CITY OF

HAYWARD

CALIFORNIA



Adopted FY 2015 Annual Operating Budget







Main picture with Red Truck

Artist: BRISTLE BROS, LLC – JOSH POWELL AND WYTHE BOWART

Location: Hayward Historical Society Mural (Foothill Blvd. & Russell Way)

Downtown Utility Boxes

Artist: JEAN BIDWELL

Giraffe Utility Box

Location: B Street and Watkins

Panda Utility Box

Location: A Street

Aquarium Mural

Artist: SUZANNE GAYLE

Location: 177 W. Tennyson



Adopted FY 2015
Annual Operating Budget

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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



Marvin Peixoto
Council Member
Term Expires 2014



Barbara Halliday
Council Member
Term Expires 2016



Mark Salinas
Council Member
Term Expires 2014



Greg Jones
Council Member
Term Expires 2016

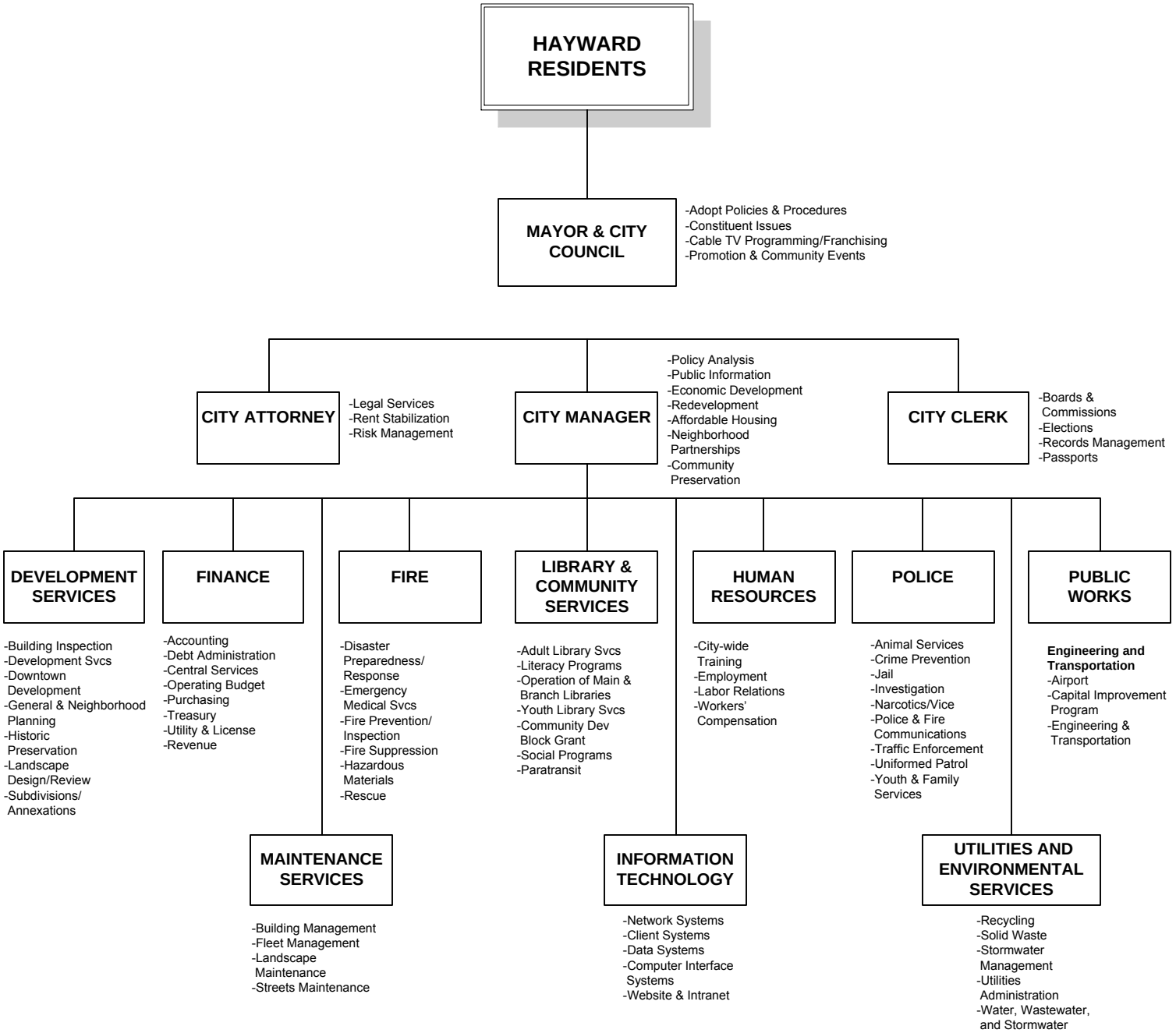


Francisco Zermeño
Council Member
Term Expires 2016



Al Mendall
Council Member
Term Expires 2016

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

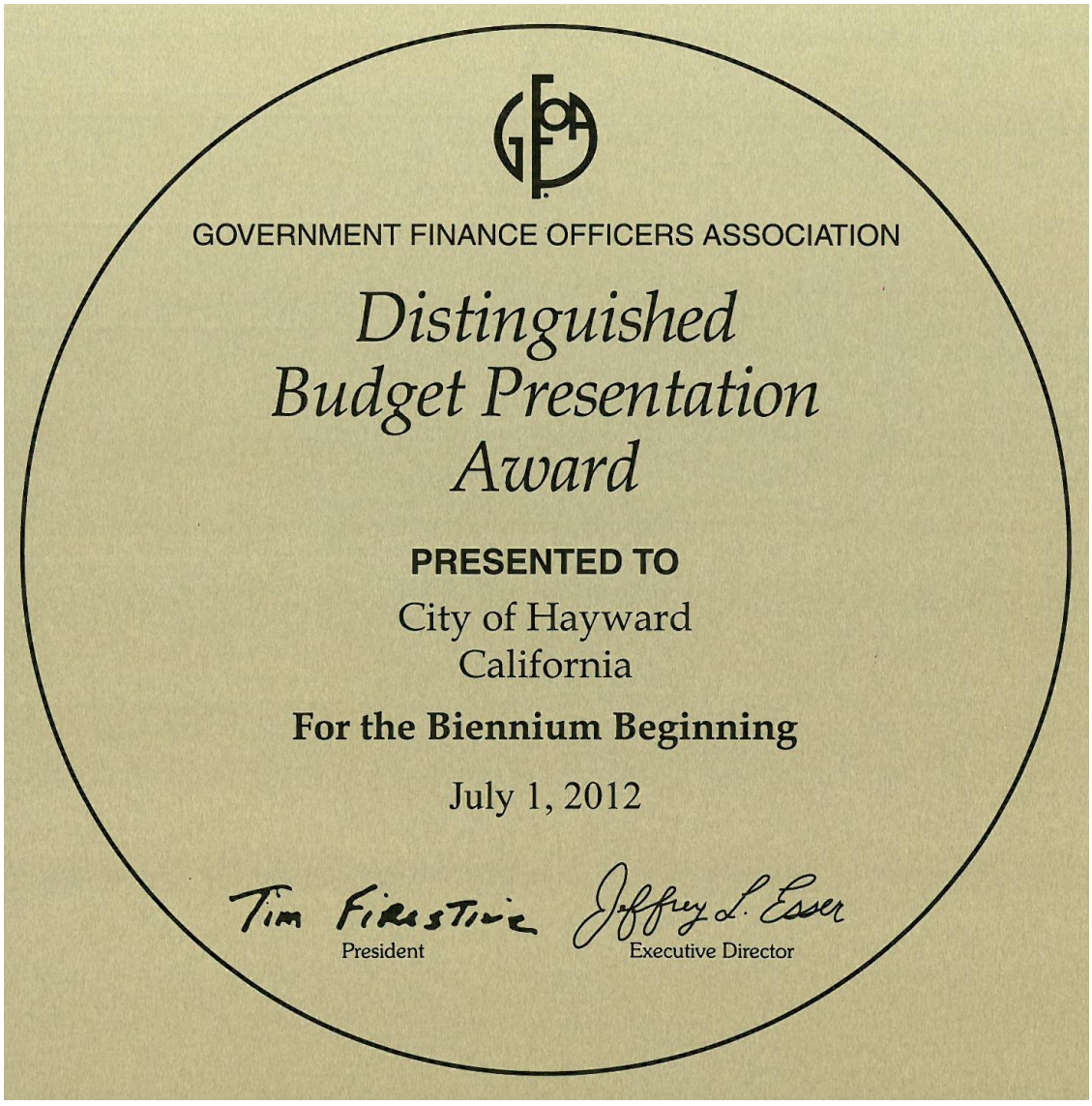
Department Directors

Assistant City Manager	Kelly McAdoo
Development Services	David Rizk
Finance	Tracy Vesely
Fire	Chief Garrett Contreras
Human Resources	Nina Morris Collins (acting)
Information Technology	Mark Guenther
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, 2012. 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.



Community Profile
FY 2015

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 145,165

Male 49.1%

Female 50.9 %

Median Age 33.5 years

Source: 2008-2012 American *Community Survey 5-Year Estimates*

Age Distribution

Age	Hayward	US
65+	10.1 %	13.%
45-64	23.9%	26.4%
25-44	30.9%	26.6%
18-24	8.1.%	10%
Under 18	27.%	24%

Community Profile
FY 2015

By Ethnicity

Source: 2008-2012 American *Community Survey 5-Year Estimates*

Total Population **145,165**

Race	Percentage of Population
White	18.7.%
Black or African American	10.9%
American Indian and Alaska Native	0.4%
Asian	22.9%
Native Hawaiian and other Pacific Islander	2.3%
Other	3.9%
Hispanic or Latino (of any race)	40.9%

Education

Schools in Hayward

21 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

Source: 2008-2012 American *Community Survey 5-Year Estimates*

Education level	**Hayward**	**US**
Grad or Professional	5.9%	10.6%
Bachelors	17.5%	17.9%
Associates	7%	7.8%
Some college, no degree	21.5%	21.3%
HS Diploma	27.7%	28.2%
Less than HS Diploma	20.4%	14.2%

Community Profile
FY 2015

Employment, Economy and Housing

Median Household Income: $62,313
Average Household Income: $79,375
Source: 2008-2012 American *Community Survey 5-Year Estimates*

Top Hayward Employers

- Alameda County Sheriff's Department
- Bay Cities Auto Auction
- Berkeley Farms, LLC
- Cal State East Bay University
- Chabot College
- Hayward Unified School District
- Gillig Corporation
- Impax Laboratories, Inc
- Marelich Mechanical
- Pentagon Technologies
- Siemines Building Tech
- St. Rose Hospital

Housing

Source: 2013, Bay East Association of Realtors (April 2014)

Median sale price of new and existing single family homes: $460,000
Median sale price of new and existing condominiums: $377,500

Community Engagement

Hayward has 62,488 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

Community Profile
FY 2015

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

The numbers reflected are mainly based on 2014 estimates by the Nielsen Company. When such estimates were not available, the data used is from Infogroup, Inc (2013), Bay East Association of Realtors (2013) the US Census Bureau (2010) and the American Community Survey (5 years estimates from 2008-2012). The American Community Survey (ACS) is a nationwide survey conducted by the US Census Bureau, and while the survey gathers a wider variety of information than the official census, only a portion of the population is surveyed at a time, because of this sampling, the data may be less accurate in some cases.

Hayward City Council's Priorities
FISCAL YEAR 2014

Safe — TOP PRIORITY

- Reduce all types of crime throughout the community; improve the Hayward experience in neighborhoods, retail areas, and public spaces, including significantly reducing unacceptable social behaviors such as aggressive panhandling, public intoxication, and related behaviors. Improve safety of school campuses and routes to and from schools
