock. The Bureau focuses on intervention and prevention of youth-related crime and violence, drug activity, and domestic violence. All aspects of the Patrol Division's operations are guided and shaped by the Department's Community Policing and Problem Solving Philosophy.

In order to decentralize service to the community, the City was divided into north and south districts and a substation was established in each. The sub-stations are managed by a lieutenant and serve as the primary liaison with the community. They coordinate the efforts of the community, other City departments, and other public agencies to address crime and quality of life issues in our neighborhoods.

The Traffic Bureau provides traffic safety services. It uses traffic related data and focused enforcement to reduce the number of traffic-related accidents and injuries in the City. It investigates fatal and major injury accidents.

The Reserve Bureau consists of a cadre of volunteers who are trained as police officers and provide support in a broad range of law enforcement roles. They are heavily involved in supporting community oriented events, e.g. the Farmers' Market, Southland Mall, etc.

Performance Measures

- Officers will arrive on scene for Priority 1 calls within 5 minutes of the time of dispatch 90% of the time
- Ninety percent of all patrol officers will initiate a crime reduction or neighborhood improvement project within their respective beat or sub-beat
- Emphasize traffic & D.U.I. enforcement with the goal of achieving a 3% reduction in injury and in alcohol related collisions
- Increase D.U.I. enforcement with the goal of increasing the number of drunken driving arrests by 10%
- Increase the number of community partnerships by 10%
- Increase the number of Neighborhood Block Captains by 20%

Investigation Division

The Investigation Division manages the Criminal Investigation Bureau and Youth & Family Services Bureau. The Criminal Investigations Bureau is staffed to conduct in-depth investigations of crimes of violence, property crimes, and crimes that disrupt public order such as vice and municipal code violations. The Youth and Family Services Bureau provides youth-related intervention and prevention services, school campus safety services, and family counseling.

Performance Measures

- Improve the clearance rate in Murder, Rape, Robbery and Burglary cases handled by investigators
- Emphasize proactive anti-gang enforcement by the Special Duty Unit in collaboration with Patrol, the Narcotics Enforcement Unit and School Resource Officers to reduce the number of gang-related events City-wide. Assist with information/intelligence gathering to evaluate the City's ability to implement gang injunction(s).
- Decrease the number of alcohol related violations by licensed establishments by 10%
- Maintain CALEA accreditation
- Decrease the number of evidence items stored beyond legally required periods by 10%
- Increase the number of juvenile truancy violators diverted from judicial sanctions by 10%
- Maintain active involvement in Hayward-related homeland security cases, which would otherwise be handled solely by Federal agencies

Operations Support Division

Operations Support manages the Communications, Jail, Records, Property & Evidence, Crime Scene and Animal Services Bureaus.

Communications provides continuous 911 and non-emergency answering services and prioritizes and dispatches appropriate police and fire responders.

The Jail provides temporary detention of all persons arrested in the course of police actions.

The Records Bureau assists the public at the front counter; processes, distributes and maintains public record information; and processes criminal warrants, subpoenas and civil orders to meet state and local mandates. Additionally, it assembles, compiles and submits crime statistics to the FBI in support of the UCR (Uniform Crime Reporting) system.

Property and Evidence serves as the custodian of physical evidence required in the prosecution of crime. As such, it ensures strict accountability and integrity in the chain of custody to ensure that evidence retains its maximum evidentiary value in the courtroom. Additionally, it is the repository for found property, and the Bureau returns lost property to rightful owners whenever possible.

The Crime Scene Unit conducts crime scene investigations, collects and analyzes physical evidence, and collects fingerprint evidence to identify possible suspects.

The Animal Services Bureau enforces City, State, and Federal laws involving animals, animal licensing and rabies prevention. The shelter facilitates adoptions and provides assistance in resolving animal-related issues. An active volunteer program supplements the Animal Services' operation.

Performance Measures

- Dispatch Priority 1 calls for service within 5 minutes 90% of the time
- Meet HPD goal of re-contacting citizens waiting for non-emergency police response if their call is holding over 30 minutes 80% of the time
- Increase adoption/rescue rate of animals by 5%
- Increase active volunteer staff at Animal Services by 5%

FY 2012 Department Performance/Accomplishments

1. Field Operations - Traffic collision reports have reduced by 30% as our Traffic Bureau has focused enforcement on the twelve high accident areas within the City. Some of this can be attributed to the traffic officers agreeing to modify their work schedule to allow for better enforcement coverage.
2. Field Operations - To improve beat officer availability, officers are being issued electronic "notebooks" that allow them to write reports in the field.

3. Field Operations - Created and implemented the first “Safety Expo” partnership with six other law enforcement agencies and 25 private vendors for the purpose of improving safety and security at Southland Mall.
4. Field Operations - Updated Departmental Policy to ensure that Canine Officers receive on-going and relevant training/evaluation that meets or exceeds industry standards.
5. Field Operations – Employed the SMASH program as a tool for addressing the most problematic residences in the City during eight operations this fiscal year.
6. Field Operations - Maintained the Volunteer Ambassador Program at approximately the same level as last year, with a focus on the downtown area.
7. Operations Support - New World CAD/RMS went live in January of 2012.
8. Operations Support - Entered into an agreement with the City of San Leandro for the purpose of booking their prisoners into Hayward’s jail. San Leandro PD’s staff has supplemented our staffing and created revenue for the City’s General Fund.
9. Investigation - Completed the partnership with the Identity Theft Council, a non-profit group of security experts who assist identity theft victims in Hayward. Department completed this objective in FY 2011 with the implementation of an online reporting system and was the first Police Department in the nation to implement this partnership.
10. Investigation - Implemented an online crime database to provide real-time trend information to the public at the neighborhood level.

FY 2013 & FY 2014 Core Service Objectives/Goals

1. Office of the Chief - Respond to crime trends by identifying, investigating, and solving violent and property crimes in real time, and providing support to the crime prevention efforts of District and Patrol operations.
2. Field Operations – The responding officer will arrive on the scene of a Priority 1 call for service within 5 minutes of the time of dispatch 90% of the time.
3. Field Operations – Provide traffic enforcement services with the goal of achieving a 10% reduction in injury accidents City-wide.
4. Field Operations – Expand community policing involvement with the goal of increasing the number of community partnerships by 10%.

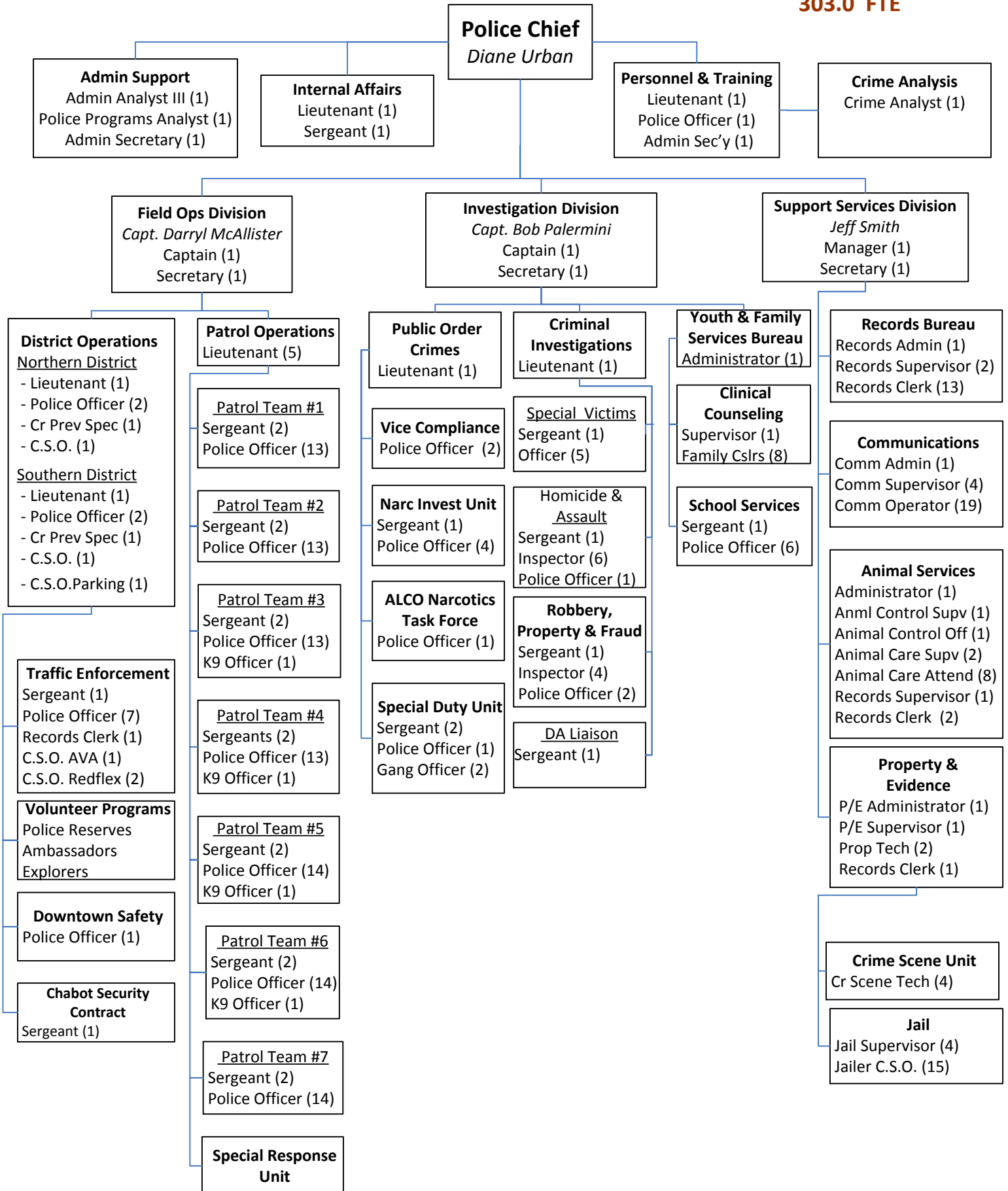
5. Investigation - Increase the Police Department's effectiveness in dealing with gangs and drugs by incorporating a stronger intelligence-led component to enforcement, investigation, and abatement.
6. Investigation - Strengthen collaboration between the Police Department and the Hayward Unified School District in the development of enhanced safety strategies for HUSD campuses.
7. Investigation - Increase compliance enforcement and abatement of crimes against public order, such as human trafficking, prostitution and other vice crimes, and regulatory crimes pertaining to entertainment and regulated retail establishments.
8. Operations Support - Meet the FCC's narrow banding requirement by January 2013 for all radio frequencies within the City. The Police Department will also take the lead for the East Bay Regional Interoperability Communications System (EBRICS), with the first implementation being the Fire Department, also in January of 2013.

Significant Changes Planned for FY 2013 & FY 2014

1. Inspector Classification - As vacancies occur through promotion and attrition, the Inspector classifications are being reclassified as Police Officers. This is creating significant budget savings while enhancing employee training opportunities and succession planning. The cost of the following two changes is fully offset by this action.
2. Creation of a Non-Sworn CALEA Manager – Upon achieving Accreditation status last year, the responsibilities of the person managing the process shifted to more of a maintenance/ administrative role. While still crucial, this no longer demands the skill set of a police lieutenant. By creating this new professional staff position, there are significant savings and the opportunity to redeploy the lieutenant position to an area of need in Criminal Investigations.
3. A half-time Communications Operator position is being upgraded to full time in response to the urgent need to better staff the 911 dispatch center.
4. FY 2013 and FY 2014 overtime budget restored to prior year funding levels.
5. FY 2013 and FY 2014 include \$1 million in assumed vacancy savings based on employee attrition and hiring.

Police Department

FY 2013 & FY 2014 STAFFING
303.0 FTE





Police Staffing Summary

	Adopted 2010	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014
General Fund (100)					
Chief Of Police	1	1	1	1	1
Police Captain	2	2	2	2	2
Operations Support Services Manager	1	1	1	1	1
Police Lieutenant	11	11	11	11	11
Youth & Family Services Administrator	1	1	1	1	1
Police Sergeant	24	25	25	25	25
Inspector ¹	13	13	12	10	10
Police Officer ^{1,2}	140	149	142.5	142	142
Counseling Supervisor	2	2	1	1	1
Administrative Analyst III ³	2	2	2	1	1
Crime Analyst ³	0	0	0	1	1
Animal Services Administrator	1	1	1	1	1
Communications Administrator	1	1	1	1	1
Jail Administrator	1	1	0	0	0
Records Administrator	1	1	1	1	1
Property/Evidence Administrator	0	1	1	1	1
Property & Evidence Supervisor	1	1	1	1	1
Police Programs Analyst I/II ⁴	0	0	0	1	1
Communications Supervisor	4	4	4	4	4
Family Counselor I	8	8	8	8	8
Jail Supervisor	4	4	4	4	4
Communications Operator ⁵	14.5	18.5	18.5	19	19
Police Identification Specialist	0	0	0	0	0
Crime Prevention Supervisor	1	1	0	0	0
Administrative Secretary	2	2	2	2	2
Animal Services Supervisor	1	1	1	1	1
Records Supervisor	3	3	3	3	3
Crime Scene Technician	4	4	4	4	4
Community Service Officer ⁶	22	19	20	21	21
Crime Prevention Specialist	2	2	2	2	2
Property Technician	0	3	2	2	2
Animal Control Officer	1	1	1	1	1
Secretary	3	3	3	3	3
Police Records Clerk II	19	19	17	17	17
Animal Shelter Supervisor	2	2	2	2	2
Animal Care Attendant	7	9	8	8	8
Traffic Safety Assistant	1.2	1.2	0	0	0
	300.7	317.7	303	303	303

Staffing Changes to Adopted FY 2013:

1. Reclasse - 2.0 FTE Inspector to 2.0 FTE Police Officers (FY 2012).
2. Decrease - .50 FTE Police Officers (FY 2012).
3. Reclasse - 1.0 FTE Administrative Analyst III to 1.0 FTE Crime Analyst (FY 2012).
4. Increase - 1.0 FTE Police Programs Analyst I/II.
5. Increase - .50 FTE Communications Operator.
6. Increase - 1.0 FTE Community Service Officer (Redflex CSO added FY 2012).

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 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue and Transfers in from Other Funds					
General Fund Revenue	4,832,041	7,238,512	5,875,624	4,024,884	4,039,209
Community Oriented Policing Grant	161,066	150,134	-	-	-
Byrnes Grant	440,143	89,528	76,942	86,000	86,000
Narcotic Asset Seizure	71,340	17,148	-	-	-
	5,504,590	7,495,322	5,952,566	4,110,884	4,125,209
(Contribution)/Use of Fund Balance					
Community Oriented Policing Grant	(69,443)	7,994	-	184,000	184,000
Byrnes Grant	(409)	90	-	-	-
Narcotic Asset Seizure	(53,276)	41,582	-	174,000	-
	(123,128)	49,666	-	358,000	184,000
Fund Subsidy					
General Fund Subsidy	48,840,918	51,754,939	52,854,377	55,066,263	56,456,314
Total Revenues	54,222,380	59,299,927	58,806,943	59,535,147	60,765,523
EXPENDITURES					
Expenditures By Expense Category					
Salary					
Regular	29,305,236	31,365,655	30,692,999	31,951,769	31,951,769
Overtime	2,451,904	2,313,743	1,572,192	2,563,623	2,563,623
Vacancy Savings*	-	-	-	(1,000,000)	(1,000,000)
FY11 EE Commitment - FY12 Furloughs	-	-	(549,578)	-	-
Benefits					
Medical Benefits	3,864,646	4,300,051	4,646,167	5,105,238	5,615,807
Retiree Medical	-	1,065,885	1,598,308	1,258,739	1,365,789
Other Benefits	4,258,467	4,594,500	4,360,399	4,380,034	4,390,798
PERS	7,596,852	8,497,358	9,766,428	7,826,217	8,594,578
Charges (to)/from other programs	26,327	11,357	-	-	-
<i>Net Staffing Expense</i>	47,503,432	52,148,550	52,086,915	52,085,620	53,482,364
Maintenance & Utilities	361,887	362,992	507,723	507,723	507,723
Supplies & Services	2,083,148	2,187,524	2,188,383	2,188,383	2,188,383
Internal Service Fees	3,809,383	4,284,633	3,946,980	4,309,421	4,317,053
Capital	286,965	68,482	-	-	-
<i>Net Operating Expense</i>	6,541,383	6,903,631	6,643,086	7,005,527	7,013,159
Transfers to other funds	177,565	247,746	76,942	444,000	270,000
Total Expenditures	54,222,380	59,299,927	58,806,943	59,535,147	60,765,523
Net Change	-	-	-	-	-

*Target Vacancy Savings

Department Summary
All Funds Summary - By Program

Police Department
All Funds

All Funds Summary - By Program

Funding: General Fund and Special Revenue funds.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue and Transfers in from Other Funds					
Office of the Chief	52,323	60,744	52,000	48,000	48,000
Field Operations	902,840	2,208,691	1,457,976	1,218,139	1,218,534
Investigations	1,567,165	2,155,905	1,662,132	1,420,589	1,420,667
Support Services	1,955,492	1,292,706	1,114,841	988,156	1,002,008
Special Programs	354,221	1,537,457	1,588,675	350,000	350,000
Community Oriented Policing Grant	161,066	150,134	-	-	-
Byrnes Grant	440,143	89,528	76,942	86,000	86,000
Narcotic Asset Seizure	71,340	17,148	-	-	-
	5,504,590	7,512,312	5,952,566	4,110,884	4,125,209
(Contribution)/Use of Fund Balance					
Community Oriented Policing Grant	(69,443)	7,994	-	184,000	184,000
Byrnes Grant	(409)	90	-	-	-
Narcotic Asset Seizure	(53,276)	41,582	-	174,000	-
	(123,128)	49,666	-	358,000	184,000
Fund Subsidy					
General Fund Subsidy	48,840,918	51,754,939	52,854,377	55,066,263	56,456,314
Total Revenues	54,222,380	59,316,917	58,806,943	59,535,147	60,765,523
EXPENDITURES					
Expenditures and Transfer Out to Other Funds					
Office of the Chief	2,239,745	2,290,791	2,074,357	2,539,775	2,592,025
Field Operations	28,600,049	30,777,302	31,077,001	29,707,388	30,441,923
Investigations	11,908,416	13,759,201	13,656,801	15,016,897	15,384,487
Support Services	10,524,364	10,357,579	10,317,344	10,197,953	10,402,432
Special Programs (Grants)	400,385	1,808,578	1,604,498	1,629,134	1,674,656
Community Oriented Policing Grant	91,623	158,128	-	184,000	184,000
Byrnes Grant	439,734	89,618	76,942	86,000	86,000
Narcotic Asset Seizure	18,064	58,730	-	174,000	-
Total Expenditures	54,222,380	59,299,927	58,806,943	59,535,147	60,765,523
Net Change	-	16,990	-	-	-

Police - General Fund Summary

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

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Licenses & Permits	306,210	318,830	288,031	299,554	304,805
Photo Red Light	631,193	1,302,895	1,198,000	1,000,000	1,000,000
Interest & Rents	5	-	-	-	-
Intergovernmental	2,762,389	3,681,080	3,263,023	1,755,275	1,755,275
Fees & Service Charges	1,104,725	1,115,892	1,126,200	969,684	978,758
Other Revenue	27,519	819,815	370	371	371
Total Revenues	4,832,041	7,238,512	5,875,624	4,024,884	4,039,209
EXPENDITURES					
Expenditures					
Salary					
Regular	29,305,236	31,365,655	30,692,999	31,951,769	31,951,769
Overtime	2,451,904	2,313,743	1,572,192	2,563,623	2,563,623
Vacancy Savings*	-	-	-	(1,000,000)	(1,000,000)
FY11 EE Commitment - FY12 Furloughs	-	-	(549,578)	-	-
Benefits					
Medical Benefits	3,864,646	4,300,051	4,646,167	5,105,238	5,615,807
Retiree Medical	-	1,065,885	1,598,308	1,258,739	1,365,789
Other Benefits	4,258,467	4,594,500	4,360,399	4,380,034	4,390,798
PERS	7,596,852	8,497,358	9,766,428	7,826,217	8,594,578
Charges (to)/from other programs	26,327	11,357	-	-	-
<i>Net Staffing Expense</i>	47,503,432	52,148,550	52,086,915	52,085,620	53,482,364
Maintenance & Utilities	361,887	362,992	507,723	507,723	507,723
Supplies & Services	1,943,794	2,163,031	2,188,383	2,188,383	2,188,383
Internal Service Fees	3,809,383	4,284,633	3,946,980	4,309,421	4,317,053
Capital	54,463	34,245	-	-	-
<i>Net Operating Expense</i>	6,169,527	6,844,901	6,643,086	7,005,527	7,013,159
Total Expenditures	53,672,959	58,993,451	58,730,001	59,091,147	60,495,523
General Fund Subsidy	48,840,918	51,754,939	52,854,377	55,066,263	56,456,314

*Target Vacancy Savings

Division Summary
Division: 100-1801

Police Department
General Fund

Office of the Chief

Description: Office of the Chief, Office of Ethical Standards, Crime Analysis and Human Resources.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Licenses & Permits	-	-	-	-	-
Intergovernmental	52,323	53,145	52,000	48,000	48,000
Other Revenue	-	7,599	-	-	-
Total Revenues	52,323	60,744	52,000	48,000	48,000
EXPENDITURES					
Expenditures					
Salary					
Regular	985,202	1,074,168	916,185	1,246,357	1,246,357
Overtime	23,383	17,071	9,174	18,000	18,000
FY11 EE Commitment - FY12 Furloughs	-	-	(33,797)	-	-
Benefits					
Medical Benefits	107,749	109,657	108,286	202,014	222,217
Retiree Medical	-	26,718	32,024	36,680	39,072
Other Benefits	133,589	135,198	120,617	146,864	147,224
PERS	278,481	265,930	322,098	304,340	333,437
Charges (to)/from other programs	102,309	130,531	-	-	-
<i>Net Staffing Expense</i>	1,630,713	1,759,272	1,474,587	1,954,255	2,006,307
Maintenance & Utilities	12,208	15,614	12,500	12,500	12,500
Supplies & Services	472,009	382,549	466,137	466,137	466,137
Internal Service Fees	124,815	133,356	121,133	106,883	107,081
Capital	-	-	-	-	-
<i>Net Operating Expense</i>	609,032	531,519	599,770	585,520	585,718
Total Expenditures	2,239,745	2,290,791	2,074,357	2,539,775	2,592,025
General Fund Subsidy	2,187,422	2,230,047	2,022,357	2,491,775	2,544,025
Division Staffing FTE	8.0	8.0	7.0	10.0	10.0

FY 2013 Significant Budget Changes:

1. Addition of 1.0 FTE Police Programs Analyst I/II.
2. Addition of 1.0 FTE Crime Analyst - moved from Investigations.

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 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Licenses and Permits	35,234	35,449	29,766	27,768	28,163
Photo Red Light	631,193	1,302,895	1,198,000	1,000,000	1,000,000
Intergovernmental	36,286	150,134	1,700	-	-
Fees & Service Charges	177,217	231,101	228,140	190,000	190,000
Other Revenue	22,910	489,112	370	371	371
Total Revenues	902,840	2,208,691	1,457,976	1,218,139	1,218,534
EXPENDITURES					
Expenditures					
Salary					
Regular	15,931,751	16,378,248	16,125,320	15,823,455	15,823,455
Overtime	1,383,509	1,235,888	900,324	1,715,823	1,715,823
Vacancy Savings	-	-	-	(801,588)	(801,588)
FY11 EE Commitment - FY12 Furloughs	-	-	(39,053)	-	-
Benefits					
Medical Benefits	2,043,483	2,185,434	2,334,149	2,389,308	2,628,263
Retiree Medical	-	588,564	933,448	704,122	774,314
Other Benefits	2,635,897	2,763,604	2,580,247	2,389,059	2,393,883
PERS	4,479,433	4,827,015	5,398,009	4,158,655	4,574,413
Charges (to)/from other programs	(452,251)	(197,372)	-	-	-
<i>Net Staffing Expense</i>	26,021,822	27,781,381	28,232,444	26,378,834	27,108,563
Maintenance & Utilities	7,096	8,506	16,400	16,400	16,400
Supplies & Services	541,994	710,000	794,344	794,344	794,344
Internal Service Fees	2,029,137	2,277,415	2,033,813	2,517,810	2,522,616
Capital	-	-	-	-	-
<i>Net Operating Expense</i>	2,578,227	2,995,921	2,844,557	3,328,554	3,333,360
Total Expenditures	28,600,049	30,777,302	31,077,001	29,707,388	30,441,923
General Fund Subsidy	27,697,209	28,568,612	29,619,025	28,489,249	29,223,389
Division Staffing FTE	155.2	151.2	145.5	135.0	135.0
FY 2013 Significant Budget Changes:					
1. Addition of 0.5 FTE Communications Operator.					