- Reduce gang violence in Hayward through aggressive and strategic law enforcement, use of all applicable legal initiatives (including gang injunctions), and implementation of prevention and intervention programs
- Eliminate sources of problems in neighborhoods, including the continued, consistent use of the SMASH Program
- Improve disaster preparedness in the community; and the ability of the municipal organization to manage disaster response and recovery (HLAC)
- Assure a safe infrastructure for the City including safe drinking water; properly collected and disposed garbage and refuse; properly collected, treated, and discharged wastewater and sewage; and safe travel ways for all travelers, including implementing the Complete Streets policy

Clean — TOP PRIORITY

- Assure that Hayward is a community with minimum graffiti, litter, illegal dumping, and blight; and that the City provides and maintains attractive municipal spaces and buildings
- Continue, strengthen, and expand the Neighborhood Partnership Program
- Continue, strengthen, and expand the KHCG Task Force

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 to implement the "Healthy City" program and to gain national and state recognition; focus on reducing childhood obesity in Hayward; strengthen the City's urban agriculture program
- Work to eliminate long-term homelessness in Hayward and identify housing for individuals when and where appropriate

Organizational Health

- Assure that the City of Hayward maintains an organization that delivers high-quality services to the community by attracting, employing, and retaining quality employees
  - Hayward is viewed a a highly desirable place to work by people employed in the public sector throughout the Bay Area
  - Hayward is able to retain and attract quality employees as vacancies and need arise. The organization has good succession strategies into the future for all key positions
- Assure that the organization employs quality strategic, long-range planning for a healthy and strong future

Land Use

- Support a safe, clean,and green community as defined by Council
- Support development of safe housing
- Assure a thriving business community, strong retail base, and healthy industrial sector
- Assure quality development and building projects in the City in all sectors and neighborhoods
- Assure continued development and expansion of Hayward's parks and open spaces

Fiscal Stability

- Maitain a municipal corporation that is transparent to the public, and which operates annually within its revenue/income; assure that the organization is financially sustainable based on a rolling ten-year finacial plan, with appropriate funding of all identifiable liabilities and areas of responsibility
- In the wake of the demise of redevelopment, develop and implement a strategy to assure successful economic development and the development of quality housing in Hayward; protect and grow quality private sector jobs, particularly in the industrial sector
- Maintain a healthy and growing tax base in all major revenues, particularly property tax and sales tax
- Develop and support the necessary elements to provide high-quality educational opportunities for all, throughout the community; improve the academic performance of all K-12 students
- Assure maximum efficiency in the use of organizational resources and physical assets, particularly as it relates to beneficial resource sharing among Hayward local agencies

Note: Safe, Clean, and Green are the Council's top priorities with Organizational Health, Land Use, and Fiscal Stability supporting those priorities.

August 2013

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.

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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: 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.

Financial Summaries: Financial summaries 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: Provides detailed staffing information, at both a summary level and by department.

Department Financial Summaries: Provides department financial overviews at a fund and program level.

Supplemental: This section contains other related budget materials such as a Capital Improvement Program overview, related budget resolutions and a glossary.

Budget Calendar

On June 24, 2014, the City Manager presented to the Mayor and Council the **Proposed FY 2015 Annual Operating Budget**. The budget was considered by the Mayor and Council at three work sessions, and a public hearing. The public was invited to all meetings and there was a public comment period at every budget meeting.

Budget Calendar and Budget Documents – Below is a list of all City Council meetings with a planned budget work session or agenda item.

- Items with a "work session" agenda are discussed during the regular 7 p.m. City Council meeting. The Council does not vote in a work session.
- Items on an "action" or "consent" agenda are part of the regular (7 p.m.) meeting.

Please visit the **City Council Meeting's web page** for more information about the Council's meeting schedule and to read the Council agenda's.

Date	Council Agenda	Proposed FY 2015 Annual Operating Budget
Tuesday, May 13	Legislative Session	Presentation to City Council of the Proposed FY 2015 Annual Operating Budget
Tuesday, May 20	Work session #1	Proposed FY 2015 Annual Operating Budget
Tuesday, May 27	Work session #2	Proposed FY 2015 Annual Operating Budget
Tuesday, June 10	Work session #3	Proposed FY 2015 Annual Operating Budget
Tuesday, June 17	Action: Public Hearing	Public Hearing on Proposed FY 2015 Annual Operating Budget
Tuesday, June 24	Action	Adoption of the FY 2015 Annual Operating Budget, FY 2015 Gann Appropriation Limit; the Recommended FY 2015 Capital Improvement Budget

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CITY OF
HAYWARD
HEART OF THE BAY

August 2014

Honorable Mayor and Members of the City Council:

After two months of review and public process, I am pleased to present to you the City of Hayward fiscal year (FY) 2015 Annual Operating Budget. City Council has made many difficult decisions over the past several years to manage and balance the City's budget during an extended time of fiscal crisis. Actions taken by Council and by the City's dedicated employees have not only redefined the City budget, but have allowed the City to continue to provide and even improve its high-quality services to its residents. Achieving progress during this time of fiscal adversity is a testament to the grit and dedication of City staff. Hayward is beginning to see positive economic improvement in many of its key General Fund revenues, such as Property Tax and Sales Tax.

At the same time, the City is experiencing an unprecedented rise in staffing costs, particularly pension and healthcare costs, which are escalating at a rapid rate. Therefore, despite the many steps taken to reduce operating costs, no matter how supportive employees have been and continue to be in foregoing salary cost of living increases and beginning to share in their benefit costs, and no matter the increasing revenue, the City still faces a recurring annual operating budget deficit; and remains unable to adequately fund benefit liabilities and fully fund critical infrastructure needs.

The bold steps taken over the last several years have decreased the $30 million General Fund deficit originally projected in 2011. While significantly reduced, we still face an ever widening operating structural gap – currently projected at $4.5 million for FY 2015 that grows exponentially in future years absent additional budget balancing measures.

A delicate balance…

While the FY 2015 General Fund budget is balanced, it does assume the use of $5.1 million of the General Fund Reserve, bringing the Reserve balance to about 15.4 percent (shy of the Council's 20 percent target level). The budget does not include any reductions, but barely maintains current service levels. The use of the Reserve (a one-time balancing measure) is intended to mitigate the need for further program and service reductions, while phasing in concession and negotiated agreements with the bargaining groups and identifying additional recurring balancing measures.

The intent of the budget balancing decisions these last six years has been to allow time to work toward and achieve a budget that is structurally balanced, maintain service levels to the community, and going forward, commit to a long-term plan to permanently address our unfunded liabilities and pressing capital needs.

Office of the City Manager
777 B Street • Hayward • CA • 94541-5007
Tel: 510-583-4300 • Fax: 510-583-3601 • Website: www.hayward-ca.gov

We continue to be thankful to the voters of Hayward for the $15 million annual funds generated by "Measure A", Utility Users Tax funds, which have allowed us to maintain public safety and other critical City services as we work through the difficult budget decisions leading to accomplishing the above goals. However, it remains imperative that we recognize that ongoing reliance on these resources will create an enormous financial gap should the Hayward voters choose not to renew the Utility Users Tax when it expires in 2019.

Several other courageous cities in California have been dealing with the same issues created by the unprecedented and unpredicted economic recession, layered with an unimaginable growth in employee benefit costs. In many cases, the stages of meeting the financial challenge have been similar:

(1) do absolutely everything to reduce over-all operating costs and stretch the existing dollars;
(2) do everything to reduce the City share of employee benefit costs while retaining employees;
(3) explore innovative ways to fund and construct service delivery models; and
(4) reduce or eliminate services.

We have accomplished all possibilities in step one. We are continuously working, and making gradual progress, on step two. We are midway into step three. And, we are doing everything possible to avoid step four.

The City of Hayward has long prided itself as a lean, efficient, and nimble 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 the FY 2015 Adopted Budget presents a balanced budget plan, the City must still resolve the remaining structural operating budget gap and maintain a long-term funding plan for the City's unfunded liabilities and capital needs. Absent a significantly improved economy, this may involve more difficult choices and sacrifices in the immediate future. The projected FY 2015 General Fund operating budget gap is $5.1 million and grows each fiscal year.

The budget reflects the presumed spending plan for FY 2015 in keeping with City Council priorities. However, there are many unfunded needs not represented in this budget that will impact future funding levels – including labor resources, capital infrastructure, and technology.

Diminished yet high-performing resources…

Staffing resources over the last twelve years have shrunk by 20 percent in the General Fund from a high in FY 2003 of 772.8 General Fund positions to 629.05 positions as adopted for FY 2014 (a loss of 143.75 FTE). Total citywide staffing (inclusive of all operating funds) has shrunk by 14 percent since FY 2003 (from 937 to 803.55 FTE). As a commitment to the community, public safety remains at a reasonable yet inadequate staffing level. However, other departments are now at or below their critical minimum staffing levels, particularly in the administrative support areas and in the services that support new development. Other service delivery departments have been cut to the bone as well; further reductions will likely necessitate the complete elimination of whole programs.

Despite years of these significant resource reductions, City staff continues to provide high-quality services to Hayward residents through innovation, creativity, and extreme productivity. However, in order to prevent total employee burn-out and to meet critical service delivery demand, the Adopted budget adds some additional staffing resources in sensitive areas. If we do not take the risk to add this staff now, the only other alternative is to eliminate some service areas in order to protect other, more critical areas. We have managed to avoid taking this drastic step thus far and I recommend we continue with the same approach through FY 2015, even though it exposes the City to the possibility of utilizing General Fund reserves.

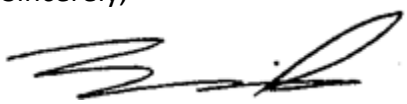
This will be the last year I can reasonably recommend use of the reserves to sustain operations. If we cannot resolve our structural gap issue, the next budget for FY 2016 and beyond must contain recommendations for service reductions. Therefore, FY 2015 will have as its highest priority, the completion of all steps needed to close the structural gap.

In this struggle to recover from the deep recession and meet the demands of the future, I am compelled to recognize and be thankful for the leadership and courage of our Mayor and Council. The decisions you all have had to make over the last six or more years have been extremely difficult and you met them each with honesty, fairness, and a keen sense of your responsibilities to the community.