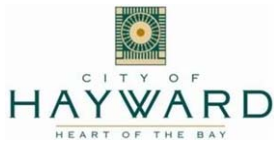
Investigations

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

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Licenses & Permits	20,102	25,620	20,240	29,000	29,000
Intergovernmental	1,481,495	1,944,753	1,601,052	1,337,679	1,337,679
Fees & Service Charges	65,568	42,140	40,840	53,910	53,988
Other Revenue	-	143,391	-	-	-
Total Revenues	1,567,165	2,155,905	1,662,132	1,420,589	1,420,667
EXPENDITURES					
Expenditures					
Salary					
Regular	6,423,534	7,486,225	7,211,522	8,394,914	8,394,914
Overtime	696,954	559,577	341,694	508,800	508,800
Vacancy Savings	-	-	-	(198,412)	(198,412)
FY11 EE Commitment - FY12 Furloughs	-	-	(120,428)	-	-
Benefits					
Medical Benefits	814,145	1,013,305	1,090,135	1,267,932	1,394,736
Retiree Medical	-	239,808	340,569	329,309	358,798
Other Benefits	910,567	1,071,393	1,008,680	1,152,443	1,154,999
PERS	1,665,967	2,042,049	2,313,039	2,100,749	2,307,924
Charges (to)/from other programs	33,168	(216,572)	-	-	-
<i>Net Staffing Expense</i>	10,544,335	12,195,784	12,185,211	13,555,735	13,921,759
Maintenance & Utilities	44,377	35,683	60,963	60,963	60,963
Supplies & Services	419,668	572,654	537,157	537,157	537,157
Internal Service Fees	845,573	955,080	873,470	863,042	864,608
Capital	54,463	-	-	-	-
<i>Net Operating Expense</i>	1,364,081	1,563,417	1,471,590	1,461,162	1,462,728
Total Expenditures	11,908,416	13,759,201	13,656,801	15,016,897	15,384,487
General Fund Subsidy	10,341,251	11,603,296	11,994,669	13,596,308	13,963,820
Division Staffing FTE	64.0	70.0	66.0	63.0	63.0

FY 2013 Significant Budget Changes:

1. Deletion of 1.0 FTE Crime Analyst - moved to Office of the Chief.



Division Summary
 Division: 100-1804

Police Department
 General Fund

Support Services

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

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Licenses & Permits	250,874	257,761	238,025	242,786	247,642
Interest & Rents	5	-	-	-	-
Intergovernmental	838,064	12,582	19,596	19,596	19,596
Fees & Service Charges	861,940	842,651	857,220	725,774	734,770
Other Revenue	4,609	179,713	-	-	-
Total Revenues	1,955,492	1,292,706	1,114,841	988,156	1,002,008
EXPENDITURES					
Expenditures					
Salary					
Regular	5,964,749	5,512,992	5,494,626	5,467,852	5,467,852
Overtime	348,058	437,477	321,000	321,000	321,000
FY11 EE Commitment - FY12 Furloughs	-	-	(356,300)	-	-
Benefits					
Medical Benefits	899,269	876,920	986,393	1,114,326	1,225,766
Retiree Medical	-	174,480	137,028	138,831	138,831
Other Benefits	578,414	465,709	591,605	533,713	536,413
PERS	1,172,971	1,091,126	1,415,823	991,940	1,081,217
Charges (to)/from other programs	32,827	123,559	-	-	-
<i>Net Staffing Expense</i>	8,996,288	8,682,263	8,590,175	8,567,662	8,771,079
Maintenance & Utilities	298,206	303,189	417,860	417,860	417,860
Supplies & Services	420,012	453,344	390,745	390,745	390,745
Internal Service Fees	809,858	918,782	918,564	821,686	822,748
Capital	-	-	-	-	-
<i>Net Operating Expense</i>	1,528,076	1,675,316	1,727,169	1,630,291	1,631,353
Total Expenditures	10,524,364	10,357,579	10,317,344	10,197,953	10,402,432
General Fund Subsidy	8,568,872	9,064,873	9,202,503	9,209,797	9,400,424
Division Staffing FTE	73.5	79.5	75.5	86.0	86.0

FY 2013 Significant Budget Changes:

- None.

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 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Interest	-	-	-	-	-
Intergovernmental	161,066	150,134	-	-	-
Total Revenues	161,066	150,134	-	-	-
EXPENDITURES					
Fund Transfers Out to					
Trsfr to General Fund	91,623	158,128	-	184,000	184,000
	91,623	158,128	-	184,000	184,000
Total Expenditures	91,623	158,128	-	184,000	184,000
Net Change	69,443	(7,994)	-	(184,000)	(184,000)
FY 2013 Significant Budget Changes:					
1. None.					

Division Summary
Division: 100 - 1805

Police Department
General Fund

Special Programs (Grants)

Description: Temporary grants.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Fines and Forfeitures	-	16,990	-	-	-
Grant Revenue	354,221	1,520,467	1,588,675	350,000	350,000
Total Revenues	354,221	1,537,457	1,588,675	350,000	350,000
EXPENDITURES					
Expenditures					
Salary					
Regular	-	914,022	945,346	1,019,191	1,019,191
Overtime	-	63,731	-	-	-
Benefits					
Medical Benefits	-	114,735	127,204	131,658	144,825
Retiree Medical	-	36,315	155,239	49,797	54,774
Other Benefits	-	158,596	59,250	157,955	158,279
PERS	-	271,239	317,459	270,533	297,587
Charges (to)/from other programs	310,274	171,211	-	-	-
<i>Net Staffing Expense</i>	310,274	1,729,849	1,604,498	1,629,134	1,674,656
Supplies & Services	90,111	44,484	-	-	-
Capital	-	34,245	-	-	-
<i>Net Operating Expense</i>	90,111	78,728	-	-	-
Total Expenditures	400,385	1,808,578	1,604,498	1,629,134	1,674,656
General Fund Subsidy	46,164	271,121	15,823	1,279,134	1,324,656
Division Staffing FTE	-	9.0	9.0	9.0	9.0
FY 2013 Significant Budget Changes:					
1. None.					

Fund Summary

Fund: 273

Police Department

Special Revenue Fund

Byrne Justice Assistance Grant

Description: Grant revenue transferred to offset General Fund expense.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Interest	930	602	-	-	-
Intergovernmental	439,213	88,926	76,942	86,000	86,000
Total Revenues	440,143	89,528	76,942	86,000	86,000
Supplies & Services	133,326	-	-	-	-
Internal Service Fees					
Capital	220,466	-	-	-	-
<i>Net Operating Expense</i>	353,792	-	-	-	-
Fund Transfers Out					
Trsfr to General Fund	85,942	89,618	76,942	86,000	86,000
	85,942	89,618	76,942	86,000	86,000
Total Expenditures	439,734	89,618	76,942	86,000	86,000
Net Difference Gain (Use) of Fund Bal	409	(90)	-	-	-
FY 2013 Significant Budget Changes:					
1. None					

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 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Fines & Forfeitures	69,580	16,990	-	-	-
Interest	1,760	158	-	-	-
Total Revenues	71,340	17,148	-	-	-
EXPENDITURES					
Expenditures					
Supplies & Services	6,028	24,493	-	-	-
Capital	12,036	34,237	-	-	-
<i>Net Operating Expense</i>	18,064	58,730	-	-	-
Fund Transfers Out					
Trsfr to Police Capital Projects	-	-	-	174,000	-
	-	-	-	174,000	-
Total Expenditures	18,064	58,730	-	174,000	-
Net Difference Gain (Use) of Fund Bal	53,276	(41,582)	-	(174,000)	-

FY 2013 Significant Budget Changes:

1. None

Department Overview

The Public Works - Engineering and Transportation Department is organized into six divisions: Administration, Design/Development Services, Construction Services, Transportation, Survey, and the Executive Airport. The Department is responsible for providing engineering and transportation support to City operating departments and divisions and for implementation of the City's Capital Improvement Program. The Department is also charged with providing oversight to and support of daily Airport operations.

Division/Program Summary

Administration

Administrative direction is provided by the Director of Public Works – Engineering and Transportation and has specific responsibilities for Department administration, clerical support, and staff support required for the preparation of the Capital Improvement Program budget. The Director of Public Works – Engineering and Transportation provides direction, sets priorities, and coordinates the Department's activities and programs.

Performance Measures

- Ensure at least a 95% positive response rate to CRM requests in terms of courtesy, attentiveness, and responsiveness to customer's request
- Prepare and deliver for adoption the Capital Improvement Program on-time to Council and the public

Design/Development Services

Design/Development Services consists of two major groups. Design is responsible for implementing and processing the major portion of the projects identified in the Capital Improvement Program, as well as preparing and administering grant applications. In addition, Design accomplishes in-house project designs, consultant selection and administration of design services contracts, the administration of the pavement management program, and serving as a construction liaison. Development Services is responsible for review of grading plans, subdivision maps, improvement plans, and soils and geological reports.

Performance Measures

- Review and comment on development proposals from Development Services Dept. within established deadlines 90% of time

Construction Services

Construction Services is responsible for the construction inspection of public works projects and development improvements.

Transportation

Transportation comprises both Transportation Operations and Transportation Planning. The primary function of the Traffic Operations Section is to reduce traffic delays and enhance traffic safety to pedestrians, bicyclists, and motorists through the appropriate use and maintenance of traffic control devices such as traffic signals, speed lumps, signing, and striping. The Transportation Planning Section is responsible for development and coordination of all transportation planning activities, and review and analysis for all major City transportation studies and environmental impact reports. Responsibilities include circulation and parking studies as well as the transportation impacts of development, including street improvements.

Performance Measures

- Continue process to recover 60% of costs for knock downs of street lights and traffic signals from insurers and private parties

Survey

Survey maintains a library of recorded maps, improvement plans, and monumentation data, which consists of known points used to determine the horizontal or vertical location of objects on, above, or below the ground. This section is also responsible for all mapping, surveying, and printing services.

Airport

The Hayward Executive Airport is a self-supporting general aviation reliever airport encompassing 521 acres. The primary function of the Airport is to relieve air carrier airports of general aviation traffic in the San Francisco Bay Area. Airport staff members interact with the community and its airport users through various committees, such as the Council's Airport Committee. In addition, Airport staff work to promote aviation safety, provide courteous and efficient service to the flying public, attract businesses that provide a full range of aviation services, physically develop the Airport to serve its ultimate operational capacity, and create a compatible environment with the surrounding community.

Performance Measures

- 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.
- Responses to citizen inquiries will be handled within 72 hours through written response, e-mail or direct telephone contact
- 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

FY 2012 Department Performance/Accomplishments

1. Continued with the first phase of construction associated with the Route 238 Corridor Improvement Project.
2. Completed final design and initiated right-of-way acquisition phases for the 880/92 Reliever Route project.
3. Initiated design phase for a new administrative office building for Hayward Executive Airport.
4. Continued to participate in and direct the work of Department staff as it pertains to neighborhood improvements.
5. Initiated design work pertaining to the Dixon Street Improvements project associated with South Hayward BART transit-oriented development, which includes streetscape and access improvements to both sides of Dixon Street between Tennyson Road and Valle Vista Avenue.
6. Worked with the California Air National Guard (CANG) and Department of the Air Force to achieve environmental closure and turnover of CANG property.
7. Secured FAA AIP assistance for design completion of Sulphur Creek mitigation project.
8. Initiated the conversion of all City streetlights into low energy LEDs.
9. Received City Council approval to sign a leasehold with an airport developer for development of the former CANG site.
10. Commenced design of a new Fire Station #7.

FY 2013 & FY 2014 Core Service Objectives/Goals

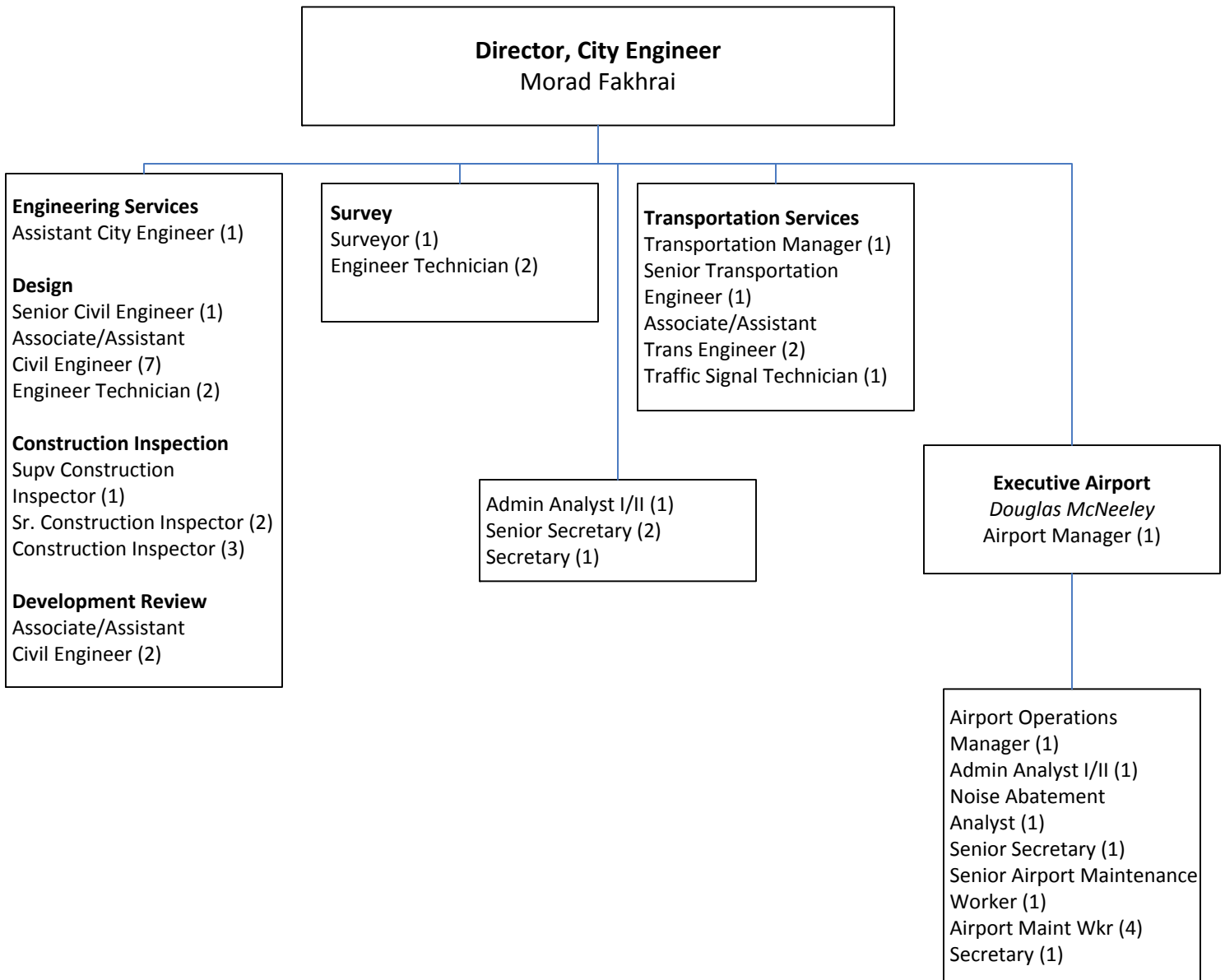
1. Complete right-of-way acquisition and commence construction on the 880/92 Reliever Route (phase I) project; construction is expected to conclude by the end of FY 2015.
2. Commence construction on the Dixon Street Improvements project; construction is expected to conclude by the end of FY 2013.
3. Initiate final design work related to the new main library.

4. Complete design phase and begin construction on the new Airport administration building; construction is expected to conclude by the end of FY 2013.
5. Complete construction of the Route 238 Corridor Improvement project during 2013.
6. Complete design phase for a new Fire Station #7, and, pending availability of funds, begin construction; construction is expected to conclude by the end of FY 2014.
7. Commence construction on the Sulphur Creek mitigation project; construction is expected to conclude by the end of FY 2013.
8. Commence design work on Phases II and III of the Route 238 Corridor Improvement project; Phase II includes the installation of landscaping in existing medians, installation of sidewalk, extension of greenways, and the installation of foot-path lighting and bike paths along Mission Boulevard from A Street to the north City limit, while Phase III consists of similar work along Mission Boulevard from Industrial to the south City limit.
9. Conduct a Citywide intersection improvement study.
10. Commence with the design phase for the realignment of Taxiway Zulu at the Hayward Airport.

Significant Changes Planned for FY 2013 & FY 2014

In order to support the City's efforts to balance the budget, the transfer from the Gas Tax Fund to the General Fund will increase by \$310,000 per year for FY 2013 and FY 2014. This increase to the transfer will somewhat lessen the City's ability to fund pavement repair work out of the Gas Tax Fund for the next two years.

**Public Works
Engineering & Transportation**



Public Works - Engineering & Transportation Staffing Summary					
	Adopted 2010	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014
General Fund (100)					
Director Of Public Works	1	1	1	1	1
Deputy Director of Public Works ¹	1	1	1	0	0
Assistant City Engineer	1	1	1	1	1
Transportation Manager	1	1	1	1	1
Senior Civil Engineer	1	1	1	1	1
Senior Transportation Engineer	0	0	0	1	1
Supervising Construction Inspector	1	1	1	1	1
Survey Engineer	1	1	0	0	0
Assoc Civil Engineer/Assist Civil Engineer	9	9	9	9	9
Assoc Transportation Engineer	2	2	1	1	1
Senior Construction Inspector	0	2	2	2	2
Administrative Analyst I/II ²	2	2	2	1	1
Assistant Transportation Engineer	1	1	1	1	1
Surveyor	1	1	1	1	1
Construction Inspector	6	4	3	3	3
Engineering Technician	4	4	4	4	4
Traffic Signal Technician	0	0	0	1	1
Administrative Secretary ³	1	1	1	0	0
Senior Secretary	2	2	2	2	2
Secretary	1	1	1	1	1
	36	36	33	32	32
Airport Fund (631)					
Airport Manager	1	1	1	1	1
Airport Operations Manager	1	1	1	1	1
Administrative Analyst I/II	1	1	1	1	1
Administrative Secretary	1	1	0	0	0
Senior Airport Maintenance Worker	1	1	1	1	1
Airport Maintenance Worker	3	4	4	4	4
Secretary	1	1	1	1	1
Senior Secretary	0	0	1	1	1
Airport Attendant	1	0	0	0	0
Administrative Intern	0.5	0.5	0	0	0
Noise Abatement Analyst	0	0	0.5	1	1
	10.5	10.5	10.5	11	11

Staffing Changes to Adopted FY 2013:

1. Decrease - 1.0 FTE Deputy Director of Public Works.
2. Decrease - 1.0 FTE Administrative Analyst I/II (Moved to PW - Utilities & Environmental Services, Fund 621)
3. Decrease - 1.0 FTE Administrative Secretary (Moved to PW - Utilities & Environmental Services, Fund 621)
4. Increase - 1.0 FTE Senior Transportation Engineer
5. Increase - 1.0 FTE Traffic Signal Technician
6. Increase - 0.5 FTE Noise Abatement Analyst

Department Summary
All Funds Summary - By Category

Public Works Department
Engineering & Transportation
All Funds

All Funds Summary - By Category

Funding: General Fund and Enterprise funds.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue and Transfers In from Other Funds					
General Fund Revenue	212,786	219,048	248,498	214,248	217,644
Airport Maint & Operation	2,944,417	2,882,322	3,108,150	3,102,162	3,169,534
	3,157,203	3,101,370	3,356,648	3,316,410	3,387,178
(Contribution)/Use of Fund Balance					
Airport Maint & Operation	(311,181)	(23,399)	550,988	827,101	597,305
	(311,181)	(23,399)	550,988	827,101	597,305
Fund Subsidy					
General Fund Subsidy	2,364,389	2,413,242	1,517,626	1,267,314	1,325,278
	2,364,389	2,413,242	1,517,626	1,267,314	1,325,278
Total Revenues	5,210,411	5,491,213	5,425,262	5,410,825	5,309,761
EXPENDITURES					
Expenditures By Expense Category					
Salary					
Regular	3,797,710	3,817,593	4,146,851	4,053,887	4,053,887
Overtime	19,644	40,464	23,400	23,400	23,400
FY11 EE Commitment - FY12 Furloughs	-	-	(270,548)	-	-
Benefits					
Medical Benefits	439,227	464,458	566,667	637,001	700,705
Retiree Medical	-	100,326	79,332	77,529	77,529
Other Benefits	278,095	260,594	356,625	311,400	312,913
PERS	715,591	743,972	1,070,160	733,238	799,229
Charges (to)/from other programs	(3,301,306)	(3,348,210)	(3,517,552)	(3,510,726)	(3,550,162)
<i>Net Staffing Expense</i>	1,948,961	2,079,198	2,454,935	2,325,729	2,417,501
Maintenance & Utilities					
Maintenance & Utilities	1,300,628	1,358,865	251,921	224,667	228,962
Supplies & Services					
Supplies & Services	319,337	339,058	516,028	406,916	407,275
Internal Service Fees					
Internal Service Fees	794,038	839,840	828,510	757,645	759,255
Capital					
Capital	-	-	-	-	-
<i>Net Operating Expense</i>	2,414,003	2,537,762	1,596,459	1,389,228	1,395,492
Transfers Out to Other Funds	847,447	874,253	1,373,868	1,695,868	1,496,768
Total Expenditures	5,210,411	5,491,213	5,425,262	5,410,825	5,309,761
Net Change	-	-	-	-	-

Department Summary
All Funds Summary - By Program

Public Works Department
Engineering & Transportation
All Funds

All Funds Summary - By Program

Funding: General Fund and Enterprise funds.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue and Transfers in from Other Funds					
General Fund Revenue	212,786	219,048	248,498	214,248	217,644
Hayward Executive Airport	2,944,417	2,882,322	3,108,150	3,102,162	3,169,534
	3,157,203	3,101,370	3,356,648	3,316,410	3,387,178
(Contribution)/Use of Fund Balance					
Hayward Executive Airport	(311,181)	(23,399)	550,988	827,101	597,305
	(311,181)	(23,399)	550,988	827,101	597,305
Fund Subsidy					
General Fund Subsidy	2,364,389	2,413,242	1,517,626	1,267,314	1,325,278
Total Revenues	5,210,411	5,491,213	5,425,262	5,410,825	5,309,761
EXPENDITURES					
Expenditures and Transfer Out to Other Funds By Program					
General Fund	2,577,175	2,632,291	1,766,124	1,481,562	1,542,922
Executive Airport	2,633,236	2,858,923	3,659,138	3,929,263	3,766,839
Total Expenditures	5,210,411	5,491,213	5,425,262	5,410,825	5,309,761
Net Change	-	-	-	-	-

Program Summary
Program: 100-2011

Public Works Department
General Fund

Administration

Description: Department administration.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
EXPENDITURES					
Expenditures					
Salary					
Regular	326,124	339,227	351,509	-	-
FY11 EE Commitment - FY12 Furloughs	-	-	(21,962)	-	-
Benefits					
Medical Benefits	19,318	20,736	22,850	-	-
Retiree Medical	-	6,543	5,409	-	-
Other Benefits	18,823	18,577	23,353	-	-
PERS	62,647	67,368	76,746	-	-
Charges (to)/from other programs	(396,590)	(432,865)	(442,872)	-	-
<i>Net Staffing Expense</i>	30,322	19,585	15,033	-	-
Maintenance & Utilities	1,279	957	1,174	-	-
Supplies & Services	5,617	7,109	11,405	-	-
Internal Service Fees	42,084	20,080	39,157	-	-
Capital	-	-	-	-	-
<i>Net Operating Expense</i>	48,980	28,146	51,736	-	-
Total Expenditures	79,302	47,731	66,769	-	-
General Fund Subsidy	79,302	47,731	66,769	-	-
Program Staffing FTE	3.0	3.0	3.0	-	-

FY 2013 Significant Budget Changes:

1. Public Works was divided into two separate departments with no Administration division.
2. Deletion of 1.0 FTE Administrative Secretary - moved to Water Fund.
3. Deletion of 1.0 FTE Administrative Analyst I/II - moved to Sewer Fund.
4. Deletion of 1.0 FTE Public Works Director.

Division Summary
Division: 100 - 2100

Engineering & Transportation

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

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Interest & Rents	21,802	-	24,931	-	-
Intergovernmental	17,710	26,735	4,800	4,800	4,800
Fees & Service Charges	71,393	119,557	188,767	169,787	173,183
Other Revenue	101,881	72,756	30,000	39,661	39,661
Total Revenues	212,786	219,048	248,498	214,248	217,644
EXPENDITURES					
Expenditures					
Salary					
Regular	2,760,410	2,725,532	2,977,858	3,188,161	3,188,161
Overtime	-	23,000	6,400	6,400	6,400
FY11 EE Commitment - FY12 Furloughs	-	-	(193,211)	-	-
Benefits					
Medical Benefits	334,123	333,352	414,496	478,323	526,159
Retiree Medical	-	71,973	54,090	57,696	57,696
Other Benefits	178,024	167,638	230,861	218,297	219,449
PERS	525,187	542,923	774,645	576,050	627,893
Charges (to)/from other programs	(3,003,825)	(3,027,634)	(3,187,104)	(3,640,266)	(3,680,997)
<i>Net Staffing Expense</i>	793,919	836,785	1,078,035	884,661	944,761
Maintenance & Utilities	1,109,267	1,150,429	9,899	9,899	9,899
Supplies & Services	34,862	45,390	67,239	67,239	67,239
Internal Service Fees	559,825	551,955	544,182	519,763	521,023
<i>Net Operating Expense</i>	1,703,954	1,747,775	621,320	596,901	598,161
Total Expenditures	2,497,873	2,584,559	1,699,355	1,481,562	1,542,922
General Fund Subsidy	2,285,087	2,365,511	1,450,857	1,267,314	1,325,278
Division Staffing FTE	33.0	33.0	30.0	32.0	32.0

FY 2013 Significant Budget Changes:

1. Deletion of 1.0 FTE Deputy Director of Public Works.
2. Addition of 1.0 FTE Director of Public Works
3. Addition of 1.0 FTE Traffic Signal Technician
4. Addition of 1.0 FTE Senior Transportation Engineer

Fund Summary
Fund: 631, 633

Hayward Executive Airport

Description: Operation and maintenance of Hayward Executive Airport.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Interest & Rents	158,964	98,182	165,503	144,601	145,897
Land Rent	1,445,645	1,423,466	1,495,535	1,558,011	1,603,287
Hangar Rent	1,017,882	969,228	1,036,872	1,022,000	1,041,800
Fees & Service Charges	4,533	3,582	25,450	5,550	6,550
Other Revenue	317,393	387,864	384,790	372,000	372,000
<i>Total Revenue</i>	2,944,417	2,882,322	3,108,150	3,102,162	3,169,534
Total Revenues	2,944,417	2,882,322	3,108,150	3,102,162	3,169,534
EXPENDITURES					
Expenditures					
Salary					
Regular	711,176	752,835	817,484	865,726	865,726
Overtime	19,644	17,463	17,000	17,000	17,000
FY11 EE Commitment - FY12 Furloughs	-	-	(55,375)	-	-
Benefits					
Medical Benefits	85,786	110,370	129,321	158,678	174,546
Retiree Medical	-	21,810	19,833	19,833	19,833
Other Benefits	81,248	74,379	102,411	93,103	93,464
PERS	127,757	133,682	218,769	157,188	171,336
Charges (to)/from other programs	99,109	112,289	112,424	129,540	130,835
<i>Net Staffing Expense</i>	1,124,720	1,222,828	1,361,867	1,441,068	1,472,740
Maintenance & Utilities	190,082	207,478	240,848	214,768	219,063
Supplies & Services	278,858	286,559	437,384	339,677	340,036
Internal Service Fees	192,129	267,805	245,171	237,882	238,232
Capital	-	-	-	-	-
Project Expenditure	-	-	-	-	-
<i>Net Operating Expense</i>	661,069	761,842	923,403	792,327	797,331
Fund Transfers Out to					
Cost Allocation to General Fund	65,686	110,855	114,181	114,181	114,181
Liability Insurance Premium	53,340	63,398	66,568	66,568	66,568
Asset Transfer to Fleet Management	28,421	-	-	-	-
Water Maint Fund for DS	-	-	193,119	189,119	190,019
Tech Services ERP	-	-	-	26,000	26,000
Airport Capital Fund	700,000	700,000	1,000,000	1,300,000	1,100,000
<i>Total Transfers Out</i>	847,447	874,253	1,373,868	1,695,868	1,496,768
Total Expenditures	2,633,236	2,858,923	3,659,138	3,929,263	3,766,839
Net Change	311,181	23,399	(550,988)	(827,101)	(597,305)
FY 2013 Significant Budget Changes:					
1. Increase 0.5 FTE Noise Abatement Analyst					

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Department Overview

The Utilities & Environmental Services Department is responsible for management of the City's Water and Wastewater Systems, as well as Solid Waste and Recycling, and Water Pollution Source Control. In addition to operating and maintaining utilities facilities and equipment, this new Department ensures compliance with all applicable regulatory requirements, and, beginning this year, has assumed responsibility for developing, implementing, coordinating, and managing sustainability programs and activities in the City, including implementation of strategies and programs contained in the City's Climate Action Plan.

Division/Program Summary

Water Operations and Maintenance

The Water Maintenance and Operations Division manages the purchase, storage and distribution of potable water, including maintenance and operation of all water facilities, as well as planning, design and construction of needed replacement and improvement projects to ensure reliable and safe water supplies to current and future customers. In addition, this Division carries out water conservation programs, provides customer and meter reading services, and works closely with the City's wholesale water supplier, the San Francisco Public Utilities Commission.

Performance Measures

- Deliver drinking water that meets all federal and state quality standards and the Water System's State Dept of Health permit requirements 100% of the time
- 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
- Review and comment on utilities-related aspects of development projects within five days of receipt 95% of the time

Wastewater Collection

The Wastewater Collection staff manages the City's wastewater collection system, including inspection, cleaning and maintenance of 350 miles of sewer pipelines and nine sewage lift stations. Along with regular operations and maintenance, staff plans, designs and constructs replacement, improvement and rehabilitation projects to ensure sufficient system capacity and reliability.

Performance Measures

- Limit the number of sanitary sewer overflows (SSOs) to six per year

Water Pollution Control Facility

The Water Pollution Control Facility is responsible for treatment and disposal of wastewater from residential, commercial and industrial customers. In addition to normal operations and maintenance functions, the WPCF staff plans, designs and constructs needed replacements and improvements, including installation and use of clean energy sources, such as solar and cogeneration of electric power and heat using biogas, which are renewable energy resources and reduce the facility's reliance on purchased power.

Performance Measures

- 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
- Ensure that 50% of electric energy used at the wastewater treatment plant is generated through renewable sources (not fossil fuel-based), such as solar and bio-gas.

Environmental Services

This new division is responsible for bringing all of the existing energy and water efficiency, resource reduction, and pollution and waste reduction activities of the City under one umbrella division. Activities include water efficiency, energy efficiency, green and clean energy production and procurement, water pollution source control, waste reduction and recycling, minimizing pollutant discharge into San Francisco Bay, and implementing sustainability programs and initiatives contained in the City's Climate Action Plan.

Water Pollution Source Control

Water Pollution Source Control administers the City's Industrial Pretreatment and Stormwater Management and Urban Runoff Control Programs. The Industrial Pretreatment Program controls the discharge of industrial and commercial wastes to the sanitary sewer in order to protect the collection system and WPCF. The Stormwater Program is implemented to reduce the amount of pollutants in public waters from urban activities and stormwater runoff.

Performance Measures

- Annually inspect 200 industrial and commercial business facilities to ensure that sanitary sewer discharge and stormwater runoff are in compliance with applicable local, state and federal standards and permits

Solid Waste and Recycling

The Solid Waste and Recycling Division oversees the City's refuse and recycling contract to ensure compliance with the contract terms. The program also implements residential and commercial waste reduction and recycling programs to lessen the amount of waste in landfills and to address waste diversion targets. Specific programs include: residential food scrap recycling; construction and

demolition debris recycling; commercial recycling; used oil collection; bulky materials collection; and school education and outreach.

Performance Measures

- Respond within two working days to complaints regarding missed pickups of solid waste and recycling containers 95% of the time

Sustainability

The Sustainability Program will implement actions identified in the Climate Action Plan, including initiatives such as residential energy efficiency, increased use of clean and green energy sources, and water efficiency efforts, to reduce the City's emission of greenhouse gases.

Performance Measures

- Implement requirements of the City's Climate Action Plan
- Maintain a residential per-capita water usage, using public education, conservation, block rate setting, etc., that is in the lower half among all Bay Area water purveyors

FY2012 Department Performance/Accomplishments

1. Installed Sudden Loss Valves (earthquake water shut-off mechanisms) at all reservoirs.
2. Issued request for proposals, selected a design-build entity, and began negotiating design-build and maintenance contracts for cogeneration of green and clean electric power and heat, using biogas, at the Water Pollution Control Facility.
3. Completed design and bid process for fats, oil, and grease (FOG) receiving station at the Water Pollution Control Facility, and initiated construction.
4. Prepared and distributed a request for proposals for preparation of a Water Pollution Control Facility Master Plan/Facilities Plan.
5. Completed the West Winton Landfill Waste Mitigation and Drainage Culvert Repair and Replacement Project and received a 50% cost reimbursement CalRecycle's grant from the State of California Department of Resources, Recycling and Recovery.
6. Implemented an improved Utilities Operations and Maintenance Safety Program that consists of a Safety Advisory Committee, Injury and Illness Prevention Program, and continuous training program designed to meet State and Federal OSHA regulations.

7. Implemented Nexgen Asset Management software to assist with managing Utilities structures, equipment and facilities, including maintenance scheduling, lifecycle costs, and replacement programs.
8. Analyzed the list of 2010-11 delinquent single-family bills from the garbage service provider and prepared a report for Council authorization to include the delinquent charges as special assessments on property tax rolls.
9. Presented to the Council Sustainability Committee and Council the ordinance prepared by the Alameda County Waste Management Authority mandating commercial recycling services, including the ordinance's provisions, economic and fiscal impacts and public outreach conducted.
10. Presented to the Council Sustainability Committee and Council the ordinance prepared by the Alameda County Waste Management Authority barring plastic and other single-use bags in large stores, including the ordinance's provisions, economic and fiscal impacts and public outreach conducted.
11. Further increased participation by businesses and multi-family complexes in recycling services to 68% and 90%, respectively; assisted seven public schools to implement recycling services.
12. Implemented the Dental Amalgam Recovery Program Ordinance in compliance with the San Francisco Bay Mercury Watershed Permit Requirement. As of the current fiscal year, one hundred percent of dental practices in Hayward's service area are in compliance with the Ordinance.

FY 2013 & FY 2014 Core Service Objectives/Goals

1. Design and construct the Utilities Center Renovation and Training Center.
2. Design and construct the Mission Aqueduct seismic improvements on Mission Blvd in Fremont, which services Hayward customers.
3. Rehabilitate the 16" water transmission main between the Highland 250 and 500 reservoirs.
4. Complete the construction of Trash Capture pilot project at Tennyson Road.
5. Implement fuel cell cogeneration technology to replace the WPCF's aging co-generation system with a modern, efficient, and clean and green system.
6. Construct the fat, oil, and grease (FOG) receiving station at the WPCF to enhance production of renewable and clean energy.

7. Prepare the WPCF Master Plan update.
8. Complete the COH Utilities Operations and Maintenance Injury and Illness Prevention Program Handbook.
9. Work collaboratively with the Alameda County Waste Management Authority and Waste Management of Alameda County to implement the single-use bag reduction and the mandatory recycling ordinances.
10. Conduct an engineering and technical analysis of City of Hayward Wastewater Discharge Standards and Limitations for Discharge to the Municipal Sanitary Sewer System.
11. Initiate design of WPCF Improvements Phase II Project.
12. Assess feasibility of expanding the recently constructed one megawatt solar energy facility at the WPCF.
13. Design the recycled water distribution pipeline to distribute 500,000 gallons of recycled water to the area within one mile of the WPCF.
14. Assess the feasibility of converting existing water meters to an advanced metering infrastructure (AMI) system, and initiate conversion if feasible.
15. Prepare sewer collection system Master Plan update.
16. Prepare Water System Master Plan update.

Significant Changes Planned for FY 2013 & FY 2014

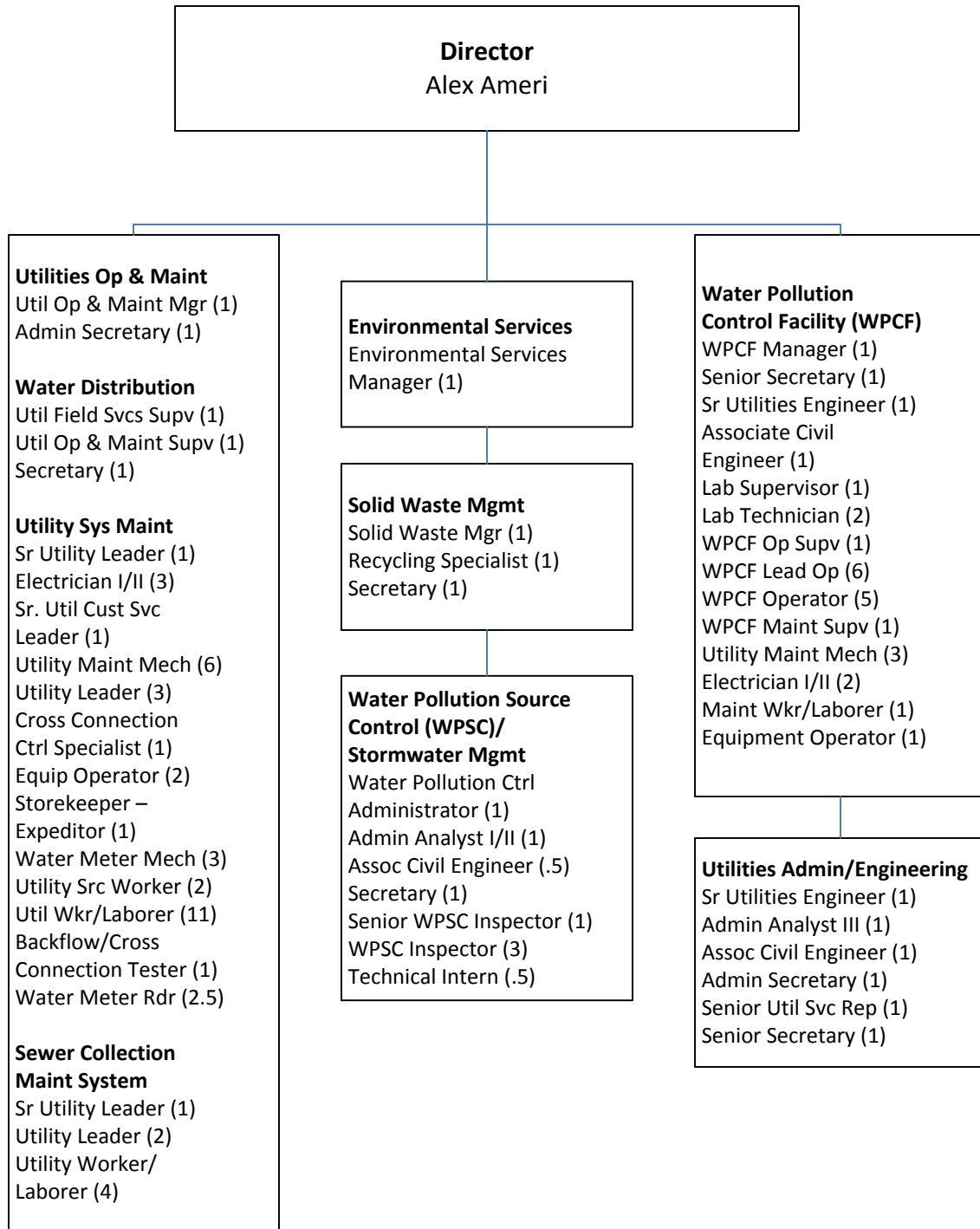
An additional 1.5 positions are proposed to be added to provide resources necessary to address the City Council's sustainability priorities and Climate Action Plan initiatives.

The proposed positions are:

- a) Environmental Services Manager (one full-time position) – This position would be responsible for implementation of sustainability programs, such as residential and commercial energy conservation, development of alternative energy sources in the community and in City facilities, pursuit of grant funding and low interest loans related to sustainability, and implementation of other Climate Action Plan programs.

- b) Associate Civil Engineer (one half-time position) – This position would be responsible for technical evaluation, support and reporting related to sustainability programs and initiatives, including resource efficiency planning, development of energy programs, and water resource development.

**Public Works
Utilities & Environmental Services**



Public Works - Utilities & Environmental Services Staffing Summary					
	Adopted 2010	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014
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	1	1	0	0	0
	4	4	3	3	3
Stormwater Fund (602)					
Water Pollution Control Admin	1	1	1	1	1
Water Pollution Control Source Inspector	2	2	1	1	1
Secretary	1	1	1	1	1
	4	4	3	3	3
Waste Water Fund (612)					
Water Pollution Control Facility (WPCF) Manager	1	1	1	1	1
WPCF Operations & Maintenance Manager	1	1	0	0	0
Senior 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
Associate Civil Engineer ¹	1	1	1	1.5	1.5
Electrician I/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	2	2	2
WPCF Lead Operator	6	6	6	6	6
Utilities Maintenance Mechanic	4	4	4	4	4
Laboratory Technician	3	3	2	2	2
WPCF Operator	6	6	5	5	5
Utility Leader	2	2	2	2	2
Equipment Operator	1	1	1	1	1
Utility Worker	4	4	4	4	4
Administrative Analyst I/II ²	0	0	0	1	1
Senior Secretary	1	1	1	1	1
Maintenance Worker	1	1	1	1	1
Technical Intern	0.5	0.5	0.5	0.5	0.5
	44.5	44.5	40.5	42	42

Public Works - Utilities & Environmental Services Staffing Summary					
	Adopted 2010	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014
Water Fund (621)					
Director of Public Works ³	0	0	0	1	1
Deputy Director of Public Works ⁴	1	1	1	0	0
Utilities Superintendent ⁵	1	1	1	0	0
Landscape Architect	1	1	0	0	0
Utilities Operations & Maintenance Manager	1	1	1	1	1
Environmental Services Manager ⁶	0	0	0	1	1
Senior Utilities Engineer	1	1	1	1	1
Utilities Maintenance Supervisor ⁷	1	1	1	0	0
Utilities Operations & Maintenance Supervisor ⁸	0	0	0	1	1
Utilities Field Services Supervisor ⁹	0	0	0	1	1
Associate Civil Engineer	1	1	1	1	1
Administrative Analyst III	1	1	1	1	1
Electrician I/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 Representative	1	1	1	1	1
Utilities Maintenance Mechanic	5	5	5	5	5
Utility Leader	3	3	3	3	3
Administrative Secretary ¹⁰	1	1	1	2	2
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	11	11	11
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
	49.5	49.5	45.5	47.5	47.5

Staffing Changes to Adopted FY 2013:

1. Increase - .50 FTE Associate Civil Engineer.
2. Increase - 1.0 FTE Administrative Analyst I/II (Moved from Fund 100).
3. Increase - 1.0 FTE Director of Public Works (FY 2012).
4. Decrease - 1.0 FTE Deputy Director of Public Works (FY 2012).
5. Decrease - 1.0 FTE Utilities Superintendent (FY 2012).
6. Increase - 1.0 FTE Environmental Services Manager.
7. Decrease - 1.0 FTE Utilities Maintenance Supervisor (FY 2012).
8. Increase - 1.0 FTE Utilities Operations & Maintenance Supervisor (FY 2012).
9. Increase - 1.0 FTE Utilities Field Services Supervisor (FY 2012).
10. Increase - 1.0 FTE Administrative Secretary (Moved from PW - Engineering & Transportation, Fund 100).