I would also 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. All City employees, including the 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 staff to present a balanced fiscal plan.

I look forward to FY 2015 as we make progress toward fiscal stability as well as the continued provision of quality services to Hayward citizens. As always, it is an honor to serve as the City Manager for Hayward.

Sincerely,



Fran David
City Manager
ICMA-CM

Attachment: City Budget Overview

FY 2015 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 revenue for which the City Council has the most discretion. The total proposed City expenditure budget for the FY 2015 is $254 million, with a General Fund budget of $132.7 million.

Table 1: City Expenditure Budget Summary – All Funds

in 1,000's	FY 2014 Adopted	FY 2015 Adopted	$ Change	% Change
General Fund	127,482	133,304	5,822	4.6%
All Other Funds	121,728	119,646	(2,082)	-1.7%
Total City Budget	**249,210**	**252,950**	3,740	1.5%

The FY 2015 proposed budget reflects limited expenditure growth over the FY 2014 adopted budget (4.6% General Fund and a reduction of 1.7% Other Funds), with an overall growth of 1.5% for all funds.

CITYWIDE STAFFING

The FY 2015 adopted budget reflects a number of staffing changes over FY 2014 resulting in a net increase of 13.65 Full Time Equivalents (FTE) to the General Fund. In addition, there are 7.0 FTE changes that affect other revenue funds. Many of these changes were previously approved by City Council during the FY 2014 mid-year review. The overall staffing changes results in a 2.6 percent increase in overall labor resources. The Staffing section of the budget document provides more details regarding staffing changes.

Table 2: Staffing Summary

FTE Summary	FY 2003	FY 2011	FY 2012	FY 2013	FY 2014 Adopted	FY 2015 Adopted	# Change	% Change
General Fund	772.8	652.67	616.60	621.55	629.05	642.70	13.65	2.2%
All Other Funds	164	183.49	169.80	169.80	174.50	181.50	7.00	4.0%
Total City Postions	936.8	836.2	786.4	791.4	803.55	824.20	20.7	2.6%

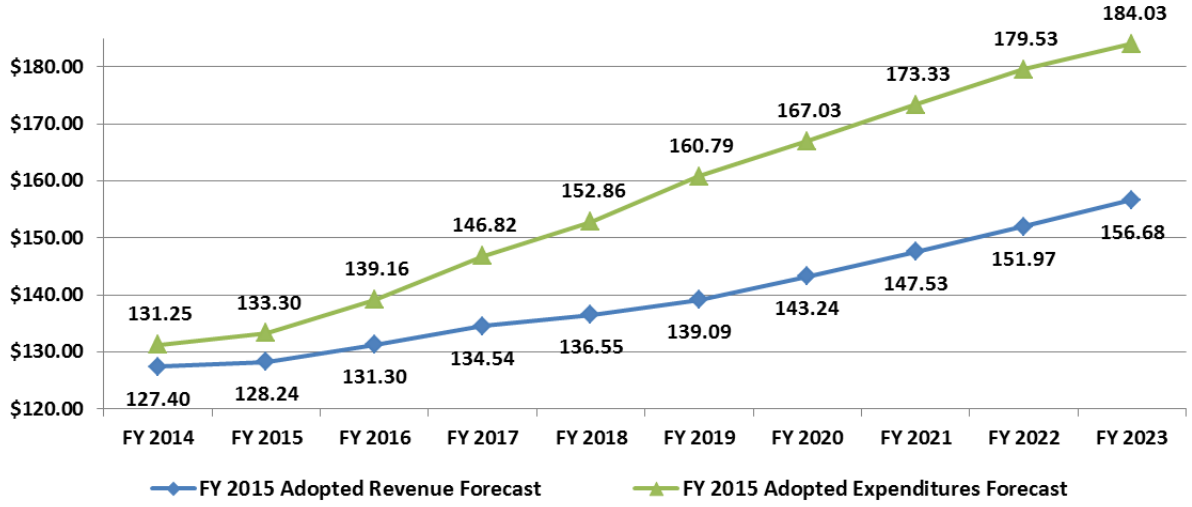
GENERAL FUND DISCUSSION

The General Fund represents about 52 percent of the City's total operating budget, providing many important services such as police and fire services, street maintenance, code enforcement, library and learning services, and other community programs for the residents of

[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, Fleet/Equipment, Technology).

Hayward. The economic crisis 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 in recent years; with a projected shortfall that could continue to grow to $27 million by FY 2023.

Table 3: General Fund 10-Year Gap Forecast



Basic General Fund Ten-Year Plan Assumptions

The General Fund Ten-Year Plan (Plan) represents a dynamic planning tool to assist City Council and staff in managing and projecting the City's fiscal status. Staff considers a variety of assumptions in constructing and updating the Plan; and these variables can easily influence the fiscal forecast. *For example*, the Plan represented in Table 3 reflects the assumption that the voters will re-approve the City's Utility Users Tax by 2018. If this does not occur, the General Fund would lose about $15 million in annual revenues – dramatically escalating the projected deficits.

The General Fund section of the budget document contains a detailed General Fund Ten-Year Plan and provides a summary of key assumptions included in the Ten-Year Plan. Critical Cost Drivers impacting FY 2015 and beyond include:

- Loss of State Gas Tax funds
- Escalating CalPERS retirement and medical rates
- Funding Retiree Medical unfunded liability
- Assumed wage adjustments
- Capital costs: vehicle replacement, information technology, streets maintenance

Use of the General Fund Reserve

The estimated FY 2015 beginning General Fund Reserve (cash) is about $25.5 million, and assumes the need to use about $2.6 million of the Reserve in FY 2014 (per the FY 2014 Adopted Budget), which could change depending on the actual results of FY 2014. The projected balance year-end cash balance for FY 2015 is $20.47 million and represents 15.4 percent of the gross FY 2015 General Fund expenditure budget; 20 percent is a prudent reserve level for a city of Hayward's size and in keeping with current Council policy. 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 or financial 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, making considerable adjustments to revenue projections, and assuming all labor concessions hit the Council-established concession target and are on-going, the remaining operating *structural* General Fund gap is projected at $5.1 million in FY 2015. The deficit projection includes required annual funding toward the City's benefit liabilities, as well as some one-time technology infrastructure costs.

Hayward's City Employees Help Close the Gap

In 2012, the original General Fund deficit for FY 2014 was projected at $19 million. Given the challenge of closing such a large shortfall, it was once again necessary to seek the help of our employees to implement recurring, structural change. All employee groups were asked to consider wage and benefit concessions of 17 percent to be achieved by FY 2015, or as otherwise agreed upon. To date, most groups have achieved 12–17 percent in overall structural savings, allowing the City to avoid significant service reductions and to preserve services and jobs.

The FY 2015 budget assumes the permanent continuation of these concessions and optimistically reflects an additional $600,000 in savings to represent the balance of concessions to bring all bargaining groups to a full Council-adopted concession target.

KEY FY 2015 BUDGET CHANGES

General Fund Revenues

General Fund revenue projections reflect improvements to several key revenues, refined further from the projections presented this past March during the FY 2014 mid-year review. Overall, staff is proposing to increase FY 2015 revenues over FY 2014 by net of $3.4 million or 2.7 percent. Each revenue category varies in its change over the prior year, with some revenues seeing declines and other experiencing increases. Projections exclude any one-time revenues received in prior years.

The table below provides a summary of General Fund revenue projections for FY 2015 as compared to the FY 2014 Adopted Budget.