Department Summary
All Funds Summary - By Category

All Funds Summary - By Category

Funding: General Fund, Special Revenue, and Enterprise funds.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue and Transfers In from Other Funds					
General Fund Revenue	-	-	-	8,095	8,257
Recycling Program	525,198	966,766	574,500	568,500	478,500
Stormwater Maint & Operation	2,731,144	2,732,682	2,591,000	2,705,000	2,712,000
Waste Water Maint & Operation	22,292,743	20,575,286	21,788,920	22,446,038	26,159,815
Water Maint & Operation	27,385,661	29,911,805	33,865,371	38,329,274	43,530,316
Regional Water Inter-Tie	310,783	4,700	50,000	50,000	50,000
	53,245,529	54,191,239	58,869,791	64,106,907	72,938,888
(Contribution)/Use of Fund Balance					
Recycling Program	1,113,843	(493,634)	307,987	195,610	217,014
Stormwater Maint & Operation	(426,063)	(285,327)	(45,909)	(19,318)	5,480
Waste Water Maint & Operation	325,201	209,475	1,402,010	930,043	644,752
Water Maint & Operation	1,544,845	639,368	6,824,658	3,596,026	771,773
Regional Water Inter-Tie	(100,115)	5,836	-	(32,500)	(32,500)
	2,457,711	75,718	8,488,746	4,669,861	1,606,519
Fund Subsidy					
General Fund Subsidy	26,066	28,046	30,508	43,112	43,432
Total Revenues	55,729,306	54,295,003	67,389,045	68,819,880	74,588,839
EXPENDITURES					
Expenditures By Expense Category					
Salary					
Regular	8,540,058	8,466,372	8,498,515	8,982,544	8,982,544
Overtime	517,180	444,169	364,900	364,900	364,900
Vacancy Savings	-	-	-	-	-
FY11 EE Commitment - FY12 Furloughs	-	-	(584,180)	-	-
Benefits					
Medical Benefits	1,356,432	1,463,198	1,594,184	1,835,973	2,019,582
Retiree Medical	-	257,358	198,330	207,345	207,345
Other Benefits	1,112,318	1,132,329	1,147,872	1,046,330	1,049,764
PERS	1,603,892	1,647,447	2,279,514	1,626,051	1,772,393
Charges (to)/from other programs	(14,143)	(105,958)	1,128,235	405,506	409,562
<i>Net Staffing Expense</i>	13,115,737	13,304,914	14,627,370	14,468,649	14,806,090
Maintenance & Utilities					
Maintenance & Utilities	2,114,639	1,817,238	2,543,780	2,203,417	2,928,842
Supplies & Services	11,027,870	8,194,681	9,637,641	10,212,728	10,129,728
Internal Service Fees	1,762,952	2,343,384	2,247,889	2,276,409	2,279,244
Water Purchases	14,121,641	15,435,741	24,100,000	24,800,000	26,600,000
Debt Service	5,033,826	4,851,382	5,118,427	5,117,739	4,953,997
Capital	4,066	-	-	-	-
<i>Net Operating Expense</i>	34,064,994	32,642,426	43,647,737	44,610,293	46,891,811
Transfers Out to Other Funds					
	8,548,575	8,347,663	9,113,938	9,740,938	12,890,938
Total Expenditures	55,729,306	54,295,003	67,389,045	68,819,880	74,588,839
Net Change	-	-	-	-	-

Department Summary
All Funds Summary - By Program

All Funds Summary - By Program

Funding: General Fund, Special Revenue, and Enterprise funds.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue and Transfers in from Other Funds					
General Fund Revenue	-	-	-	8,095	8,257
Recycling Program	525,198	966,766	574,500	568,500	478,500
Stormwater	2,731,144	2,732,682	2,591,000	2,705,000	2,712,000
Wastewater	22,292,743	20,575,286	21,788,920	22,446,038	26,159,815
Water	27,385,661	29,911,805	33,865,371	38,329,274	43,530,316
Regional Water Inter-Tie	310,783	4,700	50,000	50,000	50,000
	53,245,529	54,191,239	58,869,791	64,106,907	72,938,888
(Contribution)/Use of Fund Balance					
Recycling Program	1,113,843	(493,634)	307,987	195,610	217,014
Stormwater	(426,063)	(285,327)	(45,909)	(19,318)	5,480
Wastewater	325,201	209,475	1,402,010	930,043	644,752
Water	1,544,845	639,368	6,824,658	3,596,026	771,773
Regional Water Inter-Tie	(100,115)	5,836	-	(32,500)	(32,500)
	2,457,711	75,718	8,488,746	4,669,861	1,606,519
Fund Subsidy					
General Fund Subsidy	26,066	28,046	30,508	43,112	43,432
Total Revenues	55,729,306	54,295,003	67,389,045	68,819,880	74,588,839
EXPENDITURES					
Expenditures and Transfer Out to Other Funds By Program					
General Fund	26,066	28,046	30,508	51,207	51,689
Recycling	1,639,041	473,132	882,487	764,110	695,514
Stormwater	2,305,081	2,447,354	2,545,091	2,685,682	2,717,480
Wastewater	22,617,944	20,784,761	23,190,930	23,376,081	26,804,567
Water	28,930,506	30,551,173	40,690,029	41,925,300	44,302,089
Regional Water Inter-Tie	210,668	10,536	50,000	17,500	17,500
Total Expenditures	55,729,306	54,295,003	67,389,045	68,819,880	74,588,839
Net Change	-	-	-	-	-

Program Summary
Program: 100 - 4632

Solid Waste Program

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

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Fees & Service Charges	-	-	-	8,095	8,257
Total Revenues	-	-	-	8,095	8,257
EXPENDITURES					
Expenditures					
Salary					
Regular	-	-	-		
Overtime	-	-	-		
Vacancy Savings	-	-	-		
FY11 EE Commitment - FY12 Furloughs	-	-	-		
Benefits					
Medical Benefits	-	-	-		
Retiree Medical	-	-	-		
Other Benefits	-	-	-		
PERS	-	-	-		
Charges (to)/from other programs	24,409	26,490	26,145	48,278	48,760
<i>Net Staffing Expense</i>	24,409	26,490	26,145	48,278	48,760
Maintenance & Utilities	218	144	-	-	-
Supplies & Services	1,439	1,411	4,363	2,929	2,929
Internal Service Fees	-	-	-	-	-
Capital	-	-	-	-	-
<i>Net Operating Expense</i>	1,657	1,556	4,363	2,929	2,929
Total Expenditures	26,066	28,046	30,508	51,207	51,689
General Fund Subsidy	26,066	28,046	30,508	43,112	43,432
FY 2013 Significant Budget Changes:					
1. None.					

Fund Summary

Fund: 213, 214, 215, 216

Recycling Program

Description: City's Recycling Program.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Interest & Rents	16,165	6,415	12,000	16,000	16,000
Intergovernmental	506,258	953,180	560,000	550,000	460,000
Other Revenue	2,775	7,171	2,500	2,500	2,500
<i>Total Revenue</i>	525,198	966,766	574,500	568,500	478,500
Fund Transfers In - None					
	-	-	-	-	-
Total Revenues	525,198	966,766	574,500	568,500	478,500
EXPENDITURES					
Expenditures					
Salary					
Regular	211,825	196,905	236,582	242,725	242,725
Overtime	633	-	-	-	-
Vacancy Savings	-	-	-	-	-
FY11 EE Commitment - FY12 Furloughs	-	-	(15,750)	-	-
Benefits					
Medical Benefits	29,673	39,089	62,895	66,590	73,250
Retiree Medical	-	6,543	5,409	5,409	5,409
Other Benefits	15,080	13,172	19,596	16,967	17,075
PERS	29,646	32,310	64,244	44,237	48,218
Charges (to)/from other programs	85,429	(47,731)	65,127	51,270	51,785
<i>Net Staffing Expense</i>	372,286	240,288	438,103	427,198	438,462
Maintenance & Utilities	-	269	4,098	4,098	4,098
Supplies & Services	1,192,387	150,158	326,663	222,927	142,927
Internal Service Fees	29,073	-	28,495	24,759	24,899
Capital	-	-	-	-	-
<i>Net Operating Expense</i>	1,221,460	150,427	359,256	251,784	171,924
Fund Transfers Out to					
Cost Allocation to General Fund	37,726	70,460	72,573	72,573	72,573
General Fund	-	-	-	-	-
Liability Insurance Premium	7,569	11,957	12,555	12,555	12,555
<i>Total Transfers Out</i>	45,295	82,417	85,128	85,128	85,128
Total Expenditures	1,639,041	473,132	882,487	764,110	695,514
Net Change	(1,113,843)	493,634	(307,987)	(195,610)	(217,014)
Program Staffing FTE	4.0	4.0	3.0	3.0	3.0
FY 2013 Significant Budget Changes:					
1. None.					

Fund Summary
Fund: 601, 602

Stormwater

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

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Stormwater Inspection Fees	14,302	13,873	16,000	16,000	16,000
Stormwater Fees	2,001,673	2,011,611	1,950,000	1,990,000	1,990,000
Street Cleaning Fees	684,556	686,327	600,000	666,000	670,000
Interest	28,263	8,612	23,000	32,000	35,000
Vehicle Maint. & Op. Rate	-	-	-	-	-
Other Revenue	2,350	12,259	2,000	1,000	1,000
<i>Total Revenue</i>	2,731,144	2,732,682	2,591,000	2,705,000	2,712,000
Total Revenues	2,731,144	2,732,682	2,591,000	2,705,000	2,712,000
EXPENDITURES					
Expenditures					
Salary					
Regular	771,277	668,380	646,491	661,614	661,614
Overtime	47,910	55,435	34,000	34,000	34,000
Vacancy Savings	-	-	-	-	-
FY11 EE Commitment - FY12 Furloughs	-	-	(43,909)	-	-
Benefits					
Medical Benefits	120,052	119,638	104,559	143,063	157,370
Retiree Medical	-	21,810	16,227	16,227	16,227
Other Benefits	96,133	71,025	86,037	74,891	75,173
PERS	143,338	128,815	172,770	119,642	130,411
Charges (to)/from other programs	413,592	587,516	526,172	629,772	636,072
<i>Net Staffing Expense</i>	1,592,302	1,652,618	1,542,347	1,679,209	1,710,867
Maintenance & Utilities	21,991	17,853	30,931	31,524	31,524
Supplies & Services	312,695	286,415	494,798	496,894	496,894
Internal Service Fees	299,361	369,845	352,115	353,155	353,295
Capital	-	-	-	-	-
<i>Net Operating Expense</i>	634,047	674,113	877,844	881,573	881,713
Fund Transfers Out to					
Cost Allocation to General Fund	50,963	87,731	90,363	90,363	90,363
Liability Insurance Premium	27,769	32,892	34,537	34,537	34,537
Capital Trsfr for Stormwater Sys Imp.	-	-	-	-	-
<i>Total Transfers Out</i>	78,732	120,623	124,900	124,900	124,900
Total Expenditures	2,305,081	2,447,354	2,545,091	2,685,682	2,717,480
Net Change	426,063	285,327	45,909	19,318	(5,480)
Ending Working Capital Balance	2,213,361	2,508,419	2,554,328	2,573,646	2,568,166
FY 2013 Significant Budget Changes:					
1. None.					

Fund Summary

Fund: 611, 612

Wastewater

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

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Sewer Service Charge	16,387,815	17,441,601	17,500,000	18,200,000	19,000,000
Sewer Connection Charge	2,738,022	2,304,025	2,000,000	2,000,000	5,000,000
EBDA Maint. By City	39,643	44,079	16,000	16,000	16,000
Other Fees	87,561	77,536	80,000	80,000	80,000
Interest	111,424	56,405	121,000	120,000	115,000
Other Revenue - Mt. Eden Annexation	1,116,676	-	-	-	-
Other Revenue	(561)	(1,159,334)	-	-	-
<i>Total Revenue</i>	20,480,580	18,764,312	19,717,000	20,416,000	24,211,000
Fund Transfers In from					
DS Bag 2001	84,920	83,530	84,262	78,846	-
Misc Trsfr WWTP Replacement	1,086	1,086	575	500	500
DS 07 Sewer Rev Refunding	363,460	362,608	364,386	367,228	364,851
DS CEC Loan	-	-	260,000	219,714	219,714
DS CA SWRCB Loan/Sewer	1,362,697	1,363,750	1,362,697	1,363,750	1,363,750
<i>Total Transfers In</i>	1,812,163	1,810,975	2,071,920	2,030,038	1,948,815
Total Revenues	22,292,743	20,575,286	21,788,920	22,446,038	26,159,815
EXPENDITURES					
Expenditures					
Salary					
Regular	3,204,519	3,273,842	3,372,702	3,570,227	3,570,227
Overtime	193,905	136,437	117,800	117,800	117,800
Vacancy Savings	-	-	-	-	-
FY11 EE Commitment - FY12 Furloughs	-	-	(232,704)	-	-
Benefits					
Medical Benefits	535,716	578,334	648,941	726,581	799,244
Retiree Medical	-	95,964	73,923	77,529	77,529
Other Benefits	419,730	569,905	464,741	425,047	426,345
PERS	609,075	651,947	909,692	645,154	703,216
Charges (to)/from other programs	648,044	562,319	949,963	658,598	665,182
<i>Net Staffing Expense</i>	5,610,989	5,868,748	6,305,058	6,220,936	6,359,543
Maintenance & Utilities	1,064,725	786,412	1,571,918	1,216,356	1,941,781
Supplies & Services	5,787,702	4,226,191	4,490,256	4,658,560	4,658,560
Internal Service Fees	601,231	853,365	791,130	769,102	770,327
Debt Service	4,150,940	3,984,900	4,246,096	4,250,155	4,163,384
Capital	4,066	-	-	-	-
<i>Net Operating Expense</i>	11,608,664	9,850,868	11,099,400	10,894,173	11,534,052
Fund Transfers Out to					
Cost Allocation to General Fund	337,870	406,530	418,725	418,725	418,725
Liability Insurance Premium	297,758	353,603	367,747	367,747	367,747
Cap Proj Transf to Tech Replacement	-	-	-	124,500	124,500
Sewer Capital Reserves	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
WWTP Capital Reserves	1,000,000	1,000,000	2,000,000	2,000,000	2,000,000
Transfer to Fleet Mgmt-Ent Cap	-	-	-	350,000	-
Misc. Transfer to Equipment Management	17,415	-	-	-	-
Asset Transfer to Fleet Management	17,471	-	-	-	-
Connection Fee to Sewer Imprvmt	2,727,777	2,305,011	2,000,000	2,000,000	5,000,000
<i>Total Transfers Out</i>	5,398,291	5,065,144	5,786,472	6,260,972	8,910,972
Total Expenditures	22,617,944	20,784,761	23,190,930	23,376,081	26,804,567
Net Change	(325,201)	(209,475)	(1,402,010)	(930,043)	(644,752)

FY 2013 Significant Budget Changes:

- Addition of 1.0 FTE Administrative Analyst I/II - moved from Public Works Administration.
- Addition of 1.0 FTE Environmental Services Manager and 0.5 FTE Associate Civil Engineer.

Fund Summary

Fund: 621

Water

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

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
REVENUES					
Revenue					
Water Sales	22,068,236	25,866,882	29,000,000	33,200,000	38,500,000
Water Service Charges	2,943,776	2,887,791	3,600,000	3,900,000	3,900,000
Installation Fees	251,564	212,162	250,000	250,000	250,000
Other Fees and Charges	137,258	359,636	200,000	200,000	200,000
Interest & Rents	346,525	98,243	218,000	150,000	130,000
Other Revenue - Mt. Eden Annexation	1,116,676	-	-	-	-
Other Revenue	64,226	-	60,000	60,000	60,000
<i>Total Revenue</i>	26,928,261	29,424,714	33,328,000	37,760,000	43,040,000
Fund Transfers In from					
D/S ABAG 2001-02 (ABAG XXIV)	84,920	83,530	84,262	78,846	-
D/S 01 Water System Transfer	62,039	75,992	87,465	-	-
D/S 04 Water System Transfer	158,460	157,233	172,525	301,309	300,297
Misc. Transfer from Airport	-	-	193,119	189,119	190,019
Misc. Transfer from Water Improv Fund	151,981	170,336	-	-	-
<i>Total Transfers In</i>	457,400	487,092	537,371	569,274	490,316
Total Revenues	27,385,661	29,911,805	33,865,371	38,329,274	43,530,316
EXPENDITURES					
Expenditures					
Salary					
Regular	4,352,437	4,327,244	4,242,740	4,507,978	4,507,978
Overtime	274,732	252,298	213,100	213,100	213,100
Vacancy Savings	-	-	-	-	-
FY11 EE Commitment - FY12 Furloughs	-	-	(291,817)	-	-
Benefits					
Medical Benefits	670,991	726,137	777,789	899,739	989,718
Retiree Medical	-	133,041	102,771	108,180	108,180
Other Benefits	581,375	478,226	577,498	529,425	531,171
PERS	821,833	834,375	1,132,808	817,018	890,548
Charges (to)/from other programs	(1,355,473)	(1,234,552)	(471,672)	(982,412)	(992,237)
<i>Net Staffing Expense</i>	5,345,895	5,516,769	6,283,217	6,093,028	6,248,458
Water Purchases	14,121,641	15,435,741	24,100,000	24,800,000	26,600,000
Maintenance & Utilities	993,492	1,008,087	926,833	941,439	941,439
Supplies & Services	3,727,048	3,524,442	4,314,061	4,823,918	4,820,918
Internal Service Fees	833,287	1,120,174	1,076,149	1,129,393	1,130,723
Debt Service	882,886	866,482	872,331	867,584	790,613
Capital	-	-	-	-	-
<i>Net Operating Expense</i>	20,558,354	21,954,926	31,289,374	32,562,334	34,283,693
Fund Transfers Out to					
Cost Allocation to General Fund	741,518	800,680	824,700	824,700	824,700
Liability Insurance Premium	231,827	278,798	292,738	292,738	292,738
Capital Reserves to Water	2,000,000	2,000,000	2,000,000	2,000,000	2,500,000
Asset Transfer to Fleet Management	35,497	-	-	-	-
Cap Proj Transfer to Tech Replacement	-	-	-	152,500	152,500
Misc Trsfr	17,415	-	-	-	-
<i>Net Transfers Out</i>	3,026,257	3,079,478	3,117,438	3,269,938	3,769,938
Total Expenditures	28,930,506	30,551,173	40,690,029	41,925,300	44,302,089
Net Change	(1,544,845)	(639,368)	(6,824,658)	(3,596,026)	(771,773)

FY 2013 Significant Budget Changes:

1. Addition of 1.0 FTE Administrative Secretary - moved from Public Works Administration.
2. Deletion of 1.0 FTE Deputy Director of Public Works.
3. Addition of 1.0 FTE Director of Public Works.

Fund Summary

Fund: 628

Regional Water Inter-Tie

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

	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Adopted
Beginning Working Capital Balance	59,020	159,135	153,299	153,299	185,799
REVENUES					
Revenue					
SFPUC/EBMUD Reimbursement	310,420	1,999	50,000	50,000	50,000
Interest	363	2,701	-	-	-
<i>Net Revenue</i>	310,783	4,700	50,000	50,000	50,000
Total Revenues	310,783	4,700	50,000	50,000	50,000
EXPENDITURES					
Expenditures					
Salary	-	-	-	-	-
Regular					
Overtime					
Vacancy Savings					
FY11 EE Commitment - FY12 Furloughs					
Benefits					
Medical Benefits					
Retiree Medical					
Other Benefits					
PERS					
Charges (to)/from other programs	169,856	-	32,500	-	-
<i>Net Staffing Expense</i>	169,856	-	32,500	-	-
Maintenance & Utilities	34,213	4,472	10,000	10,000	10,000
Supplies & Services	6,599	6,064	7,500	7,500	7,500
Internal Service Fees	-	-	-	-	-
<i>Net Operating Expense</i>	40,812	10,536	17,500	17,500	17,500
Total Expenditures	210,668	10,536	50,000	17,500	17,500
Net Change	100,115	(5,836)	-	32,500	32,500
Ending Working Capital Balance	159,135	153,299	153,299	185,799	218,299
FY 2013 Significant Budget Changes:					
1. None.					

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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.

Promissory Note for Fire Suppression Truck

The City issued a promissory note with 0% interest rate to purchase a fire suppression truck.

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

FY2013- 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, 2012	FY2013 Prin. & Int. Requirement
2002 ABAG Refunding ¹	12/01/01	12/01/20	3.0%-5.0%	\$1,309,835	\$650,240	\$96,115
2007 COP Refunding ¹	08/01/07	08/01/26	4.0%-4.5%	\$31,820,000	\$26,095,000	\$2,624,175
2012 Promissory Note	02/17/11	07/31/13	0.00%	\$200,000	\$200,000	\$100,000
Total				\$33,329,835	\$26,945,240	\$2,820,290

Note: 1. Certificate of Participation

FY2014 - 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, 2013	FY2014 Prin. & Int. Requirement
2002 ABAG Refunding ¹	12/01/01	12/01/20	3.0%-5.0%	\$1,309,835	\$575,000	\$86,806
2007 COP Refunding ¹	08/01/07	08/01/26	4.0%-4.5%	\$31,820,000	\$24,525,000	\$2,620,175
2012 Promissory Note	02/17/11	07/31/13	0.00%	\$200,000	\$100,000	\$100,000
Total				\$33,329,835	\$25,200,000	\$2,806,981

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

FY2013 – Special Assessment Debt Service						
Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2012	FY2013 Prin. & Int. Requirement
1994 - LID 16	06/02/94	09/02/19	6.75%-7.1%	\$3,000,000	\$1,450,000	\$237,980
1999 - LID 17	08/05/99	09/02/24	4.5%-6.125%	\$396,014	\$270,000	\$30,897
2002 - CFD 1	07/01/02	09/01/32	3.75%-6.5%	\$9,965,000	\$9,210,000	\$763,130
Total				\$13,411,966	\$10,930,000	\$1,032,007

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.

FY2014 – Special Assessment Debt Service						
Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2013	FY2014 Prin. & Int. Requirement
1994 - LID 16	06/02/94	09/02/19	6.75%-7.1%	\$3,000,000	\$1,310,000	\$237,685
1999 - LID 17	08/05/99	09/02/24	4.5%-6.125%	\$396,014	\$255,000	\$30,016
2002 - CFD 1	07/01/02	09/01/32	3.75%-6.5%	\$9,965,000	\$9,020,000	\$781,998
Total				\$13,361,014	\$10,585,000	\$1,049,699

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.

Debt Service Fund

Hayward Redevelopment Successor Agency

Hayward Redevelopment Successor Agency (RDSA) 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 FY 2003, 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 Successor Agency

FY2013 – Hayward Redevelopment Agency Debt						
Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2012	FY2013 Prin. & Int. Requirement
2004 RDA Tax Allocation Bonds	6/4/2004	3/1/2034	3.00%-5.23%	\$44,790,000	\$36,910,000	\$3,368,982
2006 RDA Tax Allocation Bond	6/1/2006	3/1/2036	3.75%-4.30%	\$11,800,000	\$11,720,000	\$636,340
2008 RDA Repayment Agreement	6/1/2008	6/30/2022	2.0%-5.0%	\$11,186,217	\$7,016,442	\$800,000
Total				\$67,776,217	\$55,646,442	\$4,805,322

FY2014 – Hayward Redevelopment Agency Debt						
Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2013	FY2014 Prin. & Int. Requirement
2004 RDA Tax Allocation Bond	6/4/2004	3/1/2034	3.00%-5.23%	\$44,790,000	\$35,385,000	\$3,370,357
2006 RDA Tax Allocation Bond	6/1/2006	3/1/2036	3.75%-4.30%	\$11,800,000	\$11,640,000	\$638,300
2008 RDA Repayment Agreement	6/1/2008	6/30/2022	2.0%-5.0%	\$11,186,217	\$6,247,583	\$800,000
Total				\$67,776,217	\$53,272,583	\$4,808,657

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.

FY2013- 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, 2013	FY2013 Prin. & Int. Requirement
2004 Site Acquisition	09/01/04	09/20/16	4.66%	\$1,215,000	\$535,663	\$133,330

FY2014 - 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, 2014	FY2014 Prin. & Int. Requirement
2004 Site Acquisition	09/01/04	09/20/16	4.66%	\$1,215,000	\$426,033	\$133,330

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.

California Energy Commission Loan

In FY2012, CEC (California Energy Commission) approved a loan to provide financing to install solar photovoltaic panels and upgrade lighting systems at various city facilities.