Table 4: FY 2015 General Fund Revenues

		FY 2013 Actuals	A FY 2014 Adopted	B FY 2014 Projected	C FY 2015 Adopted	D Change $ (C-A)	E Change % (C/A)-1
	Revenue						
1	Property Tax - recurring	36,561	37,491	37,711	39,784	2,293	6.1%
2	RPTTF Pass-Thru & Annual	650	650	838	730	80	12.3%
3	Property Tax - one-time	1,970	0	1,235	0	0	0.0%
4	Property Tax Total	39,181	38,141	39,784	40,514	2,373	6.2%
5	Sales Tax	28,534	30,500	30,500	31,421	921	3.0%
6	UUT	14,940	15,000	15,000	15,000	0	0.0%
7	Franchise Fees	9,688	9,917	9,496	9,120	(797)	-8.0%
8	Property Transfer Tax	4,596	4,500	4,500	5,000	500	11.1%
9	Business License Tax	2,493	2,711	2,600	2,652	(59)	-2.2%
10	Transient Occupancy Tax	1,679	1,460	1,700	1,734	274	18.8%
11	Emergency Facilities Tax	1,870	1,809	1,879	1,820	11	0.6%
12	Charges for Services	7,844	8,836	8,631	8,922	86	1.0%
13	Other Revenue	174	2,711	156	166	(2,545)	-93.9%
14	Intergovernmental	5,365	3,341	6,880	6,577	3,236	96.9%
15	Fines and Forfeitures	2,913	1,869	2,169	1,801	(68)	-3.6%
16	Interest and Rents	400	264	264	293	29	11.0%
17	**Total Revenue**	**119,677**	**121,059**	**123,558**	**125,020**	**3,961**	3.3%
18	Transfers in	4,064	3,844	3,844	3,221	(623)	-16.2%
19	**Total Revenue/Resources**	**123,741**	**124,903**	**127,402**	**128,241**	**3,338**	**2.7%**

A summary of key revenue fluctuations from the FY 2014 Adopted Budget follows. Please note that the General Fund section of the budget document contains further discussion and analysis of the key General Fund revenue categories.

Property Tax

Property Tax is tied directly to assessed valuation and the decline in these revenues since 2009 (high of $40.7 million), coupled with California's tax controls, has resulted in a slow recovery. However, we are finally beginning to see the impacts of an improved economy and active real estate market.

Based on valuation actions taken by the County Assessor in FY 2013 and FY 2014, driven by improved market conditions and housing stock prices, the City is experiencing an increase in assessed valuation related to the reassessment of property values (Proposition 8). This is a reversal of significant reductions in assessed value that occurred during FY 2010 – FY 2012 as a result of the Great Recession.

With the majority of the second installment of Property Tax revenues received in April 2014 by the City, and following a discussion with the County Assessor about projected FY 2015 valuations in early May, staff is proposing an increase to Property Tax revenue projections for FY 2015. This is in spite of a very low growth factor being used for FY 2015. The annual growth rate, pursuant to Proposition 13, cannot exceed 2% and is the lessor of 2% or the California Consumer Price Index (CCPI). Unfortunately, the CCPI for FY 2015 has come in at .454%. Even with a growth factor at less than half of a percent, the City is still projecting a 6% revenue increase over FY 2014 Adopted projections.

Sales Tax

Sales Tax receipts experienced rapid growth in FY 2013 and FY 2014, and while we are still seeing positive activity; the pace of growth has slowed. Revenue projections for FY 2015 reflect a 3 percent growth. The most recent four quarters for Hayward of net cash receipts (March 2013 – March 2014) indicate a 1.9 percent increase over the same period last year and a 5.2 percent increase for the most recent the current fiscal period compared to the same period last year. The overall growth has slowed, and projections have been adjusted accordingly. However, considering some economic development improvements and a sustained level of receipts, staff assumes a steady economic growth of 3–4 percent in future years.

Real Property Transfer Tax

The FY 2014 Adopted Budget reflects a projection of $4.5 million in annual revenue from Real Property Transfer Tax, which is slightly down from revenues received in FY 2013. Given receipts as of April 2014, staff projects maintains a $4.5 million projection for FY 2014. FY 2015 reflects an 11 percent increase in revenues based on the continued activity of the real estate market. However, future annual growth is estimated at 3 percent.

RPTT Volatility and Base Annual Revenues: RPTT is volatile revenue – and is totally connected to Hayward's real estate market conditions, both value and rate of churn. It is reasonable to assume that Hayward will receive an annual base of revenues due to normal property turnover. However, given the unpredictability of this revenue, it is also reasonable to assume that spikes to this revenue are one-time in nature. Meaning, revenues received in excess of an annual base (to be established by Council in the coming months) should be considered non-recurring and used toward one-time expenses such as capital improvements and reduction of benefit liabilities. This prudent fiscal approach helps avoid the mistake of budgeting recurring costs against one-time spikes in revenue – thereby exacerbating the City's structural gap.

Franchise Fees

This revenue category is comprised of franchise fees assessed on utilities doing business within City limits (e.g., refuse, gas, electricity, cable, etc.) and is assessed as a percentage of gross receipts. We are seeing a moderate decline in overall franchise fee revenues resulting from reductions in gross receipt revenues from water and sewer utilities. Other utilities (e.g., gas, electricity, cable) are increasing and partially offset this reduction.

Other Revenue & Intergovernmental Revenue

With the implementation of the City's new financial system, these two revenue categories have been adjusted, re-categorizing several revenues from Other to Intergovernmental.

Transfers In (from other funds)

The City uses State Gas Tax funds to partially fund streets maintenance. These funds are transferred from the Gas Tax fund into the General Fund each year. Because the State has significantly lowered its Gas Tax allocation to Cities, the transfer amount has been reduced accordingly, a reduction of $925,000 from FY 2014 levels. This is offset by increases in other transfers – with a net loss to the General Fund of $573,000 in FY 2015.

General Fund Expenditures

The City's expenditures continue to outpace revenue growth. Overall – the FY 2015 expenditures have increased from the FY 2014 adopted budget by $5.8 million or 4.6 percent. There are several factors driving the expenditure growth, almost all related to escalating employee-related costs.