FY2013 – Maintenance Services and Lease Purchase Agreements						
Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2012	FY2013 Prin. & Int. Requirement
2002- ABAG Energy Retrofit Rfdg	12/01/01	12/01/12	5.0%	\$730,000	\$90,000	\$92,250
2005 Solar Power Energy	03/01/05	03/15/30	4.5%	\$1,035,000	\$860,000	\$71,188
California Energy Commission Loan	06/29/12	06/22/23	3.0%	\$887,152	\$887,152	\$98,059
Total				\$2,652,152	\$1,837,152	\$261,497

FY2014 – Maintenance Services and Lease Purchase Agreements						
Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2013	FY2014 Prin. & Int. Requirement
2005 Solar Power Energy	03/01/05	03/15/30	4.5%	\$1,035,000	\$830,000	\$74,838
California Energy Commission Loan	06/29/12	06/22/23	3.0%	\$887,152	\$841,668	\$98,059
Total				\$1,922,152	\$1,671,668	\$172,897

Fleet Internal Service Fund Debt

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 Equipment Leases

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

2012 Equipment Leases

The Fleet Fund received funding for police vehicles.

2013 Equipment Leases (Planned)

The Fleet Fund expects to enter into lease purchase agreements for acquiring public safety vehicles.

2014 Equipment Leases (Planned)

The Fleet Fund expects to enter into lease purchase agreements for acquiring public safety vehicles.

FY2013 – Maintenance Services and Lease Purchase Agreements						
Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2012	FY2013 Prin. & Int. Requirement
2007 Equip Lease	07/27/07	07/27/12	4.06%	\$1,290,863	\$55,609	\$56,738
2009 Fleet Loan from Sewer	10/20/09	012/31/16	2.0%	\$1,000,000	\$714,286	\$154,405
2011 Equip Lease	10/22/10	Various	1.83%-3.24%	\$3,170,082	\$2,616,764	\$458,445
2012 Equip Lease	11/10/11	11/10/15	2.05%	\$815,000	\$815,000	\$213,260
2013 (Planned) Equip Lease	FY2013	FY2017	Estimated 4.0%	\$520,000	\$0	\$70,985
Total				\$6,795,945	\$4,201,659	\$953,833

Fleet Internal Service Fund Debt

FY2014 – Maintenance Services and Lease Purchase Agreements						
Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2013	FY2014 Prin. & Int. Requirement
2009 Fleet Loan from Sewer	10/20/09	012/31/16	2.0%	\$1,000,000	\$571,429	\$151,548
2011 Equip Lease	FY 2011	FY 2018	2.85%-5.05%	\$3,170,082	\$2,234,861	\$458,445
2012 Equip Lease	FY 2012	FY 2019	4.0%	\$815,000	\$615,415	\$213,260
2013 (Planned) Equip Lease	FY2013	FY2017	Estimated 4.0%	\$520,000	\$459,415	\$141,970
2014 (Planned) Equip Lease	FY2014	FY 2018	Estimated 4.0%	\$225,000	\$0	\$30,715
2014 (Planned) Equip Lease	FY 2014	FY 2021	Estimated 4.0%	\$675,000		\$55,756
Total				\$6,405,082	\$3,881,120	\$1,051,694

Information Technology Fund Debt

2011 Computer Lease

This capital lease for computer equipment will be concluded in FY2014.

2012 Computer Lease

Information Technology entered in a lease agreement for computer and its maintenance.

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.

FY2013 – Information Technology and Lease Purchase Agreements						
Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2012	FY2012 Prin. & Int. Requirement
CAD/RMS Replacement	06/23/09	06/30/14	2%	\$2,250,000	\$1,500,000	\$405,226
2011 Computer Lease	03/11/11	04/01/14	2.98%	\$332,434	\$206,669	\$115,976
2012 Computer Lease	07/29/11	07/29/13	0%-3.89%	\$181,522	\$181,522	\$61,154
Total				\$2,763,956	\$1,888,191	\$582,356

FY2014 – Information Technology and Lease Purchase Agreements						
Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2013	FY2014 Prin. & Int. Requirement
CAD/RMS Replacement	06/23/09	06/30/14	2%	\$2,250,000	\$1,125,000	\$397,669
2011 Computer Lease	03/11/11	04/01/14	2.98%	\$332,434	\$95,339	\$96,647
2012 Computer Lease	07/29/11	11/10/13	0%-3.89%	\$181,522	\$120,369	\$60,575
Total				\$2,763,956	\$1,340,708	\$554,891

Wastewater Fund Debt Service

2002 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 share owed by the Wastewater Fund is reflected in the table, and will be retired in FY2013.

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 (SWCB Loan)

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.

Water Pollution Control Facility - Solar Energy Project Loan (WPCF Solar Energy Loan)

During FY 2011, the City entered into a loan agreement with the State of California's Energy Resources Conservation and Development Commission for the purpose of financing the solar energy system construction project at the Water Pollution Control. Under the terms of the contract, the City has agreed to repay \$3.08 million to the State in exchange for receiving \$2.45 million in proceeds.

FY2013 – Sewer Department and Lease Purchase Agreements						
Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2012	FY2013 Prin. & Int. Requirement incl. issuance
2002 ABAG-24 Refunding	12/01/01	12/01/12	5.0%	\$702,583	\$72,380	\$78,846
2007 Sewer Refunding	08/15/07	02/01/18	3.5%-4.1%	\$9,880,000	\$5,275,000	\$1,224,094
SWCB Loan	08/01/06	06/30/28	0.0%	\$54,550,018	\$47,835,912	\$2,727,501
WPCF Solar Energy Loan	2/18/11	6/22/25	3.0%	\$2,450,000	\$2,350,515	\$219,714
Total				\$67,582,601	\$55,533,807	\$4,250,155

Wastewater Fund Debt Service

FY2014 – Sewer Department and Lease Purchase Agreements						
Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2013	FY2014 Prin. & Int. Requirement incl. issuance
2007 Sewer Refunding	08/15/07	02/01/18	3.5%-4%	\$9,880,000	\$4,250,000	\$1,216,169
SWCB Loan	08/01/06	06/30/28	0.0%	\$54,550,018	\$45,738,124	\$2,727,501
WPCF Solar Energy Loan	2/18/11	6/22/25	3.0%	\$2,450,000	\$2,200,202	\$219,714
Total				\$66,880,018	\$52,188,326	\$4,163,384

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.

FY2013 – Airport Department						
Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2012	FY2013 Prin. & Int. Requirement
2001 Water Improvement	10/24/01	10/01/26	3%-4.75%	\$2,890,000	\$2,005,000	\$189,119
Total				\$2,890,000	\$2,005,000	\$189,119

FY2014 – Airport Department						
Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2013	FY2014 Prin. & Int. Requirement
2001 Water Improvement	10/24/01	10/01/26	3%-4.75%	\$2,890,000	\$1,905,000	\$190,019
Total				\$2,890,000	\$1,905,000	\$190,019

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 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%.

2002 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 and will be retired in FY2013.

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%.

FY2013 – Water Department and Lease Purchase Agreements						
Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2012	FY2013 Prin. & Int. Requirement incl. issuance
1996 HPFA Refunding	02/01/96	06/01/14	3%-5.2%	\$6,440,000	\$1,065,000	\$569,865
2001 Water Improvement	10/24/01	10/01/26	3%-4.75%	\$5,030,000	\$2,005,000	\$189,119
2002 ABAG-24 Refunding	12/01/01	12/01/12	5.0%	\$702,583	\$72,380	\$78,846
2004 Water Improvement	01/21/04	10/01/24	2%-4.375%	\$6,845,000	\$6,135,000	\$602,619
Total				\$19,017,583	\$9,277,380	\$1,440,449

FY2014 – Water Department and Lease Purchase Agreements						
Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2013	FY2014 Prin. & Int. Requirement incl. issuance
1996 HPFA Refunding	02/01/96	06/01/14	3%-5.2%	\$6,440,000	\$550,000	\$578,600
2001 Water Improvement	10/24/01	10/01/26	3%-4.75%	\$5,030,000	\$1,905,000	\$190,019
2004 Water Improvement	01/21/04	10/01/24	2%-4.375%	\$6,845,000	\$5,770,000	\$600,594
Total				\$18,315,000	\$8,225,000	\$1,369,213

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Capital Improvement Program Summary FY 2013 – FY 2022

CIP OVERVIEW AND PROCESS

The Capital Improvement Program (CIP) is a ten-year planning document, and is a separate and distinct document from the City's operating budget. The CIP process is aligned with the two-year operating budget process, with a full CIP process occurring every other year. In the second year, no new projects are added to the program except in unusual circumstances, the first two years of the program are updated, and the review process is abbreviated. The CIP contains revenue and expenditure estimates for public infrastructure projects (street construction and improvements, sewer and water systems upgrades), seismic retrofitting of public facilities, airport projects, replacement of major equipment, and other miscellaneous projects.

A capital budget is adopted annually by the City Council to authorize spending on the projects represented in the CIP. These funding allocations are not reflected in the City's operating budget – except for transfers for operating revenue funds to the CIP funds.

The capital program is supported through a variety of funding sources; and is largely comprised of restricted-use funds, such as the Gas Tax, Measure B, and enterprise (e.g., Sewer, Water, and Airport) funds. The General Fund supports specific capital projects, providing a source of revenue for general capital needs. In addition, City staff has been successful in recent years in obtaining capital projects financing from outside funding sources such as state and federal grants.

During the biennial CIP process, available funding is reviewed and capital project requests are submitted by City departments for evaluation by an internal capital infrastructure review committee. The recommended Ten-Year Capital Improvement Program is compiled and presented to the Planning Commission for conformance with the General Plan, to the City Council Budget and Finance Committee and then to the full City Council. A public hearing at which the public is invited to comment on the proposals in the CIP is conducted at the same time as the operating budget public hearing. The capital spending plan for the upcoming year is adopted by the Council by resolution along with the operating budget. Capital projects are budgeted on a life-to-date basis, and modifications are made to the CIP when additional funds become available or expenditure projections are refined.

FY 2013 CAPITAL IMPROVEMENT BUDGET

The FY 2013 capital budget totals about \$106 million, with approximately \$354 million programmed for the period FY 2013 through FY 2022. The CIP also includes a list of additional identified capital needs – for which there is no funding – totaling about \$326 million.

The CIP contains 23 funds in which projects are funded and programmed: Gas Tax (210), Measure B - Local Transportation (211), Measure B - Pedestrian & Bicycle (212), Housing Authority Capital (242), Capital Improvement (410), Street System Improvement (413), Police Capital Project (415), Fire Capital Project (416), Maintenance Services Capital (417), Library and Community Services Capital (418), Transportation System Improvement (420), Route 238 Trust (430), Sewer Capital Improvement (613), Sewer Collection Replacement (614), Water Pollution Control Facility Replacement (616), Water Capital Improvement (622), Water System Replacement (623), Regional Water Intertie Capital (627), Airport Capital (632), Facilities Internal Service (721), Technology Services Internal Service (726), Fleet Management General Fund Capital (731), and Fleet Management Enterprise Capital (732).

Capital Improvement Program Summary FY 2013 – FY 2022

Major new project expenditures in the FY 2013 capital budget include the following:

* Citywide Conversion of Streetlights to LED (210)	3,500,000
* Pavement Rehabilitation FY14 (210)	800,000
* Pavement Reconstruction FY14 (211)	900,000
* Pavement Rehabilitation FY14 (211)	1,300,000
* Comprehensive General Plan Update (410)	2,203,000
* Sidewalk Rehabilitation Project FY14 - Districts 7 and 10 (413)	700,000
* B Street Pavement Repair (413)	786,000
* Automated Materials Handling System – Main Library (418)	700,000
* Solar Power at Various Water Facilities (622)	3,000,000
* Mission Aqueduct Condition Assessment & Cathodic Protection (622)	900,000
* Cast Iron Water Pipeline Replacement (623)	5,000,000
* Pavement Reconstruction – West T-Hangar Tie-Down Ramp (632)	1,200,000

Major continuing project expenditures in the FY 2013 capital budget include the following:

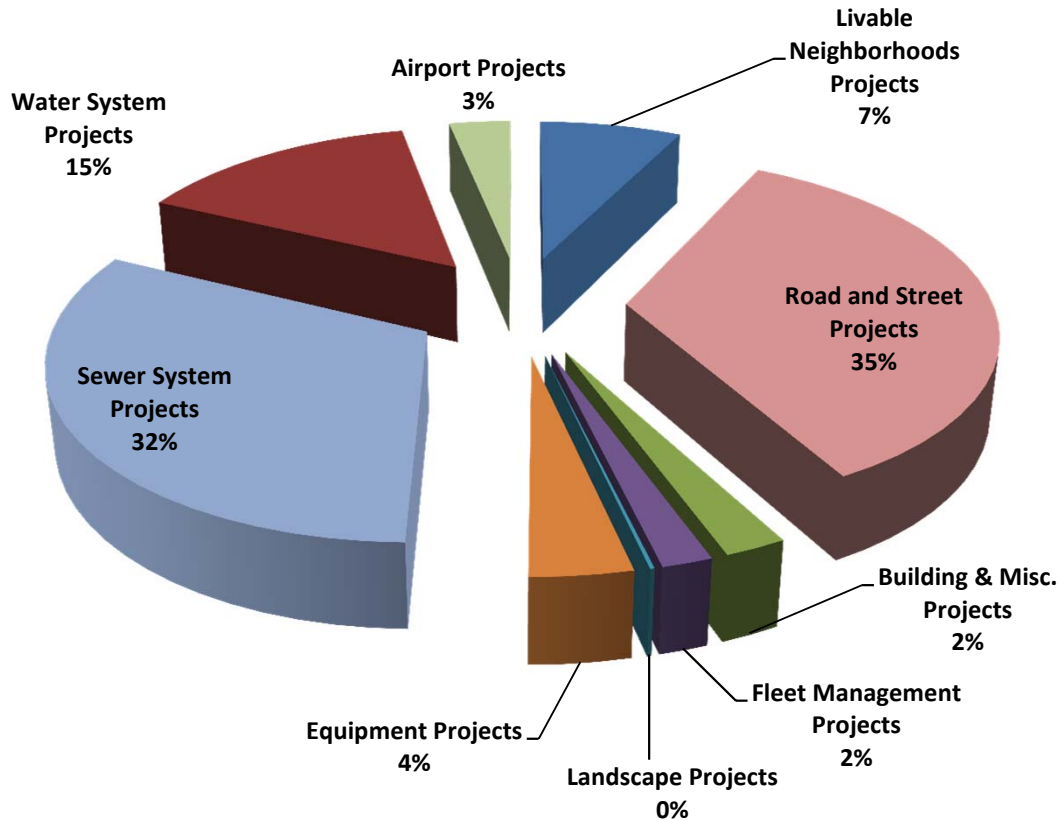
* Pavement Rehabilitation FY13 (210)	975,000
* Pavement Rehabilitation FY13 (211)	1,200,000
* Dixon Street Improvements: Tennyson to Valle Vista (413)	2,050,000
* Sidewalk Rehabilitation FY11 – Districts 2&3 (413)	900,000
* 880/92 Reliever Route Project (413)	4,380,000
* Median Landscaping Improvement Project FY12 – Industrial Parkway (413)	900,000
* Sidewalk Rehabilitation Project FY13 – Districts 4&5 (413)	900,000
* Route 238 Corridor Improvement Project: Construction (430)	24,750,000
* WPCF Administration Building Renovation and Addition (613)	2,000,000
* Recycled Water Treatment and Distribution Facilities (613)	7,300,000
* Enclose Effluent Contact Channel (613)	2,400,000
* Solar Power Design and Construction Phase II – 1 MW (613)	5,300,000
* Enclose Effluent Channel (616)	4,600,000
* West Trickling Filter Replacement (616)	6,800,000
* Utility Center Renovation/Training Center Addition (2 nd Floor) (622)	2,500,000
* Main Replacements – Jackson, Mission, Pontiac, Meek, Glade, Winton, Grand (623)	2,623,000
* Conversion to Advanced Metering Infrastructure (623)	2,000,000
* New Administration Building (632)	2,300,000

OPERATING BUDGET IMPACTS

Because the City operating budget essentially funds many CIP projects through transfers to the CIP funds, the initial project costs have an immediate budgetary impact – and must be considered within the context of the full City budget. In developing the CIP, the impact of new projects on the operating budget is considered and identified in the project description pages of those projects considered to have impacts on the operating budget. Many of the capital projects listed above will likely have minimal operations and maintenance impacts on the operating budget. In fact, the introduction of new infrastructure into the City's systems can be expected to result in long-term savings due to decreased maintenance requirements associated with older infrastructure.

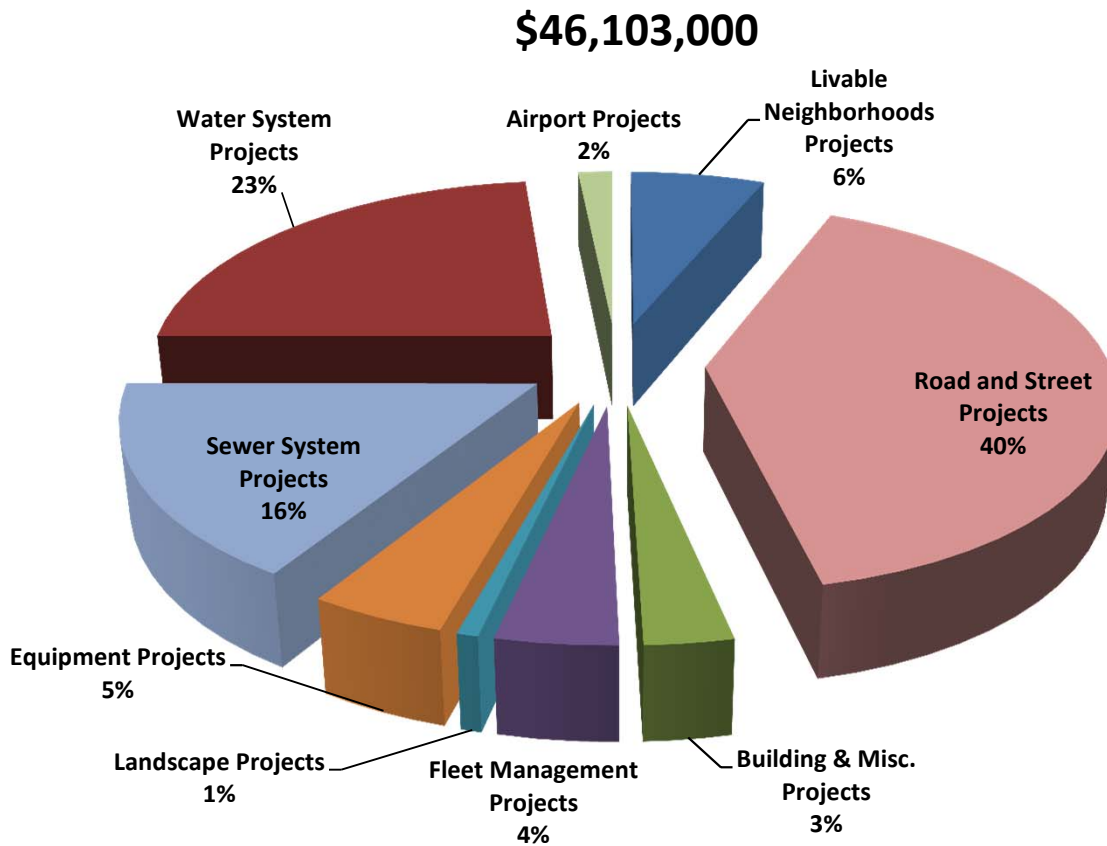
Citywide Capital Improvement Projects by Category FY 2013 All Funding Sources

\$106,275,000



Project Category	FY 2013 Adopted	FY 2014 Adopted
Livable Neighborhoods Projects	\$ 7,835,000	\$ 2,917,000
Road and Street Projects	36,905,000	18,567,000
Building & Misc. Projects	2,440,000	1,362,000
Fleet Management Projects	1,980,000	1,867,000
Landscape Projects	175,000	329,000
Equipment Projects	4,003,000	2,090,000
Sewer System Projects	33,933,000	7,466,000
Water System Projects	15,600,000	10,755,000
Airport Projects	3,404,000	750,000
Total Capital Improvement Projects	\$ 106,275,000	\$ 46,103,000

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Total Capital Improvement Projects	\$ 106,275,000	\$ 46,103,000

FY 2013 - FY 2022 CAPITAL IMPROVEMENT PROGRAM

CAPITAL PROJECT EXPENDITURE SUMMARY											
PROJECT DESCRIPTION	PROJECT TOTAL	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Livable Neighborhoods	32,838	7,835	2,917	2,853	2,527	3,272	3,498	2,455	2,475	2,493	2,513
Road & Street Projects	103,236	36,905	18,567	12,639	6,847	5,302	4,228	4,514	4,821	4,578	4,835
Building/Misc Projects	5,607	2,440	1,362	130	258	105	387	170	525	115	115
Fleet Management	30,241	1,980	1,867	2,017	2,469	4,327	3,225	3,285	3,653	3,743	3,675
Landscaping & Parks	539	175	329	35	0	0	0	0	0	0	0
Equipment	13,064	4,003	2,090	898	739	743	1,683	581	1,239	496	592
Sewer System Projects	78,389	33,933	7,466	7,795	3,260	4,160	3,260	3,760	10,060	2,935	1,760
Water System Projects	67,200	15,600	10,755	8,605	3,330	4,080	4,610	7,830	1,830	1,830	8,730
Airport Projects	23,307	3,404	750	3,068	739	8,758	3,232	1,183	1,888	160	125
TOTAL CAPITAL EXPENDITURES	354,421	106,275	46,103	38,040	20,169	30,747	24,123	23,778	26,491	16,350	22,345

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.