Table 5: FY 2015 General Fund Expenditures

			A	B	C	D	E
		FY 2013 Actuals	FY 2014 Adopted	FY 2014 Projected	FY 2015 Adopted	Change $ (C-A)	Change % (C/A)-1
20	**Expenditures**						
21	Salary	62,986	65,323	65,323	66,445	1,122	1.7%
22	Overtime	6,879	5,384	7,000	5,334	(50)	-0.9%
23	**Wages Subtotal**	**69,865**	**70,707**	**72,323**	**71,779**	**1,072**	**1.5%**
24	Medical & Dental	10,083	12,067	12,067	12,007	(60)	-0.5%
25	Retiree Medical (pay-go)	2,321	2,348	2,348	2,242	(106)	-4.5%
26	Worker's Compensation	5,189	4,980	4,980	5,013	33	0.7%
27	Other Benefits	1,030	1,676	1,676	1,818	142	8.5%
28	Retirement (CalPERS)	15,143	16,046	16,046	18,359	2,313	14.4%
29	**Benefits Subtotal**	**33,766**	**37,117**	**37,117**	**39,439**	**2,322**	**6.3%**
30	Assumed Vacancy Savings	-	(1,650)	(3,000)	(1,250)	400	-24.2%
31	Interdepartmental (ID) Charges	(5,399)	(5,315)	(5,315)	(5,179)	136	-2.6%
	Unemployment Self Insurance	-	-	-	150	150	0.0%
32	OPEB Liability Contribution*	-	918	1,060	2,060	1,142	124.4%
33	Workers' Comp. Liability Contr.*	310	310	310	-	(310)	-100.0%
34	**Net Staffing Expense**	**98,542**	**102,087**	**102,495**	**106,999**	**4,912**	**4.8%**
35	Maintenance & Utilities	908	1,018	900	969	(49)	-4.8%
36	Supplies & Services	6,184	6,396	6,396	6,838	442	6.9%
37	Internal Service Fees	9,300	9,409	9,409	11,515	2,106	22.4%
38	Debt Service*	2,822	2,809	2,809	3,299	490	17.4%
39	Liability Insurance*	2,537	2,621	2,621	2,338	(283)	-10.8%
40	Minor Capital Outlay	-	130	130	19	(111)	-85.5%
41	Capital Funding*	3,174	4,126	4,126	1,925	(2,201)	-53.3%
42	**Non-Personnel Expenses Subtotal**	**24,925**	**26,509**	**26,391**	**26,903**	394	1.5%
43	FY 2014 Mid-Year Adjustments	-	-	2,866	-	0	0.0%
44	Assumed Add'l Labor Savings	-	(1,114)	(500)	(600)	514	-46.1%
45	**Total Expenditures**	**123,467**	**127,482**	**131,253**	**133,301**	**5,819**	**4.6%**

<u>Wages</u>

FY 2015 includes the contracted Cost of Living Adjustment (COLA) for the Firefighters Association, after five years of no increases. It also includes 13.65 FTE new General Fund positions across the entire organization. With a significant amount of citywide turnover, mostly through retirement, we have seen a general reduction in wages due to individuals assuming positions at the lower end of the salary range, which partially offsets the COLA and new position costs.

Medical & Dental Benefits

Medical benefit rates are anticipated to increase by 10 percent over FY 2014 rates. However, because of increased employee cost sharing of medical benefits, and a large number of employees that have moved to less expensive plans, there is actually a slight decrease in overall medical benefit expenses incurred by the City compared to FY 2014.

CalPERS Retirement Rates

Retirement rates increase significantly in FY 2015 (and future years). Over the last several years, the CalPERS Board of Administration has considered and adopted several rate methodology changes that directly impact the retirement rates that cities pay (employer contribution rates). Each of these changes is effective in different fiscal years, with varying phase-in schedules.

While these changes significantly increase our current retirement costs, they are intended to stabilize the CalPERS plans for long-term sustainability and should have been implemented long ago in the CalPERS system.

1. In March 2012, the CalPERS Board took action to reduce the assumed rate of investment return from 7.75–7.5 percent. The employer rate impact from this action was effective FY 2014, with a two-year phase-in, and a full rate impact by FY 2015. The most recent actuarial valuations provided to the City of Hayward by CalPERS in November 2013 reflect the final rates for FY 2015, which increased over FY 2014 rates by 2.4–4.6 percent of payroll.

2. On April 17, 2013, the CalPERS Board adopted significant rate methodology changes that directly impact employer rates starting in FY 2016. The impact of these changes will commence in FY 2016 and be phased in over five years, with the full impact by FY 2020. These actuarial changes are designed to boost funding levels, make employer rates more predictable in the long-run, and are estimated to increase all employer rates by 2–5 percent of payroll.

3. On February 18, 2014, the CalPERS Board adopted additional rate methodology changes. While the Board voted to retain its current long-term assumed rate of return at 7.5 percent, they did adopt actuarial changes to assumed mortality rates. The new mortality assumptions will cost local agencies an average of up to 9 percent of payroll for safety classifications and up to 5 percent of payroll for miscellaneous employees by year five of the phase-in (FY 2021).

The table below provides a summary of the CalPERS rates for FY 2015 – FY 2021 based on the November 2013 valuations provided by CalPERS and projections based on the actions taken by the Board in February 2014.

Table 6 – CalPERS Rates

	FY 2014	FY 2015	Forecast FY 2016	Forecast FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021
Miscellaneous Employer Rates								
City Assumed Rates (FY 2014 Adopted)	19.7%	21.10%	23.50%	25.70%	27.10%	28.12%	30.14%	30.16%
New Rates - November 2013 Valuation	**19.7%**	**22.06%**	**23.50%**	**25.00%**	**26.40%**	**27.90%**	**29.30%**	**30.16%**
(includes March 2012 & April 2013 Actions)								
Projected Increase from February 2014 Actions	0.0%	0.0%	0.0%	1.3%	2.00%	3.00%	3.50%	4.00%
New Total Projected Rate	**19.70%**	**22.06%**	**23.50%**	**26.30%**	**28.40%**	**30.90%**	**32.80%**	**34.16%**
Increase over FY 2014 Adopted as % of payroll		**1.0%**	**0.0%**	**0.6%**	**1.3%**	**2.8%**	**2.7%**	**4.0%**
Police Employer Rates*								
City Assumption (FY 2014 Adopted)	35.20%	36.80%	39.30%	41.50%	43.80%	45.82%	47.84%	47.86%
New Rates - November 2013 Valuation	**35.20%**	**39.81%**	**41.80%**	**43.80%**	**45.80%**	**47.90%**	**49.90%**	**50.40%**
(includes March 2012 & April 2013 Actions)								
Projected Increase from February 2014 Actions	0.0%	0.0%	0.0%	3.0%	4.50%	6.00%	7.50%	9.00%
New Total Projected Rate	**35.2%**	**39.8%**	**41.8%**	**46.8%**	**50.3%**	**53.9%**	**57.4%**	**59.4%**
Increase over FY 2014 Adopted as % of payroll		**3.0%**	**2.5%**	**5.3%**	**6.5%**	**8.1%**	**9.6%**	**11.5%**
Fire Employer Rates*								
City Assumption (FY 2014 Adopted)	33.40%	35.70%	38.20%	41.41%	44.80%	47.82%	50.84%	50.86%
New Rates - November 2013 Valuation	**33.4%**	**37.15%**	**39.40%**	**41.70%**	**43.90%**	**46.20%**	**48.50%**	**50.86%**
(includes March 2012 & April 2013 Actions)								
Projected Increase from February 2014 Actions	0.0%	0.0%	0.0%	1.9%	3.00%	4.50%	6.00%	7.00%
New Total Projected Rate	**33.4%**	**37.2%**	**39.4%**	**43.6%**	**46.9%**	**50.7%**	**54.5%**	**57.9%**
Increase over FY 2014 Adopted as % of payroll		**1.5%**	**1.2%**	**2.2%**	**2.1%**	**2.9%**	**3.7%**	**7.0%**

**no cost share included*

It should be noted that this table does not reflect current Employer retirement premium cost-sharing agreements in place with the Fire Fighters and Police Officers Associations.

- The Fire Fighters Association pays 6 percent of the Employer Contribution in addition to the 9% Employee contribution for a total of 15%. This is an ongoing agreement.

- The Police Officers Association (HPOA) agreed to pay 8.62 percent of the Employer Contribution in addition to the 9 percent Employee contribution for a total of 17.62 percent in FY 2013 and FY 2014. The General Fund Ten-Year Plan assumes the continuation of this cost sharing. However, this agreement with HPOA expires in FY 2014 and the City is currently in discussions with HPOA.