CAPITAL PROJECTS BY CATEGORY														
FUND:	PROJ. NO.	DESCRIPTION	PRIOR	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	TOTAL
			EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	
(In thousands)														
Expenditure amounts do not include reimbursements, transfers between funds, or vehicle replacements and operating/maintenance expense.														
LIVABLE NEIGHBORHOODS														
Gas Tax Fund (210)	5132	New and Replacement Street Lights	56	30	30	30	30	30	30	30	30	30	30	356
Gas Tax Fund (210)	5186	Traffic Signal Energy	100	85	72	74	76	78	80	83	85	86	88	907
Gas Tax Fund (210)	5187	Traffic Signal Maintenance	243	243	248	253	258	263	268	274	279	284	289	2,902
Gas Tax Fund (210)	5188	Streetlight Energy	642	472	315	328	341	355	369	383	391	398	406	4,400
Gas Tax Fund (210)	5189	Streetlight Maintenance	200	200	204	208	212	216	221	225	230	235	240	2,391
Gas Tax Fund (210)	TBD	Wheelchair Ramps - FY13 - Districts 4 & 5	0	113										113
Gas Tax Fund (210)	TBD	Citywide Conversion of Traffic Safety Lights to LED	0	250										250
Gas Tax Fund (210)	TBD	Citywide Conversion of Streetlights to LED	0	3,500										3,500
Gas Tax Fund (210)	TBD	Wheelchair Ramps - FY14 - Districts 7 & 10	0	12	108									120
Gas Tax Fund (210)	TBD	Wheelchair Ramps FY15 - FY22	0	0	0	120	120	120	120	120	120	120	120	960
Measure B Tax (211)	5166	Speed Monitoring Devices	170	40										210
Measure B Tax (212)	5130	Industrial Blvd. Pedestrian/Bicycle Bridge Relocation	270	50										320
Measure B Tax (212)	5176	New Sidewalks: Franklin, Harder, Phillips	100	400										500
Measure B Tax (212)	5175	Pedestrian Traffic Signal Improvements	173	15	15	15	15	15	15	15	15	15	15	323
Measure B Tax (212)	TBD	New Sidewalks FY14: Huntwood, D, Industrial	0	50	350									400
Measure B Tax (212)	TBD	New Sidewalks FY15-FY22	0	0	50	350	400	400	400	400	400	400	400	3,200
Capital Improvement (410)	5102	Landscape Material/Street Tree Replacements	55	55	55	55	55	55	55	55	55	55	55	605
Capital Improvement (410)	6938	Annual Median Tree & Shrub Replacement	50	50	50	50	50	50	50	50	50	50	50	550
Capital Improvement (410)	6950	Neighborhood Partnership Program Project	266	50	50	50	50	50	50	50	50	50	50	766
Capital Improvement (410)	6978	Foothill Gateway Landscape Plan	0	50										50
Capital Improvement (410)	TBD	Mural Art Program	0	100	50	50	50							250
Street Sys Imp (413)	5184	Median Landscaping Improvement Project FY12	100	900										1,000
Street Sys Imp (413)	TBD	Median Landscaping Improvement Project FY13	0	200										200
Street System Imp (413)	TBD	Sidewalk Rehabilitation FY13 - Districts 4 & 5	0	900										900
Street Sys Imp (413)	TBD	Median Landscaping Improvement Project FY14	0	0	500									500
Street System Imp (413)	TBD	Sidewalk Rehabilitation FY14 - Districts 7 & 10	0	0	700									700
Street System Imp (413)	TBD	Sidewalk Rehabilitation FY15 - FY22	0	0	50	700	700	700	700	700	700	700	700	5,650
Street Sys Imp (413)	TBD	Median Landscaping Improvement Project FY15	0	0	0	500								500
Street Sys Imp (413)	TBD	Median Landscaping Improvement Project FY16-17	0	0	0	0	100	770						870
Street Sys Imp (413)	TBD	Median Landscaping Improvement Project FY18-20	0	0	0	0	0	100	1,070					1,170
Transp Sys Imp (420)	5734	Speed Lump Installation Program	80	70	70	70	70	70	70	70	70	70	70	780
TOTAL LIVABLE NEIGHBORHOODS PROJECTS			2,505	7,835	2,917	2,853	2,527	3,272	3,498	2,455	2,475	2,493	2,513	35,343

CAPITAL PROJECTS BY CATEGORY														
FUND:	PROJ. NO.	DESCRIPTION	PRIOR	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	TOTAL
			EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	
(In thousands)														
ROAD AND STREET PROJECTS														
Gas Tax Fund (210)	5106	Project Predesign	30	30	30	30	30	30	30	30	30	30	30	330
Gas Tax Fund (210)	5110	Pavement Management Program	55	15	65	15	65	15	65	15	65	15	65	455
Gas Tax Fund (210)	5116	Congestion Management Program	73	77	82	87	92	97	103	109	116	123	130	1,089
Gas Tax Fund (210)	5140	Miscellaneous Curb and Gutter Repair	30	30	30	30	30	30	30	30	30	30	30	330
Gas Tax Fund (210)	5170	Pavement Rehabilitation - Gas Tax FY13	25	975	700									1,000
Gas Tax Fund (210)	TBD	Pavement Rehabilitation - Gas Tax FY14	0	100	700									800
Gas Tax Fund (210)	TBD	Pavement Rehabilitation - Gas Tax FY15 - FY22	0	0	100	800	800	700	700	700	800	800	800	6,200
Measure B Tax (211)	5172	Pavement Reconstruction FY13	50	750										800
Measure B Tax (211)	5174	Pavement Rehabilitation, Measure B - FY13	100	1,200										1,300
Measure B Tax (211)	TBD	Pavement Reconstruction FY14	0	50	850									900
Measure B Tax (211)	TBD	Pavement Rehab, Measure B - FY14	0	100	1,200									1,300
Measure B Tax (211)	TBD	Pavement Reconstruction FY15 - FY22	0	0	50	750	800	800	800	800	800	800	800	6,400
Measure B Tax (211)	TBD	Pavement Rehabilitation, Measure B FY15 - FY22	0	0	100	1,200	1,200	1,200	1,200	1,200	1,300	1,300	1,300	10,000
Street Sys Imp (413)	5167	Dixon Street Improvements - Tennyson to Valle Vista	505	2,050										2,555
Street Sys Imp (413)	5148	Project Predesign Services	148	50	50	50	50	50	50	50	50	50	50	648
Street Sys Imp (413)	5197	880/92 Reliever Route Project - Phase I	6,735	4,380	12,030	3,447								26,592
Street Sys Imp (413)	5180	Pavement Reconstruction FY13 - Wauchula Way	50	550										600
Street Sys Imp (413)	5151	City Municipal Parking Lot Pavement Maintenance	1	0	0	0	250	100	120	250	100	100	100	1,021
Street Sys Imp (413)	TBD	City Municipal Parking Lot #5	0	420										420
Street Sys Imp (413)	TBD	B Street Pavement Repair	0	800										800
Street Sys Imp (413)	TBD	Pavement Reconstruction FY14	0	50	450									500
Street Sys Imp (413)	TBD	Pavement Reconstruction FY15-FY22	0	0	50	500	500	500	600	600	600	600	600	4,550
Street Sys Imp (413)	TBD	Slurry Seal/Preventive Maintenance - FY19-FY22	0	0	0	0	0	0	0	400	400	400	400	1,600
Transp Sys Imp (420)	5703	Signal Timing and Controller Repl Prog - Clawiter	20	198										218
Transp Sys Imp (420)	5709	Traffic Control Devices Repair/Replacement	40	40	40	40	40	40	40	40	40	40	40	440
Transp Sys Imp (420)	5856	Controller Cabinet Replacement Program	15	25	25	25	25	25	25	25	25	25	25	265
Transp Sys Imp (420)	5877	Transportation System Management Projects	19	40	40	40	40	40	40	40	40	40	40	419
Transp Sys Imp (420)	5893	Quick Response Traffic Safety Projects	5	15	15	15	15	15	15	15	15	15	15	155
Transp Sys Imp (420)	TBD	Citywide Intersection Improvement Study	0	150	150									300
Transp Sys Imp (420)	TBD	Intersection Improvement Project - TBD	0	0	0	50	250	50	250	50	250	50	250	1,200
Route 238 Trust (430)	5117	Rte 238 Corridor Improvement Proj - Design & Construction	72,550	24,750	700	60	60	60	60	60	60	60	60	98,000
Route 238 Trust (430)	5114	Administration and Pre-design	223	60	60	60	60	60	60	60	60	60	60	823
Route 238 Trust (430)	5194	Prelim Design/Env Study - Phase II of Rte 238 Corridor Impr P	0	0	500									500
Route 238 Trust (430)	5162	Foothill/Mission Corridor Maintenance	34	0	100	100	100	100	100	100	100	100	100	934
Route 238 Trust (430)	TBD	Rte 238 Corridor Improvement Proj - Phase II	0	0	1,150	5,400								6,550
Route 238 Trust (430)	TBD	Rte 238 Corridor Improvement Proj - Phase III	0	0	0	0	2,500	1,450	4,228	4,514	4,821	4,578	4,835	3,950
TOTAL ROAD AND STREET PROJECTS			80,708	36,905	18,567	12,639	6,847	5,302	4,228	4,514	4,821	4,578	4,835	183,944

CAPITAL PROJECTS BY CATEGORY													
FUND:	PROJ. NO.	DESCRIPTION	PRIOR	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
			EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.
(In thousands)													
Expenditure amounts do not include reimbursements, transfers between funds, or vehicle replacements and operating/maintenance expense.													
BUILDING/MISC PROJECTS													
Cap Improvement (410)	6901	City Facilities Needs Assessment Study	70	180									250
Cap Improvement (410)	6992	New Library - Programming/Design	597	403									1,000
Cap Improvement (410)	6977	UST Remediation Study - Fire Station 2	235	35	25	25							320
Cap Improvement (410)	5160	Surplus Property Maintenance	15	15	15	15	15	15	15	15	15	15	165
Cap Improvement (410)	6121	Property Taxes on Excess Right-of-Way	5	5	5	5	5	5	5	5	5	5	55
Cap Improvement (410)	6907	Project Pre-design Services	35	35	35	35	35	35	35	35	35	35	385
Fire Capital (416)	TBD	Fire Station #7 - Design	75	325									400
Cap Improvement (410)	TBD	Interior Painting of City Facilities	0	30									30
Cap Improvement (410)	TBD	Comprehensive General Plan Update	0	1,101	1,102								2,203
Facilities Internal Svc (721)	7202	Miscellaneous Flooring Replacement	31	20	115	0	28	0	210				404
Facilities Internal Svc (721)	7211	Underground Storage Tank Upgrades and Certification	75	10	10	20	20	20	20	30	30	30	295
Facilities Internal Svc (721)	7201	HVAC Replacement/Various Units	77	190	0	30							297
Facilities Internal Svc (721)	7210	Window Covering Replacement	32	16	0	0	50						98
Facilities Internal Svc (721)	7209	Emergency Generator Replacements - Fire Station Nos. 2-6	155	0	0	0	0	0	0	55			210
Facilities Internal Svc (721)	7203	Roof Repair/Replacement	193	75	0	0	105	0	0	0	410		783
Facilities Internal Svc (721)	TBD	Exterior Painting of City Facilities	0	0	55	0	0	0	72				127
Facilities Internal Svc (721)	TBD	Interior Painting of City Facilities	0	0	0	0	0	30	30	30	30	30	180
		TOTAL BUILDING & MISCELLANEOUS PROJECTS	1,595	2,440	1,362	130	258	105	387	170	525	115	7,202
FLEET MANAGEMENT													
Fleet Mgmt Gen Fund (731)	7301	Vehicle Replacement Needs - Fire	3,447	203	675	732	869	2,052	880	867	925	1,514	901
Fleet Mgmt Gen Fund (731)	7303	Vehicle Replacement Needs - Police	1,282	550	550	625	875	893	930	906	1,053	887	1,034
Fleet Mgmt Gen Fund (731)	7302	Vehicle Replacement Needs - Other General Fund	818	280	276	164	300	300	700	800	800	800	800
Fleet Mgmt Enterprise (732)	7353	Vehicle Replacement Needs - Water	561	286	120	200	200	400	300	120	300	200	500
Fleet Mgmt Enterprise (732)	7350	Vehicle Replacement Needs - Airport	71	71	71	71	0	142	0	142	0	142	710
Fleet Mgmt Enterprise (732)	7352	Vehicle Replacement Needs - Sewer	0	590	175	175	175	300	175	450	400	200	2,840
Fleet Mgmt Enterprise (732)	7351	Vehicle Replacement Needs - Stormwater	0	0	0	50	50	240	240	0	175	0	995
		TOTAL FLEET MANAGEMENT PROJECTS	6,179	1,980	1,867	2,017	2,469	4,327	3,225	3,285	3,653	3,743	3,675
		TOTAL CAPITAL PROJECTS	7,774	4,420	3,229	4,486	6,936	8,654	6,450	6,565	7,278	7,458	10,877

CAPITAL PROJECTS BY CATEGORY

Expenditure amounts do not include reimbursements, transfers between funds, or vehicle replacements and operating/maintenance expense.

FUND:	PROJ. NO.	DESCRIPTION	PRIOR	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	TOTAL
			EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	
LANDSCAPE PROJECTS														
	7545	Water Pollution Control Facility Shrub Planting	61	15										76
	7047	Water Efficient Landscape Surveys and Incentives	225	125	125									475
	7049	City-owned Turf Area Assessment & Pilot Turf Repl Program	0	35	35	35								105
	7050	Bay-Friendly Water Conserv/Demonstration Garden	1	0	169									170
		TOTAL LANDSCAPE PROJECTS	287	175	329	35								826
EQUIPMENT														
	5133	StreetView System Upgrade	120	60	0	60	0	60	0	60	0	60	0	420
	5153	Alameda County Aerial Photography	50	0	50	0	0	50	0	0	50	0	0	200
	7402	Dispatch Equipment	13	7	18	146	65	3	19	6	18	3	15	313
	7404	Long Guns (Duty)	6	14	14	6	6	6	6	6	6	6	6	64
	7405	SWAT Team Equipment	10	65	27	40	40	1	31	6	6	25	26	277
	7406	K9 Handler Setup	9	0	2	2	2	2	0	0	0	2	2	21
	7403	Tasers	85	0	0	0	0	0	96	96				277
	TBD	Wearable Police Video Cameras	0	174										174
	TBD	Field Operations Equipment	0	0	1	1	1	1	1	1	1	1	1	10
	TBD	Criminal Investigations Equipment	0	2	5	27	2	5	0	17	17	0	2	77
	TBD	Body Armor	0	22	22	81	22	111	22	22	81	22	111	516
	TBD	Special Operations Equipment	0	1	3	0	0	3	1	0	3	3	3	11
	TBD	Traffic Enforcement Equipment	0	14	0	12	18	0	0	0	24	0	0	68
	TBD	K9 Units	0	0	16	16	16	16	0	0	0	16	16	96
	TBD	Hand Guns (Duty)	0	0	0	0	0	0	0	0	151	0	0	151
	TBD	Digital Audio Recorders	0	0	0	0	0	0	0	0	0	0	52	52
	7456	Emergency Radio Equipment	470	197										667
	7461	Furnishings	3	20	20	20	20	20	20	20	20	20	20	203
	7463	Nozzles	7	7	7	7	7	7	7	7	7	7	7	77
	7464	Physical Fitness Equipment	18	18	18	18	18	18	18	18	18	18	18	198
	7457	Float-O-Pumps	4	0	0	0	0	4						8
	7458	Positive Pressure Blowers	10	0	0	0	0	10						20
	7459	Portable Generators	20	0	0	0	0	20						40
	7460	Hydraulic Rescue Tool	75	0	0	0	0	75						150
	7450	Lucas Chest Compression System	90	0	0	0	0	0	100	100				190
	7451	Defibrillators	250	0	0	0	0	0	240	240				490
	7452	Apparatus Appliances	0	12	12	12	12	12	12	12	12	12	12	120
	7453	Hose	0	25	25	25	25	25	25	25	25	25	25	250
	7454	Rotary Rescue Saws	0	0	0	0	0	9						9
	7455	Emergency Air Bag System	0	0	0	0	0	0	0	0	21			21
	TBD	Storage PODS	0	30										30

CAPITAL PROJECTS BY CATEGORY														
FUND:	PROJ. NO.	DESCRIPTION	PRIOR	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	TOTAL
			EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.
(In thousands)														
Expenditure amounts do not include reimbursements, transfers between funds, or vehicle replacements and operating/maintenance expense.														
Fire Capital (416)	TBD	Emergency Notification System	0	40										40
Fire Capital (416)	TBD	Emergency Equipment Cargo Trailer(s)	0	100										100
Fire Capital (416)	TBD	Shallow Water Rescue Boat	0	130										130
Fire Capital (416)	TBD	Station-Based Air Compressor for SCBA Bottles	0	130										130
Fire Capital (416)	TBD	Self-Contained Breathing Apparatus	0	10	750									760
Maint Svcs Capital (417)	7475	Replacement Equipment for Maintenance Services	60	10	10	10	10	10	10	10	10	10	10	160
Libry/Comm Svcs Cap (418)	TBD	Automated Materials Handling System - Main Library	0	700										700
Sewer Cap Imp (613)	7514	GIS Data Conversion/Migration (Sewer System Share)	0	150										150
Sewer Coll Sys Rep (614)	TBD	SCADA System Evaluation and Upgrade	0	0	0	0	0	0	300					300
Water Poll Ctrl Repl (616)	TBD	SCADA Computer Node and Server Upgrade	0	60										60
Water Poll Ctrl Repl (616)	TBD	SCADA System Evaluation and Upgrade	0	0	0	0	0	0	0	0	500			500
Water Sys Cap Imp (622)	7177	GIS Data Development and Conversion	1	174										175
Water Sys Repl (623)	7053	SCADA Historian Software	25	25										50
Water Sys Repl (623)	TBD	SCADA System Evaluation and Upgrade	0	0	0	0	0	0	500					500
Facilities Internal Svc (721)	TBD	City Hall Camera System	0	50										50
Facilities Internal Svc (721)	TBD	Fire Alarm/Smoke Detector Replacement	0	55										55
Facilities Internal Svc (721)	TBD	City Parking Garage Camera System	0	0	0	0	0	0	60					60
Tech Svcs Internal Svc (726)	7255	Enterprise Resource Planning (ERP) System	1,340	1,550	940	140	140	100	100	100	100	100	100	4,110
Tech Svcs Internal Svc (726)	7253	Desktop Computer Replacement Program	750	100	100	100	100	100	100	100	100	100	100	1,750
Tech Svcs Internal Svc (726)	7256	Public Safety Mobile Replacement Project	550	50	50	50	50	50	50	50	50	50	50	1,050
Tech Svcs Internal Svc (726)	7257	Network Server Replacement Project	160	0	0	100	100	100	100	100	100	100	100	960
Tech Svcs Internal Svc (726)	7259	Geographic Information System Improvements	75	0	0	25	25	25	25	25	25	25	25	275
TOTAL EQUIPMENT			4,201	4,003	2,090	898	739	743	1,683	581	1,239	496	592	17,265

CAPITAL PROJECTS BY CATEGORY														
Expenditure amounts do not include reimbursements, transfers between funds, or vehicle replacements and operating/maintenance expense.														
FUND:	PROJ. NO.	DESCRIPTION	PRIOR	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	TOTAL
			EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.
(In thousands)														
SEWER SYSTEM PROJECTS														
Sewer Cap Imp (613)	7506	WPCF Administration Building Renovation and Addition	500	2,000										2,500
Sewer Cap Imp (613)	7507	Recycled Water Treatment and Distribution Facilities	2,600	7,300										9,900
Sewer Cap Imp (613)	7511	WPCF Grease Receiving and Processing Facility	670	100										770
Sewer Cap Imp (613)	7522	Sewer Collection Sys Flow Monitoring & Master Plan Update	100	300										400
Sewer Cap Imp (613)	7641	Enclose Effluent Contact Channel	700	2,400										3,100
Sewer Cap Imp (613)	7523	Project Pre-design Services	17	15	15	15	15	15	15	15	15	15	15	167
Sewer Cap Imp (613)	7530	Solar Power Design and Construction Phase II - 1 MW	0	5,300										5,300
Sewer Cap Imp (613)	7515	Convert Gravity Thickener to New Primary Clarifier	0	400	2,030									2,430
Sewer Cap Imp (613)	TBD	Utilities Laboratory Information Mgmt & Data Entry	0	40										40
Sewer Cap Imp (613)	TBD	Energy Management at WPCF	0	100										100
Sewer Cap Imp (613)	TBD	West Tricking Filter Biofilter	0	25	375									400
Sewer Cap Imp (613)	TBD	Storage Ponds Evaluation and Rehabilitation	0	0	500	4,000								4,500
Sewer Cap Imp (613)	TBD	New Final Clarifier	0	0	0	0	0	0	0	0	7,900			7,900
Sewer Coll Sys Rep (614)	7541	Install Stormwater Trash Capture Device	15	235										250
Sewer Coll Sys Rep (614)	7524	Project Pre-design Services	15	15	15	15	15	15	15	15	15	15	15	165
Sewer Coll Sys Rep (614)	7575	Miscellaneous Lift Station Equipment Replacement	100	100	100	100	100	100	100	100	100	100	100	1,100
Sewer Coll Sys Rep (614)	7594	SCADA & Transducer Replacement	15	15	15	15	15	15	15	15	15	15	15	165
Sewer Coll Sys Rep (614)	TBD	Sewer Spot Repairs at Various Easement Areas	0	30	570									600
Sewer Coll Sys Rep (614)	TBD	Valle Vista Sewer Force Main Insp, Cleaning & Repair	0	200	200									400
Sewer Coll Sys Rep (614)	TBD	Easement Sewer Main Inspection, Cleaning & Repair	0	300	300									600
Sewer Coll Sys Rep (614)	TBD	Stormwater Trash Capture Device - Phase II	0	150										150
Sewer Coll Sys Rep (614)	TBD	Valle Vista Sewer Force Main Reliability Alt Study	0	200										200
Sewer Coll Sys Rep (614)	TBD	Centex Sewer Lift Station Upgrade	0	300										300
Sewer Coll Sys Rep (614)	TBD	Annual Line Replacements FY13	0	800										800
Sewer Coll Sys Rep (614)	TBD	Sewer Collection System Master Plan Recommendations	0	0	500	500	500	500						2,000
Sewer Coll Sys Rep (614)	TBD	Annual Line Replacements FY14 - FY22	0	0	600	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	10,200
Sewer Coll Sys Rep (614)	TBD	Linden and Halifax Lift Station Backup Generator Repl	0	0	0	350								350
Sewer Coll Sys Rep (614)	TBD	Valle Vista Submersible Pump Repl and Wet Well Rehab	0	0	0	0	0	400						400
Sewer Coll Sys Rep (614)	TBD	Tennyson Lift Station Submersible Pump Repl & Wet Well Rehab	0	0	0	0	0	0	0	0	350			350

CAPITAL PROJECTS BY CATEGORY														
Expenditure amounts do not include reimbursements, transfers between funds, or vehicle replacements and operating/maintenance expense.														
FUND:	PROJ. NO.	DESCRIPTION	PRIOR EXPEND.	FY13 EXPEND.	FY14 EXPEND.	FY15 EXPEND.	FY16 EXPEND.	FY17 EXPEND.	FY18 EXPEND.	FY19 EXPEND.	FY20 EXPEND.	FY21 EXPEND.	FY22 EXPEND.	TOTAL
(In thousands)														
Water Poll Ctrl Repl (616)	7640	Enclose Effluent Channel	500	4,600										5,100
Water Poll Ctrl Repl (616)	7654	Levee Road and Effluent Channel Repair	350	150										500
Water Poll Ctrl Repl (616)	7651	Co-Generation System - Alternative & Implementation	574	50	21									645
Water Poll Ctrl Repl (616)	7664	UST Cleanup and Closure at Maintenance Facility	140	45	35									255
Water Poll Ctrl Repl (616)	7516	EBDA Outfall Replacement Payment	100	100	100	100	100	100	100	100	100	100	100	1,100
Water Poll Ctrl Repl (616)	7529	Miscellaneous Plant Replacements	300	300	300	300	300	300	300	300	300	300	300	3,300
Water Poll Ctrl Repl (616)	7596	SCADA System Miscellaneous Replacements	15	15	15	15	15	15	15	15	15	15	15	165
Water Poll Ctrl Repl (616)	7639	West Trickling Filter Replacement	0	6,800										6,800
Water Poll Ctrl Repl (616)	7643	Digester Feed Valve Automation	0	75										75
Water Poll Ctrl Repl (616)	7647	Plant Exterior Buildings Painting	0	200										200
Water Poll Ctrl Repl (616)	7648	Seismic Retrofit Miscellaneous Plant Buildings	5	370										375
Water Poll Ctrl Repl (616)	7660	Headworks Interior (Wetside and Dryside) Painting	2	248										250
Water Poll Ctrl Repl (616)	7662	Flow Equalization Pond Lining and Rehabilitation	0	0	500									500
Water Poll Ctrl Repl (616)	7656	Main 480V MCC Electrical Distribution Repairs	0	0	0	0	0	0	0	0	50	1,175		1,225
Water Poll Ctrl Repl (616)	TBD	Degritter Rehabilitation	0	175										175
Water Poll Ctrl Repl (616)	TBD	Northwest Primary Clarifier Rehabilitation	0	230										230
Water Poll Ctrl Repl (616)	TBD	South Vacuator Coating and Rehabilitation	0	250										250
Water Poll Ctrl Repl (616)	TBD	12kV Plant MCC and Underground Wiring Insp/Repair	0	0	25									25
Water Poll Ctrl Repl (616)	TBD	Equalization Pond Diversion Valve Replacement	0	0	100									100
Water Poll Ctrl Repl (616)	TBD	Digester #1 Cleaning	0	0	150									150
Water Poll Ctrl Repl (616)	TBD	WPCF Master Plan Recommended Repl Projects	0	0	1,000	1,000	1,000	1,000	1,000	1,000				6,000
Water Poll Ctrl Repl (616)	TBD	Digester #2 Cleaning	0	0	0	150								150
Water Poll Ctrl Repl (616)	TBD	WPCF Access Roads Rehabilitation	0	0	0	0	500							500
Water Poll Ctrl Repl (616)	TBD	Digester #2 Cleaning and Dome Rehabilitation	0	0	0	0	0	500						500
Water Poll Ctrl Repl (616)	TBD	Digester #1 Cleaning and Dome Rehabilitation	0	0	0	0	0	0	500					500
Water Poll Ctrl Repl (616)	TBD	Gravity Belt Thickener Rebuilding	0	0	0	0	0	0	0	500				500
TOTAL SEWER SYSTEM PROJECTS			6,718	33,933	7,466	7,795	3,260	4,160	3,260	3,760	10,060	2,935	1,760	85,107

CAPITAL PROJECTS BY CATEGORY														
FUND:	PROJ. NO.	DESCRIPTION	PRIOR	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	TOTAL
			EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.
(In thousands)														
WATER SYSTEM PROJECTS														
Water Sys Cap Imp (622)	7021	Groundwater Management Plan Modeling & Implementation	50	250										300
Water Sys Cap Imp (622)	7024	Reservoir and Wellsite Landscape Improvements	70	80										150
Water Sys Cap Imp (622)	7122	Mission Aqueduct Seismic Improvements	300	325										625
Water Sys Cap Imp (622)	7137	Electrical and Mechanical Impr to High School Reservoir	150	320										470
Water Sys Cap Imp (622)	7176	Utility Center Renovation/Training Center Addition (2nd Floor)	300	2,500										2,800
Water Sys Cap Imp (622)	7029	Project Pre-design Services	15	15	15	15	15	15	15	15	15	15	15	165
Water Sys Cap Imp (622)	7119	Radio Telemetry & Transducer Replacement & Upgrade	10	15	15	15	15	15	15	15	15	15	15	160
Water Sys Cap Imp (622)	7120	Water System Master Plan Update	0	400										400
Water Sys Cap Imp (622)	7136	System Seismic Upgrades	0	300	100									400
Water Sys Cap Imp (622)	7140	Parallel Supply to the 330 Zone	120	150	2,000									2,270
Water Sys Cap Imp (622)	7160	Seismic Retrofit Maitland Reservoir & Appurtenances	0	130	560									690
Water Sys Cap Imp (622)	7173	Seismic Retrofit Highland 250 Reservoirs	29	97	900									1,026
Water Sys Cap Imp (622)	7138	Install Water Line Looping Near BART Tracks & Whipple Rd.	0	0	640									640
Water Sys Cap Imp (622)	7172	New 3 MG Reservoir at High School Reservoir Site	103	0	0	0	0	0	0	0	0	0	6,900	7,003
Water Sys Cap Imp (622)	TBD	Cross Connection Improvement Project	0	100										100
Water Sys Cap Imp (622)	TBD	Chlorine Booster Station for Nitrification Prevention	0	200										200
Water Sys Cap Imp (622)	TBD	Design of Facility Imp for Water Distr Field & Cust Svcs	0	200										200
Water Sys Cap Imp (622)	TBD	Garin Reservoir Water Quality Upgrades	0	300										300
Water Sys Cap Imp (622)	TBD	Solar Power at Various Water Facilities	0	3,000										3,000
Water Sys Cap Imp (622)	TBD	Dead-End Water Main Improvements	0	200	200									400
Water Sys Cap Imp (622)	TBD	Mission Aqueduct Condition Assessment & Cathodic Protection	0	350	550									900
Water Sys Cap Imp (622)	TBD	250' Zone Reservoir Water Quality Pump Upgrades	0	100	100	250								450
Water Sys Cap Imp (622)	TBD	Water System Master Plan Improvement Projects	0	0	500	500			500					2,500
Water Sys Cap Imp (622)	TBD	Groundwater Mgmt Plan Modeling & Implementation	0	0	0	3,000								3,000
Water Sys Cap Imp (622)	TBD	New 2 MG Reservoir at Hesperian Site	0	0	0	0	0	0	0	6,000				6,000
Water Sys Repl (623)	7026	Water System Leak Detection Survey and Repair	100	100										200
Water Sys Repl (623)	7041	Cathodic Protection Master Plan	184	110										294
Water Sys Repl (623)	7003	Miscellaneous Hydrant Replacement Program	50	50	50	25	25	25	25	25	25	25	25	375
Water Sys Repl (623)	7006	Annual System Replacement Program	100	100	100	150	150	150	150	150	150	150	150	1,500
Water Sys Repl (623)	7013	High Efficiency Fixture Replacement Program	700	100	100	100	100	100	100	100	100	100	100	1,700
Water Sys Repl (623)	7030	Project Pre-design Services	25	25	25	25	25	25	25	25	25	25	25	275
Water Sys Repl (623)	7163	Main Replacements - Jackson, Mission, Pontiac, Meek, Glade, Winton, Grand	377	2,623										3,000
Water Sys Repl (623)	7025	Conversion to Advanced Metering Infrastructure	0	2,000	2,000									6,000
Water Sys Repl (623)	7046	Replace 16" Water Line near Mission & Willis	0	0	0	0	0	250	1,780					2,030
Water Sys Repl (623)	TBD	Utilities Storage Building Fabric Replacement	0	60										60
Water Sys Repl (623)	TBD	Annual Line Replacements FY13	0	300										300
Water Sys Repl (623)	TBD	Distribution System Pressure Reducing Strategy	0	100	400									500
Water Sys Repl (623)	TBD	Cast Iron Water Pipeline Replacement	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	5,000
Water Sys Repl (623)	TBD	Water System Master Plan Replacement Projects	0	0	500	500	500	500	500	500	500	500	500	2,500
Water Sys Repl (623)	TBD	Annual Line Replacements FY14-FY22	0	0	1,000	1,000	1,000	1,000	1,500	1,500	1,500	1,500	1,500	12,000
TOTAL WATER SYSTEM PROJECTS			2,683	15,600	10,755	8,605	3,330	4,080	4,610	7,830	1,830	1,830	8,730	69,883

CAPITAL PROJECTS BY CATEGORY														
Expenditure amounts do not include reimbursements, transfers between funds, or vehicle replacements and operating/maintenance expense.														
FUND:	PROJ. NO.	DESCRIPTION	PRIOR	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	TOTAL
			EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.	EXPEND.
(In thousands)														
AIRPORT PROJECTS														
Airport Cap Imp (632)	6815	New Administration Building	300	2,300										2,600
Airport Cap Imp (632)	6816	Sulphur Creek 10-Year Monitoring	16	21	16	22	5	23	6	23	24			156
Airport Cap Imp (632)	6805	Project Pre-design Services	25	25	25	25	25	25	25	25	25	25	25	275
Airport Cap Imp (632)	6806	Consultant Pre-design Services	10	10	10	10	10	10	10	10	10	10	10	110
Airport Cap Imp (632)	6891	Miscellaneous Pavement/Building/Grounds Repairs	125	50	50	50	50	50	50	50	50	50	50	625
Airport Cap Imp (632)	6898	Noise Monitoring Equipment Upgrade	338	64	40	40	40	40	40	40	40	40	40	762
Airport Cap Imp (632)	TBD	Airport Pavement Repair & Striping	0	549										549
Airport Cap Imp (632)	TBD	Airport Pavement Rehabilitation FY13-FY16	0	350	350	350	350							1,400
Airport Cap Imp (632)	TBD	Airport Pavement Management Program Update	0	35	0	35	0	35	0	35	0	35	0	175
Airport Cap Imp (632)	TBD	Realignment of Taxiway Zulu	0	0	167	2,444								2,611
Airport Cap Imp (632)	TBD	Hangar Refurbishment	0	0	92	92	92	92	92					460
Airport Cap Imp (632)	TBD	EMAS Runway Safety Area Improvements	0	0	0	0	167	8,333						8,500
Airport Cap Imp (632)	TBD	Replacement Crash Rescue Vehicle	0	0	0	0	0	150						150
Airport Cap Imp (632)	TBD	Golf Course Modifications/Road Relocation	0	0	0	0	0	0	3,009					3,009
Airport Cap Imp (632)	TBD	East T-Hangar Foam Re-roofing	0	0	0	0	0	0	0	1,000				1,000
Airport Cap Imp (632)	TBD	Rehab of TWY Alpha and 10L/28R & Rehab TWY Delta	0	0	0	0	0	0	0	0	539			539
Airport Cap Imp (632)	TBD	Pavement Recon - West T-Hangar Tie-Down Ramp	0	0	0	0	0	0	0	0	1,200			1,200
TOTAL AIRPORT PROJECTS			814	3,404	750	3,068	739	8,758	3,232	1,183	1,888	160	125	24,121

Resolutions



HAYWARD CITY COUNCIL

RESOLUTION NO. 12-119

Introduced by Council Member Zermeño

RESOLUTION APPROVING THE OPERATING BUDGET OF
THE CITY OF HAYWARD FOR FISCAL YEARS 2013 AND
2014; ADOPTING APPROPRIATIONS FOR FISCAL YEAR
2013, EXCEPT FOR THE SOCIAL SERVICES PROGRAM

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 years 2013 and 2014 contained in those documents entitled "City of Hayward Recommended Operating Budget Fiscal Years 2013 and 2014," with adjustments to the Recommended Budget as approved at the June 19, 2012 Council Public Hearing; and

WHEREAS, four Council Work Sessions and a public hearing were 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 budget recommended by the City Manager.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Hayward as follows:

1. That the budget presented by the City Manager in the document entitled "City of Hayward Recommended Biennial Operating Budget Fiscal Years 2013 and 2014" including Council Priorities and Service Delivery Outcomes, with adjustments to the Recommended Budget as outlined in the June 19, 2012 Public Hearing Budget Report is hereby approved and adopted as the budget of the City of Hayward for FY 2013 and FY 2014, with the specific exception of the Social Services Program, which is separately addressed in Resolution No. 12-122. 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 budget are hereby approved and authorized and payments therefore may be made by the Director of Finance of the City of Hayward 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 priorities and service delivery outcomes of the Council's appropriations as set forth in this budget.

4. 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.
5. The Director of Finance is hereby authorized to transfer the amounts from one fund to another as indicated in Exhibit A at such time as he/she may determine, giving consideration to the intended purposes for which the transfers are made and available balances in each of the funds.
6. The amounts as reflected in Exhibit B are hereby appropriated for expenditure.
7. Any monies received during FY 2013 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.
8. 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.
9. There are hereby appropriated the following amounts to Reserves and Designations of Fund Balances, which the Director of Finance shall enter upon the records and reflect in the financial statement of the City:

<u>General Fund</u>	<u>FY 2013</u>
Designated for:	
Economic Uncertainty	4,743
Liquidity	5,000
Emergencies	5,000
Contingencies	5,000
Total Designated Fund Balance	19,743
Proposed Use of the Reserve	5,596
Total Reserved and Designated	\$25,339

In addition to the above specified amounts, 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.

10. The Director of Finance is hereby authorized and directed to distribute the above 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 approved budget.
11. 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.
12. The City Manager is hereby authorized to enter into a revolving loan Credit Agreement with Bank of the West, in a form which is satisfactory to the City Attorney.

IN COUNCIL, HAYWARD, CALIFORNIA June 26, 2012


ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS: Zermeño, Quirk, Halliday, Peixoto, Salinas, 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

FY 2013 Fund Transfers To/From

EXHIBIT A

General Fund Transfers In				
100	9801	215	Cost Allocation From Recycling Fund	(72,573)
100	9801	225	Cost Allocation From CDBG Fund	(44,040)
100	9801	241	Cost Allocation From Low & Mod Fund	(40,531)
100	9801	246	Cost Allocation From Paratransit	(11,132)
100	9801	602	Cost Allocation From StormWater	(90,363)
100	9801	611	Cost Allocation From Sewer Revenue	(418,725)
100	9801	621	Cost Allocation From Water	(824,700)
100	9801	631	Cost Allocation From Airport	(114,181)
100	9801	710	Cost Allocation From Workers Comp	(152,438)
100	9801	711	Cost Allocation From Liability Insurance	(327,546)
100	9801	720	Cost Allocation From Facilities Fund	(108,187)
100	9801	725	Cost Allocation From Tech Services Fund	(131,713)
100	9801	730	Cost Allocation From Equipment Mgmt	(113,170)
100	9804	210	Transfer From Gas Tax Fund	(1,140,000)
100	9835	278	Transfer From Citizens Option Pub	(184,000)
100	9840	273	Transfer-Byrnes Justice Assist Grant	(86,000)
100	9892	870	Misc Transfer From CFD #1 Trustee	(8,000)
Transfers In Total				(3,867,299)
General Fund Transfers Out				
100	9905	410	Transfer To Capital Projects	1,101,000
100	9905	415	Transfer To Police Capital FD	170,000
100	9905	416	Transfer to Fire Capital FD	797,000
100	9909	711	Liability Insurance Allocation	2,330,829
100	9919	420	Capital Transfer To Transp Sys Improve	350,000
100	9921	417	Supplemental To Maintenance Services	10,000
100	9921	726	Supplemental To Tech Rplcmt Fund	209,000
100	9937	320	D/S ABAG 2001-02 (ABAG 33)	96,115
100	9947	320	D/S City Hall Debt Service	2,624,175
100	9967	330	D/S Promissory Note-Fire S Equipment	100,000
100	9992	320	Misc Trsfr To COP	1,665
100	9992	710	Misc Trsfr To Workers Comp Fund	310,000
100	9992	731	Misc Trsfr To Fleet Capital	500,000
Transfers Out Total				8,599,784
Recycling Fund				
215	9901	100	Trsfr Out Cost Allocation to General Fund	72,573
215	9909	711	Trsfr Out Liability Insurance Allocation	12,555
Recycling Fund				85,128
HRLP Revolving Loan Program-Admin				
223	9892	229	Trsfr In Misc Trsfr From FTHBP Fund	(201,597)
223	9909	711	Trsfr Out To Liability Insurance Allocation	6,278
HRLP Revolving Loan Program-Admin				(195,319)
Community Development Block Grant Fund (CDBG)				
225	9901	100	Trsfr Out Cost Allocation to General Fund	44,040
225	9909	711	Trsfr Out To Liability Insurance Allocation	6,277
Com Devel Block Grant Fund (CDBG)				50,317
Small Business Loan Delivery Fund				
227	9909	711	Trsfr Out To Liability Insurance Allocation	3,138
Small Business Loan Delivery Fund				3,138

HRLP Revolving Loan Fund

229	9992	223	Trsfr Out Misc Trsfr To Hrlp Rvlvg Loan	201,597
HRLP Revolving Loan Fund				201,597

Housing Authority-Low/Mod HSG

241	9892	247	Trsfr In From First Time Homebuyer	(602,030)
241	9892	433	Trsfr In From RT 238 Admin	(738,672)
241	9892	470	Trsfr In From Successor Agency	(1,292,172)
241	9901	100	Trsfr Out Cost Alloc To General Fund	40,531
241	9909	711	Trsfr Out To Liability Insurance Fund	9,415
Housing Authority-Low/Mod HSG				(2,582,928)

Housing Mortgage Bond Fund

245	9909	711	Trsfr Out To Liability Insurance Allocation	3,138
Housing Mortgage Bond Fund				3,138

Housing Mortgage Bond Fund

246	9901	100	Trsfr Out Cost Alloc To General Fund	11,132
246	9909	711	Trsfr Out To Liability Insurance Allocation	3,138
Housing Mortgage Bond Fund				14,270

Housing Authority-Low/Mod Home Loans

247	9992	241	Trsfr Out To Housing Authority	602,030
Housing Auth-Low/Mod Home Loans				602,030

Narcotics Asset Seizure-DOT

272	9931	415	Trsfr Out To Police Capital	174,000
Narcotics Asset Seizure-DOT				174,000

Byrnes Justice Assist Grant Fund

273	9940	100	Trsfr Out Byrnes Justice Assist G	86,000
Byrnes Justice Assist Grant Fund				86,000

Citizen's Option in for Public Safety Fund

278	9935	100	Trsfr Out To Gen'l Fr Citizens Opt	184,000
Citizen's Opt in for Public Safety Fund				184,000

Successor Agency RDA Debt Svc

312	9817	470	Trsfr In D/S-Tabs RDA Success Agency	(3,368,982)
312	9847	470	Trsfr In D/S-06Tabs Fr RDA Suc Agency	(636,340)
312	9892	470	Trsfr In Misc Trsfr Fr Success Agency	(4,500)
Successor Agency RDA Debt Svc				(4,009,822)

Certificates of Participation Fund

320	9837	100	Trsfr In D/S ABAG 2001-02 (ABAG 33)	(96,115)
320	9847	100	Trsfr In D/S City Hall Debt Service	(2,624,175)
320	9892	100	Trsfr In Misc Trsfr From General Fund	(1,665)
Certificates of Participation				(2,721,955)

Successor Agency-RDA of COH

470	9917	312	Trsfr Out D/S-Tabs RDA Suc Agcy Dbt Svc	3,368,982
470	9947	312	Trsfr Out D/S-06Tabs RDA Suc Agency	636,340
470	9992	241	Trsfr Out To Housing Authority	1,292,172
470	9992	312	Trsfr Out Misc Trsfr-D/S Tabs Suc Agency	4,500
Successor Agency-RDA of COH				5,301,994

Stormwater Maint. & Operations Fund

602	9901	100	Trsfr Out Cost Allocation To Gen Fund	90,363
602	9909	711	Trsfr Out To Liability Insurance Alloc	34,537
Stormwater Maint. & Operations Fund				124,900

Sewer Revenue Fund

611	9817	613	Trsfr In D/S ABAG 2001-02 (ABAG XXIV)	(78,846)
611	9837	616	Trsfr In D/S07 Sewer Rev Refund Bds	(367,228)
611	9877	613	Trsfr In D/S CA SWRCB Loan/Sewer	(219,714)
611	9877	613	Trsfr In D/S CA SWRCB Loan/Sewer	(1,363,750)
611	9892	616	Trsfr In Misc Trsfr Fr WWTP Replace	(500)
611	9901	100	Trsfr Out Cost Allocation to Gen Fund	418,725
611	9908	614	Trsfr Out Capital Reserves to Sewer	1,000,000
611	9908	616	Trsfr Out Capital Reserves to WWTP	2,000,000
611	9919	726	Trsfr Out Capital Trsfr to Tech Serv ERP	124,500
611	9932	613	Trsfr Out Connect Fee Tran To Sewer Imp	2,000,000
Sewer Revenue Fund				3,513,187

Wastewater Revenue & Oper. Fund

612	9909	711	Trsfr Out To Liability Insurance Allocation	367,747
612	9970	732	Trsfr Out To Fleet Mgmt-Ent Capital	350,000
Wastewater Revenue & Oper. Fund				717,747

Water Maintenance & Oper. Fund

621	9817	622	Trsfr In D/S 1996 HPFA Fr Water Imprv	(78,846)
621	9837	622	Trsfr In D/S 04 Water Sys Transfer	(301,309)
621	9892	631	Trsfr In Misc Trsfr From Airport	(189,119)
621	9901	100	Trsfr Out Cost Alloc To General Fund	824,700
621	9909	711	Trsfr Out To Liability Insurance Allocation	292,738
621	9916	623	Trsfr Out Capital Reserves To Water	2,000,000
621	9919	726	Trsfr Out Capital Trsfr to Tech Serv ERP	152,500
Water Maintenance & Oper. Fund				2,700,664

Airport Operations Fund

631	9901	100	Trsfr Out Cost Alloc To General Fund	114,181
631	9909	711	Trsfr Out To Liability Insurance Allocation	66,568
631	9916	632	Trsfr Out Cap Reserves To Airport Capital	1,300,000
631	9919	726	Trsfr Out Cap Trsfr to Tech Serv ERP	26,000
631	9992	621	Trsfr Out Misc Trsfr to Water Maintenance	189,119
Airport Operations Fund				1,695,868

Workers' Compensation Fund

710	9805	100	Trsfr In From General Fund	(310,000)
710	9901	100	Trsfr Out Cost Allocation To Gen Fund	152,438
710	9909	711	Trsfr Out To Liability Insurance Alloc	6,277
Workers' Compensation Fund				(151,285)

Risk Management Fund

711	9809	100	Trsfr In Liab Ins Alloc-General Fund	(2,330,829)
711	9809	215	Trsfr In Liab Ins Alloc-Recycling	(12,555)
711	9809	223	Trsfr In Liab Ins Alloc-HRLP Rev L P	(6,278)
711	9809	225	Trsfr In Liab Ins Alloc-Block Grant	(6,277)
711	9809	227	Trsfr In Liab Ins Alloc-Bus Develop	(3,138)
711	9809	241	Trsfr In Liab Ins Alloc-Low & Mod Hsg	(9,415)

FY 2013 Fund Transfers To/From

EXHIBIT A

711	9809	245	Trsfr In Liab Ins Alloc-Housing Mortg	(3,138)
711	9809	246	Trsfr In Liab Ins Alloc-Meas B2 PRTRNST	(3,138)
711	9809	602	Trsfr In Liab Ins Alloc-Stormwater	(34,537)
711	9809	612	Trsfr In Liab Ins Alloc-WWTP M & O	(367,747)
711	9809	621	Trsfr In Liab Ins Alloc-Water M & O	(292,738)
711	9809	631	Trsfr In Liab Ins Alloc-Airport	(66,568)
711	9809	710	Trsfr In Liab Ins Alloc-Workers Comp	(6,277)
711	9809	720	Trsfr In Liab Ins Alloc-Facilities FD	(31,683)
711	9809	725	Trsfr In Liab Ins Alloc-Tech Services FD	(56,167)
711	9809	730	Trsfr In Liab Ins Alloc-Equip Mgmt	(43,360)
711	9901	100	Trsfr Out Cost Alloc to General Fund	327,546
Risk Management Fund				(2,946,299)

Facilities Management Fund

720	9901	100	Trsfr Out Cost Alloc To General Fund	108,187
720	9909	711	Trsfr Out To Liability Insurance Alloc	31,683
720	9919	721	Trsfr Out Cap Proj Trsfr To Fac Cap FD	160,000
Facilities Management Fund				299,870

Technology Services Fund

725	9901	100	Trsfr Out Cost Alloc To General Fund	131,713
725	9909	711	Trsfr Out To Liability Insurance Alloc	56,167
Technology Services Fund				187,880

Fleet Management Fund

730	9901	100	Trsfr Out Cost Alloc To General Fund	113,170
730	9909	711	Trsfr Out To Liability Insurance Fund	43,360
730	9992	731	Trsfr Out Misc Trsfr to Fleet Mgmt Cap	520,000
Fleet Management Fund				676,530

Comm. Facility Dist. #1-Trustee Fund

870	9992	100	Trsfr Out Misc Trsfr To General Fund	8,000
870	9992	871	Trsfr Out To CFD #1 Adm FD	27,000
Comm. Facility Dist. #1-Trustee Fund				35,000