<u>Benefit Liabilities</u>

Pursuant to City Council policy, FY 2015 increases its contribution toward the Other Post Retirement Benefits (OPEB) Retiree Medical benefit unfunded liability by $1.14 million. As discussed later in this message, the City is phasing in the funding of the Annual Required Contribution (ARC) for its OPEB liability – reaching this minimum annual funding level by FY 2017. The annual $310,000 transfer directly from the General Fund for Workers' Compensation liability is eliminated, as this in now appropriately funded through the Workers' Compensation Internal Service fund.

<u>Vacancy Savings</u>

Projected vacancy savings are reduced from prior year levels by $400,000 in recognition of planned hiring and a reduced capacity to carry vacant positions in the organization. However, it should be noted that there is always some level of savings generated by attrition and that is represented in the remaining projections.

Interdepartmental Charges

This category represents charges by employees budgeted in the General Fund to projects funded by non-General Fund sources – resulting in a savings to the General Fund. As a number of eligible projects have completed (e.g., Route 238), we anticipate a reduction in the amount these "charge outs" resulting in a loss of savings – or increased cost – to the General Fund of $136,000.

Internal Services

The Fleet, Facilities and Technology Internal Service Funds all experienced general cost increases of 3-5% (generally related to employee costs) – about $600,000 in additional costs to the General Fund.

The budget reflects an update to the Fleet Internal Service Fund. Prior budgets allocated a General Fund transfer to the Fleet Capital Fund for the purchase of vehicles as included in the Capital Funding allocation. FY 2015 includes the appropriate costs within the respective department budgets (e.g., Police, Fire, Maintenance, etc.) to accurately reflect to true cost of department operations. As part of a phased in plan to fully fund the Fleet Capital (replacement) Fund, FY 2015 reflects an increase of $500,000.

The Technology Internal Service Fund represents an increase of about $900,000 for increased costs ($640,000 recurring, $260,000 one-time) that include:

- New World CAD/RMS software maintenance
- Code Red Emergency Notification system subscription
- Munis software maintenance (this will increase in future years)
- Network infrastructure maintenance
- City web re-design
- Unisys software license (3 years)

Capital Funding

This category reflects a decrease from FY 2014 due to the reallocation of costs to the Internal Service Funds. In addition, the projected debt service cost for Fire Station #7/Fire Health Clinic is now reflected in Debt Service instead of the capital line item.

However, the capital line-item does include a one-time transfer of about $1 million from the General Fund toward critical Information Technology projects (not included in the ISF):

- New Agenda Manager system
- Full network infrastructure/server replacement – including the Police Department building
- Security camera pilot project

The remaining $700,000 is comprised of a transfer of $350,000 for transportation projects and $320,000 for various capital projects, including a Traffic Impact Fee Study ($200,000).

Other Funds Expenditures and Revenues

The most significant changes in the non-General Fund funds are related to the Water and Wastewater Enterprise Funds.

Water Fund

- Water sales are projected to increase in FY 2015, with the second of two 6 percent rate adjustments approved by city Council in July 2013 becoming effective October 1, 2014. This is expected to generate about $2.2 million in increased revenues.

- The San Francisco Public Utilities Commission (SFPUC) , the City's wholesale water supplier, has proposed a 19.5 percent increase in wholesale water rates. Staff anticipates that the total cost of water will increase in FY 2015 by $4.2 million over FY 2014. The 6 percent water rate increase does not cover this significant rise in water costs.

- The Water Fund budget reflects cost increases related to operations and maintenance of $163,000.

Wastewater Fund

- Sewer revenues are expected to increase by $400,000 based on an adopted 3 percent rate increase that is effective October 1, 2014.

- Add one FTE Sewer Collection System Maintenance Supervisor ($170,000)

- Increase operations & maintenance expenses by $90,000.

UNFUNDED NEEDS & LIABILITIES

While the FY 2015 Operating Budget reflects the basic operating needs of the City, as well as the inclusion of funding toward some benefit liabilities and capital needs, it does not reflect the full spectrum of need – as many of these needs are by necessity "unfunded." As can be seen in the discussion below regarding benefit liabilities, the City is not fully funding these obligations. However, the City Council spent time in FY 2014 reviewing its benefit liabilities and adopting funding plans toward adequately funding the unfunded portions of these liabilities.

The FY 2014 Capital Improvement Program Update reflects "Identified Capital Needs" totaling almost $510 million for which funding is undetermined. In accord with Council policy, the General Fund 10-Year Plan includes allocations toward these unfunded CIP needs effective FY 2015. This is further outlined in the Capital Improvement Section of the budget document – as well as in the FY 2015 Capital Improvement Plan Budget.

Benefit Liabilities & Funding Status

The City actively manages its benefit liabilities and completes actuarial valuations for all benefit liabilities with the exception of accrued leave payouts. These valuations consider the economic, demographic, and historical compositions of the benefit programs and establish amounts that the City should set aside each year to fund its benefit-related financial obligations. In today's economic climate, it is critical that the City continue to manage its liabilities to ensure long-term

fiscal stability. Actuarial valuations identify the Annual Required Contribution (ARC) an agency should make toward the funding of the benefit. This is essentially the minimum funding amount that should be responsibly made by any organization.

As bond rating agencies review the City's debt, they actively consider the level of the City's unfunded benefit liabilities and the economic pressure this places on the City. Failure to meet the minimum recommended funding levels or implement a long-term plan to pay down the future liabilities could have a negative impact on future bond ratings – with a possible resultant increase in the cost of borrowing should the City seek to incur new debt.

The City's four benefit liabilities include:

1. California Public Employees' Retirement System (CalPERS)
2. Workers' Compensation (self-funded)
3. Other Post-Employment Benefits (OPEB) – Retiree Medical Benefits
4. Accrued Leave Payouts

Table 7 provides a summary of the City's benefit liabilities and current levels of funding. Each of these benefit liabilities is unique in its structure and funding the degree of funding varies depending on the benefit.

Table 7: Summary of Benefit Liabilities

(in millions)	Actuarial Valuation Date	Accrued Liability	Value of Assets	Funded Ratio	Unfunded Liability (1)	Unfunded Ratio
CalPERS Police Safety Plan	6/30/2012	$ 269.3	$ 170.5	63.3%	$ 98.8	36.7%
CalPERS Fire Safety Plan	6/30/2012	$ 217.3	$ 139.5	64.2%	$ 77.8	35.8%
CalPERS Miscellaneous Plan	6/30/2012	$ 353.4	$ 225.3	63.8%	$ 128.1	36.2%
Retiree Medical (all groups)	6/30/2011	$ 69.0	$ 0.5	0.7%	$ 68.4	99.3%
Workers' Compensation	6/30/2012	$ 11.7	$ 4.0	34.1%	$ 7.7	65.9%
Accrued Leave Payouts (2)	6/30/2013	$ 8.6	$ -	0.0%	$ 8.6	100.0%
Total		**$ 929.2**	**$ 539.8**	**58.1%**	**$ 389.4**	**41.9%**

(1) The percent of unfunded liability for the CalPERS plans is based on the Market Value of the Assets and assumes smoothing over time.
(2) Accrued Leave Payouts - no actuarial valuation

Retirement Annual cost (annual cost: $23 million)

The City is fully meeting its annual required contribution (ARC) amounts based on the CalPERS premium rates. Given the CalPERS "smoothing" methodology, meeting this ARC does not necessarily pay down future unfunded liability. However, while the recent changes adopted by the CalPERS Board will increase Hayward's Employer rates, the changes will improve the plan funding status over the next thirty years.