Comm. Facility Dist. #1 -Adm Fund

871	9892	870	Trsfr In Misc From CFD #1 Trustee	(27,000)
Comm. Facility Dist. #1 -Adm Fund				(27,000)

General Fund

100 123,524,626

Special Revenue Funds

213	Recycling Fund	122,500
214	Recycling Fund	40,000
215	Recycling Fund	601,610
223	HRLP Revolving Loan Prog	581,597
225	CDBG	717,747
227	Small Business Loan	34,015
228	Home Loan Fund	255,270
229	Revolving Fund Loan	351,597
231	Small Business Revolving	273,360
245	Housing Mortgage Bond Fund	248,562
246	Paratransit Fund	987,748
261	Park Dedication - Zone A	15,260
262	Park Dedication - Zone B	15,260
263	Park Dedication - Zone C	15,260
264	Park Dedication - Zone D	15,260
265	Park Dedication - Zone E	15,260
270	Downtown Bus Improvement	55,000
272	DOT	174,000
273	Byrne Justice Assistance	86,000
278	Citizen's Option for Public Safety	184,000
818	MD 2	88,230
820	LLD Zone 6	9,725
821	LLD Zone 9	1,815
822	LLD Zone 10	157,445
823	LLD Zone 11	143,658
824	LLD Zone 12	44,915
825	LLD Zone 13	6,295
831	LLD Zone 1	6,780
832	LLD Zone 2	7,775
833	LLD Zone 3	110,845
834	LLD Zone 4	20,815
835	LLD Zone 5	5,195
836	MD 1	35,195
837	LLD Zone 7	164,195
839	LLD Zone 8	8,255

Special Revenue Fund Total 5,600,444

Enterprise Funds

602	Stormwater	2,685,682
611	Wastewater Revenue	12,396,808
612	Wastewater	10,979,273
621	Water	41,925,300
631	Airport	3,929,263
628	Regional Intertie	17,500

Enterprise Fund Total 71,933,826

Debt Service Funds

312	SRDA Debt Service	4,012,458
320	Certificate of Participation	2,722,208
529	LID 16 Debt Service	246,063
534	LID 17 Debt Service	37,585
870	CFD #1	823,429

FY 2013 Fund Expenditure Appropriations - Operating Budget

EXHIBIT B

871	CFD #1 Adm Fund	16,158
	<i>Debt Service Fund Total</i>	<u>7,857,901</u>

Internal Service Funds

710	Worker's Compensation	5,873,683
711	Risk Management	2,575,202
720	Facilities	3,525,813
725	Technology Services	4,331,528
730	Fleet	4,563,910
740	Employee Benefits	2,597,408
	<i>Internal Service Fund Total</i>	<u>23,467,544</u>

REDEVELOPMENT SUCCESSOR AGENCY OF THE CITY OF HAYWARD

RESOLUTION NO. RSA- 12-05

Introduced by Agency Member Zermeño

RESOLUTION OF THE CITY COUNCIL OF THE CITY OF HAYWARD, ACTING AS THE GOVERNING BOARD OF THE SUCCESSOR AGENCY FOR THE REDEVELOPMENT AGENCY OF THE CITY OF HAYWARD, APPROVING THE BUDGET OF THE REDEVELOPMENT SUCCESSOR AGENCY OF THE CITY OF HAYWARD AND ADOPTING APPROPRIATIONS FOR FISCAL YEAR 2013

WHEREAS, the City Manager has submitted to the Successor Agency of the Redevelopment Agency (the "Redevelopment Successor 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 Successor Agency of the City of Hayward for fiscal year 2013; and

WHEREAS, a public hearing was held by the Redevelopment Successor 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 Successor Agency of the City of Hayward that:

1. The budget presented by the City Manager is hereby approved and adopted as the budget of the Redevelopment Successor Agency of the City of Hayward for FY 2013. The budget presented by the City Manager and approved by this resolution appears on pages 115, of the document entitled FY 2013 & FY 2014 Recommended Biennial Operating Budget, which is hereby referred to, incorporated herein, and made a part of this resolution as though set forth in full.
2. 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 of the City of Hayward.
3. The following amounts are hereby appropriated for expenditure:

4. Except as limited in paragraph 6 of this resolution, the City Manager 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 Successor Agency.

5. For the purposes of determining whether the City Manager has the authority to execute a contract for a commodity or service pursuant to section 4 above, 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 Redevelopment Successor Agency's appropriations as set forth in this budget.

6. 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 Redevelopment Successor Agency Board given at a meeting of the Redevelopment Successor Agency.

HAYWARD, CALIFORNIA June 26, 2012

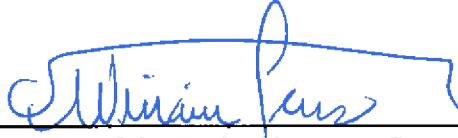
ADOPTED BY THE FOLLOWING VOTE:

AYES: AGENCY MEMBERS: Zermeño, Quirk, Halliday, Peixoto, Salinas, Henson
CHAIR: Sweeney


NOES: AGENCY MEMBERS: None

ABSTAIN: AGENCY MEMBERS: None

ABSENT: AGENCY MEMBERS: None

ATTEST: 
Secretary of the Redevelopment Successor Agency
of the City of Hayward

APPROVED AS TO FORM:


General Counsel



Fund Summary

Fund: 470

City Manager Department

Successor Agency RDA Fund

Successor Agency RDA - Operating Fund					
Description: Successor Agency RDA operating fund.					
	FY 2010 Actual	FY 2011 Actual	FY2012 Adopted	FY 2013 Proposed	FY 2014 Proposed
Beginning Working Capital Balance	-	-	-	-	2,553,999
REVENUES					
Fund Revenue					
Property Tax (80% Tax Increment)	-	-	-	7,824,361	7,824,361
Interest on Fund Balance	-	-	-	3,601	4,727
Principal	-	-	-	20,183	26,740
Successor Agency Admin Allowance	-	-	-	250,000	250,000
HUSD Pass Thru Fee	-	-	-	256,653	256,653
School Impact Fee Reimb	-	-	-	700,000	880,000
Park In-lieu Fees	-	-	-	200,000	250,000
Lease Prmt - Cinema Place	-	-	-	50,000	50,000
Other Revenue	-	-	-	58,508	60,173
Total Revenues	-	-	-	9,363,306	9,602,654
Fund Expenditures					
Salary					
Regular	-	-	-	200,276	200,276
Benefits					
Medical Benefits	-	-	-	25,937	28,531
Retiree Medical	-	-	-	3,606	3,606
Other Benefits	-	-	-	13,850	13,922
PERS	-	-	-	35,735	38,951
Charges (to)/from other programs	-	-	-	(24,963)	44,129
<i>Net Staffing Expense</i>	-	-	-	254,441	329,415
Supplies & Services					
Maintenance & Utilities	-	-	-	123,322	151,801
Loan Interest	-	-	-	25,390	26,151
Principal Retirement	-	-	-	31,141	27,289
Project Expenditures	-	-	-	768,859	772,711
<i>Net Operating Expense</i>	-	-	-	1,252,872	1,234,952
Fund Transfers Out to					
DS - 2004 HRA TABS Successor Agency	-	-	-	3,368,982	3,370,357
DS - 2006 HRA TABS Successor Agency	-	-	-	636,340	638,300
Misc Trsfr - TABS Successor Agency	-	-	-	4,500	4,500
Transfer per Cooperative Agreement	-	-	-	1,292,172	2,584,344
Total Expenditures	-	-	-	6,809,307	8,161,868
Net Change	-	-	-	2,553,999	1,440,786
Ending Working Capital Balance	-	-	-	2,553,999	3,994,785
FY 2013 Significant Budget Changes:					
1. Hayward RDA dissolved effective 2/1/12, pursuant to State law. New Successor Agency created.					

HOUSING AUTHORITY OF THE CITY OF HAYWARD

RESOLUTION NO. HA 12-02

Introduced by Commissioner Zermeño

RESOLUTION CONFIRMING THE PROPOSED HAYWARD
HOUSING AUTHORITY BUDGET FOR FISCAL YEAR 2013

WHEREAS, the Executive Director has submitted to the Hayward Housing Authority Board of Directors estimates of revenues from all sources and estimates of expenditures required for the proper conduct of the activities of the Hayward Housing Authority for fiscal year 2013 contained in those documents entitled "FY 2013 & FY 2014 Recommended Biennial Operating Budget" with adjustments to the Recommended Budget as specified in the budget report of June 19, 2012; and

WHEREAS, a public hearing was held by the Housing Authority Board of Directors, on June 19, 2012, 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 Board of Directors of the Hayward Housing Authority as follows:

1. That the budget for FY2013 presented by the Executive Director in the document entitled FY 2013 & FY 2014 Recommended Biennial Operating Budget, with adjustments to the Recommended Budget as outlined in the June 19, 2012 budget report, is hereby accepted and confirmed as the budget of the Hayward Housing Authority for FY 2013. 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.

2. The following amounts are hereby appropriated for expenditure:

Fiscal Year 2013 Expenditure Budget	
Housing Authority Fund (Fund 241)	\$ 128,334
Housing Authority-Home Ownership Loans (Fund 247)	\$ 602,030
<hr/> Total:	<hr/> \$ 730,364

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 Housing Authority's financial records. In addition, the Director of Finance is authorized to make such changes to the budget as are required by GASB 31.

HAYWARD, CALIFORNIA, June 26, 2012

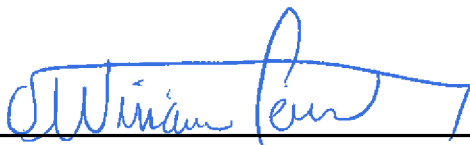
ADOPTED BY THE FOLLOWING VOTE:

AYES: COMMISSION MEMBERS: Zermefio, Quirk, Halliday, Peixoto, Salinas, Henson
CHAIR: Sweeney

NOES: COMMISSION MEMBERS: None

ABSTAIN: COMMISSION MEMBERS: None

ABSENT: COMMISSION MEMBERS: None

ATTEST: 
Secretary of the Hayward Housing Authority

APPROVED AS TO FORM:


General Counsel

HAYWARD CITY COUNCIL

RESOLUTION NO. 12-121

Introduced by Council Member Zermefio

RESOLUTION APPROVING CAPITAL IMPROVEMENT
PROJECTS FOR FISCAL YEAR 2013

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 2013 contained in those documents entitled “City of Hayward Fiscal Year 2013 Recommended Budget” and “Ten-Year Capital Improvement Program FY13 – FY22”; and

WHEREAS, a public hearing was held by the City Council of the City of Hayward on June 19, 2012, 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.12-119, dated June 26, 2012, the City Council adopted the budget and appropriated funds for operating expenses for Fiscal Year 2012.

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 2013, as embodied in the Ten-Year Capital Improvement Program FY13 – FY22, are hereby adopted as the Capital Improvement Program for Fiscal Year 2013. 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)	6,192,000
Measure B Tax Fund [Local Transportation] (211)	2,140,000
Measure B Tax Fund [Pedestrian & Bicycle] (212)	515,000
Capital Improvement Fund (410)	2,109,000
Street System Improvement Fund (413)	10,300,000
Police Capital Project (415)	300,000
Fire Capital Project (416)	1,044,000
Maintenance Services Capital (417)	10,000
Library and Community Services Capital (418)	700,000
Transportation System Improvement Fund (420)	538,000
Route 238 Fund (430)	24,810,000
Sewer Capital Improvement Fund (613)	18,145,000
Sewer Replacement Fund (614)	2,345,000
Wastewater Treatment Plant Replacement Fund (616)	13,668,000
Water Improvement Fund (622)	9,206,000
Water Replacement Fund (623)	6,753,000
Airport Capital Fund (632)	3,404,000
Facilities Internal Service Fund (721)	416,000
Technology Services Internal Service Fund (726)	1,700,000
Fleet Management General Fund (731)	1,033,000
Fleet Management Enterprise (732)	947,000

TOTAL: ALL CAPITAL FUNDS 106,275,000

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)	1,140,000
Route 238 (430)	Gas Tax (210)	200,000
General (100)	Capital Fund (410)	1,101,000
Gas Tax (210)	Street System Improvements (413)	1,486,000
Route 238 (430)	Street System Improvements (413)	250,000
General (100)	Police Capital Project (415)	170,000
Narcotics Asset Forfeiture (272)	Police Capital Project (415)	174,000

General (100)	Fire Capital Project (416)	797,000
General (100)	Maintenance Services Capital (417)	10,000
General (100)	Transp System Improvement (420)	350,000
Sewer Operations (611)	Sewer Capital (613)	2,000,000
Water System Capital (622)	Sewer Capital (613)	2,000,000
Technology Svcs Operating (725)	Sewer Capital (613)	405,000
Sewer Operations (611)	Sewer Replacement (614)	1,000,000
Sewer Operations (611)	WPCF Replacement (616)	2,000,000
Water Operating (621)	Water System Replacement (623)	2,000,000
Water System Capital (622)	Water System Replacement (623)	500,000
Airport Operations (631)	Airport Capital (632)	1,300,000
Facilities Operating (720)	Facilities Capital (721)	160,000
General (100)	Tech Svcs Capital (726)	209,000
Capital Fund (410)	Tech Svcs Capital (726)	320,000
Sewer Operations (611)	Tech Svcs Capital (726)	124,500
Water Operating (621)	Tech Svcs Capital (726)	152,500
Airport Operating (631)	Tech Svcs Capital (726)	26,000
General (100)	Fleet Capital (731)	500,000
Fleet Operating (730)	Fleet Capital (731)	520,000
Stormwater Operating (602)	Fleet Management Enterprise (732)	85,000
Sewer Operating (612)	Fleet Management Enterprise (732)	590,000
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, 2011, in addition to the above appropriations for capital expenditures, appropriation balances remaining as of June 30, 2012, for capital projects previously authorized but uncompleted, are hereby appropriated for expenditure in fiscal year 2013.

6. Any monies received during Fiscal Year 2013 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 2013, as contained in the document entitled "Ten-Year Capital Improvement Program FY13 – FY22," is hereby approved.

9. 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.

IN COUNCIL, HAYWARD, CALIFORNIA June 26, 2012

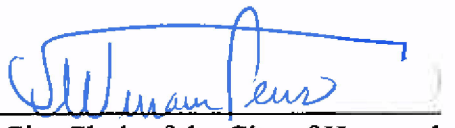
ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS: Zermeño, Quirk, Halliday, Peixoto, Salinas, Henson
MAYOR: Sweeney

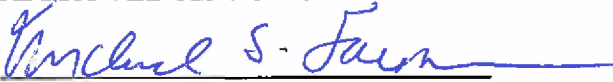
NOES: COUNCIL MEMBERS: None

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. 12-120

Introduced by Council Member Zermeño

RESOLUTION ESTABLISHING THE APPROPRIATIONS
LIMIT FOR FISCAL YEAR 2013

WHEREAS, on November 6, 1979, the citizens of the State of California approved Proposition 4, which added Article XIII B to the Constitution of the State of California to place various limitations on the fiscal powers of State and local government; and

WHEREAS, on June 5, 1990, the citizens of the State of California approved Proposition 111, which provided new Proposition 111 adjustment formulas; and

WHEREAS, Senate Bill 1352, enacted by the Legislature of the State of California, provides for the implementation of Article XIII by defining various terms in this article; and

WHEREAS, pursuant to the requirements of Senate Bill 1352, the City Council, on June 19, 2012 adopted a Resolution that gave notice, as required by law, that the City Council would establish the City of Hayward appropriations limit for FY 2013 by a Resolution of the City Council on June 26, 2012.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Hayward adopt a Resolution establishing the appropriations limit at \$226,378,611 for FY 2013 pursuant to Article XIII B of the Constitution of the State of California based on the calculations for the appropriations limit.

BE IT FURTHER RESOLVED, that in accordance with the requirements of State law regarding the appropriations limit, the annual adjustment factors for 2013 shall be the City of Hayward population growth and the California per capita income factor.

IN COUNCIL, HAYWARD, CALIFORNIA June 26, 2012

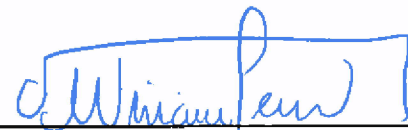
ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS: Zermeño, Quirk, Halliday, Peixoto, Salinas, Henson
MAYOR: Sweeney


NOES: COUNCIL MEMBERS: None

ABSTAIN: COUNCIL MEMBERS: None

ABSENT: COUNCIL MEMBERS: None

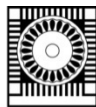
ATTEST: 
City Clerk of the City of Hayward

APPROVED AS TO FORM:


City Attorney of the City of Hayward

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Budget Policies & Procedures



CITY OF
HAYWARD
HEART OF THE BAY

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 Officers Association (GFOA), the California Society of Municipal Finance 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.

Budget Policies and Procedures

Budget Preparation Calendar

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.

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.

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.

Budget Policies and Procedures

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 re-appropriated 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.

Financial Policies & Practices



CITY OF
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HEART OF THE BAY

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 the fiscal year 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.
- 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, and staff is

responsible for reviewing financial reports and identifying 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.

Investment Policy & Reporting

The City Of Hayward incorporates a prudent and systematic investment process. Investment related activities are formalized in Annual Statement of Investment Policy. The primary objectives of the policy are 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 committee meets quarterly annually reviews and approves the investment policy, which is subsequently reviewed and approved by the City Council at a public meeting. The Director of Finance provides quarterly reporting to the Committee and to City Council on the status of City cash and investments

Oversight & Internal Controls

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 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.

Financial Policies and Practices

Reserves 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.
General Fund-Emergencies	\$10,000,000 (to be established over 10 year planning period)	3 months City payroll	To ensure that the City can provide essential services to the public during a disaster, a 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.

Financial Policies and Practices

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.

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 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.

Financial Policies and Practices

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 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.

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 Tigie, GFOA, 2005.
- Debt Management Policy, GFOA Recommended Practice, 2003

Revenue Enhancements and Setting of Charges and Fees 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.
 - 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.

Financial Policies and Practices

- 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

Financial Policies and Practices

Multi-Year Capital Improvement Plan (CIP) *(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 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, payback 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

Financial Policies and Practices

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.

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)

Financial Policies and Practices

Internal Service Maintenance and Capital Replacement (*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:
 - 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.

Financial Policies and Practices

Long Range Financial Forecasting in the Budget Preparation Process 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.

Financial Policies and Practices

Balanced Budget 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.
- 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).
- Midterm 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*

Financial Policies and Practices

National Advisory Council on State and Local Budgeting (NACSLB) Budget Practices 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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**Community Profile
FY 2013 & FY 2014**



City of Hayward



Hayward is located in Alameda County, California, 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.

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.

Demographics

Hayward Population 144,186 (2010 Census)

Male 48.9%

Female 51.1 %

Median Age 33.5 years

Age Distribution

Age	Hayward	US
65+	10.2 %	13.1%
45-64	29.5%	26.4%
25-44	27.3%	26.6%
18-24	6.8%	10%
Under 18	24%	24%

**Community Profile
FY 2013 & FY 2014**

By Ethnicity (2010 Census)

Total Population

144,186

Race	Percentage of Population
White	40.3%
Black or African American	11.3%
American Indian and Alaska Native	0.8%
Asian	22.5%
Native Hawaiian and other Pacific Islander	1.7%
Other	16.5%
Hispanic or Latino (of any race)	33.7%

Education

Schools in Hayward

25 Elementary Schools

5 Middle Schools

3 High Schools

1 Alternative High School

1 English Language Center

1 Adult School

California State University East Bay

Chabot Community College

Technical and Business Colleges

Educational Attainment of Population Over 25 Years Old

Education level	Hayward	US
Grad or Professional	5.9%	10.4%
Bachelors	17.2%	17.7%
Associates	6.9%	7.6%
Some college, no degree	19.5%	21.3%
HS Diploma	29.7%	28.5%
Less than HS Diploma	20.9%	14.4%

Source: American Community Survey 2010

Employment, Economy and Housing

Median Household Income: \$61,268

Average Household Income: \$75,018

Source: American Community Survey 2010

Top Hayward Employers

1.	Hayward Unified School District	2,500
2.	Cal State East Bay University	1,447
3.	Kaiser Permanente	1,200
4.	City of Hayward	845
5.	St Rose Hospital	842
6.	Gillig Corporation	700
7.	Impax laboratories, Inc	700
8.	Chabot College	600
9.	Bay Cities Auto Auction	500
10.	Marelich Mechanical	500

Housing (Bay East Association of Realtors)

(as of 02/2012)

Median sale price of new and existing single family homes: \$298,758

Median sale price of new and existing condominiums: \$157,754

Community Engagement

Hayward has 56,698 registered voters (*Alameda Co. Registrar of Voters*)

- Hayward has approximately 45 Home Owners Associations and Neighborhood Interest Groups
- Public Meeting notices, agenda and meeting-related documents are online, and many audio and DVD recordings are also available
- Live and archived Council meetings can be watched on the City's website, www.hayward-ca.gov. They are also broadcast by KHRT on cable channel 15
- Hayward utilizes social media tools such as Facebook, Twitter and YouTube to communicate with the community

Other Hayward Area Amenities

The City of Hayward has:

- California State University campus
- A Community College campus
- Two major hospitals
- State and County Offices
- Over 3,000 acres of open space and parks encompassing more than 20 miles of hiking trails
- Prize winning Japanese Gardens
- Sulphur Creek Nature Center and the Shoreline Interpretive Center
- Two public golf courses: Skywest and Mission Hills;
- One private golf course: TPC Stonebrae, which has hosted a PGA tour event for the last four years
- Cultural amenities including the Hayward Arts Council's Green Shutter Gallery and the Sun Gallery as well as the Historical Museum
- Two libraries (Main and Weekes Branch)
- Two BART stations, an Amtrak station, and an extensive network of freeways including a trans-bay bridge
- A general aviation airport

Historical and Other Facts

- Early Settlers of the area included Costanoan Indians for some 3,000 years
- Hayward was founded in 1852 by William Hayward
- 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 built by William Hayward
- Hayward was incorporated in 1876, with the City Charter being adopted in 1956.
- 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.
- By 1950, Hayward, grown to a population of 14,000, had become the "Apricot City" and home to Hunt's Cannery.
- The Hayward Post-war Planning Committee, formed in 1944, 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.
- Two sister cities: Funabashi, Japan and Ghazni, Afghanistan
- The City flower is a Carnation

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Glossary & Acronyms



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 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

Glossary and Acronyms

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 \$5,000.

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 City assets

(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 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

Glossary and Acronyms

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 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.

(HA) Housing Authority: Housing Authority provides affordable housing opportunities through a variety of mechanisms and programs. Among the powers, duties and functions of the Housing Authority are the ability to acquire, construct, finance, operate, rehabilitate, refinance, or development affordable housing.

(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.

(HOME) HOME Investment Partnerships Program: HOME provides formula grants to States and localities that communities use-often in partnership with local nonprofit

Glossary and Acronyms

groups-to fund a wide range of activities that build, buy, and/or rehabilitate affordable housing for rent or homeownership or provide direct rental assistance to low-income people.

(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, 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.

(MHR) Minor Home Repair: The Minor Home Repair Program provides grants for low-income Hayward homeowners, including seniors and people with disabilities, to make accessibility modifications, correct code violations and health and safety related repairs. The program emphasizes energy-efficient options and environmentally-friendly materials.

(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.

Glossary and Acronyms

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 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.

FY2013 & FY2014 will use new reserve definitions and the current Designation will be titled Committed, Assigned or Unassigned.

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.

Glossary and Acronyms

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 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.

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