As part of the long-term policy discussion on unfunded liabilities, the Council should consider the advantages and disadvantages of paying additional premium towards the unfunded portion. However, although a prepayment to pay down the City's liability will reduce the City's unfunded liability and save money in the long-term, it will have little to no impact on current costs. As one-

time funds become available, the City Council can consider using these funds toward a liability payment to CalPERS.

Workers' Compensation (annual Cost: $4.0 million)

Pursuant to the current actuarial valuation conducted for the program, a funding status of 70 – 85 percent is recommended. Table 7 shows that the City is currently at about a 34 percent funding level. Staff recommends funding at the 80 percent level and beginning in FY 2013, has implemented a plan to build the fund balance toward achieving this funding level over the next four years. Workers' Compensation rates charged against live payroll include a component of cost (about $1.5 million/year) toward unfunded liability. Once the 80 percent funding level is reached (about $9 million in fund balance reserved for future liability) – the Workers' Compensation rates will be adjusted downward.

Retire Medical (OPEB) (annual Cost: $2.7 million for current retirees – "pay go")

The actuarial calculation of the City's ARC is $6.7million ($2.7 million "pay go" and $4 million future unfunded liability). The City is not funding the full ARC – only paying the $2.7 million "pay go" portion. The General Fund Ten-Year Plan addresses this, and effective FY 2014, phases in the cost of fully funding the ARC by FY 2018. FY 2015 allocates $2 million toward this increased funding goal.

Accrued Leave Payouts (annual Cost: about 2.1 million)

Staff has taken action to address this liability during the past two years by managing employees to approved vacation caps. This helps prevent large accrued leave payouts to retiring or terminating employees. However, while progress has been made, it has not been possible to get all employees below the cap due to the severe staffing shortages across the organization and the increasing demand for services.

To further proactively address this liability, staff is considering building a funding mechanism into payroll as a component of the fringe benefit rate (e.g., 1 percent of payroll for non-sworn and 2 percent of payroll for sworn positions). This will result in a budgeted increase to the City budget without offsetting budgetary decreases. However, it may prevent large spikes to department payroll budgets when employees with large leave balances leave City employment and cash out their balances.

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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.

- Community Development Block Grant Fund
- Downtown Business Improvement Fund
- Housing and Homeownership Funds
- Small Business Economic Development Loan Fund
- Hayward Promise Neighborhood Grant Fund
- Citizen's Option for Public Safety Fund
- Measure B – Paratransit Fund
- Recycling Fund
- Neighborhood Stabilization Program
- 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.

- General Debt Service (COP)
- Hayward Successor 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.

- Airport Maintenance and Operation Fund
- 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.

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

CITY OF HAYWARD
HEART OF THE BAY

All Operating Funds - Summary

$'s in 1000's

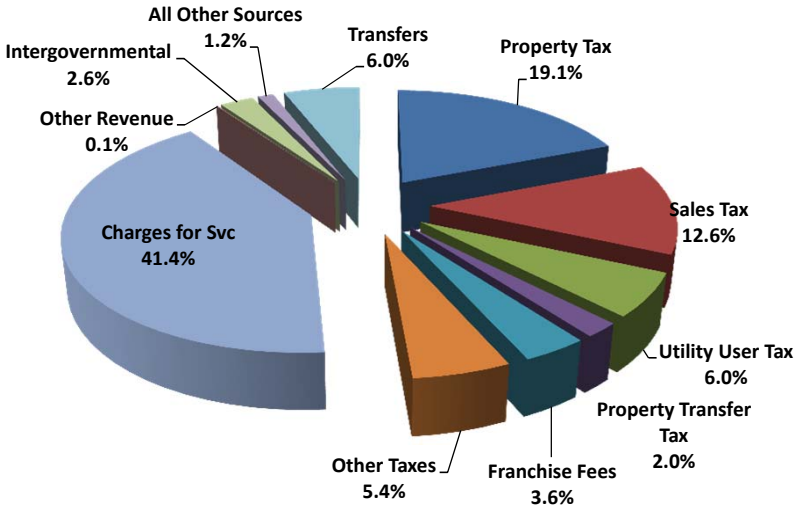
FY 2015 Adopted

FY 2015	General	Special Revenue	Debt Service	Enterprise	Internal Service	Successor RDA	TOTAL
Revenues							
Property Tax	40,514	-	-	-	-	7,220	47,734
Sales Tax	31,421	-	-	-	-	-	31,421
Utility User Tax (New Oct 2009)	15,000	-	-	-	-	-	15,000
Real Property Transfer Tax	5,000						5,000
Franchise Fees	9,120	-	-	-	-	-	9,120
Other Taxes	6,206	7,382	-	-	-	-	13,588
Charges for Service	8,922	-	-	71,816	22,987	-	103,725
Other Revenue	166	-	-	-	-	-	166
Intergovernmental	6,577	-	-	-	-	-	6,577
From All Other Sources	2,094	-	953	-	-	-	3,047
	125,020	**7,382**	**953**	**71,816**	**22,987**	**7,220**	**235,378**
Transfers from other funds*	**3,221**	**2,928**	**3,299**	**2,379**	**3,119**	**-**	**14,946**
Total Revenues	**128,241**	**10,310**	**4,252**	**74,195**	**26,106**	**7,220**	**250,324**
Expenditures							
Salary							
Regular	66,448	1,111	-	9,980	3,700	141	81,380
Overtime	5,334	-	-	392	185	-	5,911
Vacancy Savings	(1,250)	-	-	-	-	-	(1,250)
Benefits							
Fringe Benefits (Med. Dent., etc.)	18,838	299	-	3,175	1,013	39	23,364
Retiree Medical	2,242	23	-	227	74	4	2,570
PERS	18,359	244	-	2,194	795	31	21,623
Charges (to)/from other programs	(5,179)	(143)	-	663	171	138	(4,350)
Net Staffing Expense	**104,792**	**1,534**	**-**	**16,631**	**5,938**	**353**	**129,248**
Maintenance & Utilities	969	368	-	2,511	4,107	24	7,979
Supplies & Services	6,384	5,161	25	7,324	5,730	568	25,192
Internal Service Fee	11,515	88	-	2,556	424	-	14,583
Capital	19	54	-	-	-	-	73
Debt Service	-	-	2,978	4,959	1,793	4,003	13,733
All Other Uses	604	2,216	-	25,900	6,128	-	34,848
	19,491	**7,887**	**3,003**	**43,250**	**18,182**	**4,595**	**96,408**
Total Expense	**124,283**	**9,421**	**3,003**	**59,881**	**24,120**	**4,948**	**225,656**
Transfers to other funds*	**9,621**	**390**	**286**	**12,890**	**2,507**	**2,200**	**27,894**
Subtotal Expenditures	**133,904**	**9,811**	**3,289**	**72,771**	**26,627**	**7,148**	**253,550**
Assumed Labor Concession Savings	*(600)*	-	-	-	-	-	**(600)**
Total Expenditures	**133,304**	**9,811**	**3,289**	**72,771**	**26,627**	**7,148**	**252,950**
(Use) / Add to fund balance	**(5,063)**	**499**	**963**	**1,424**	**(521)**	**72**	**(3,226)**

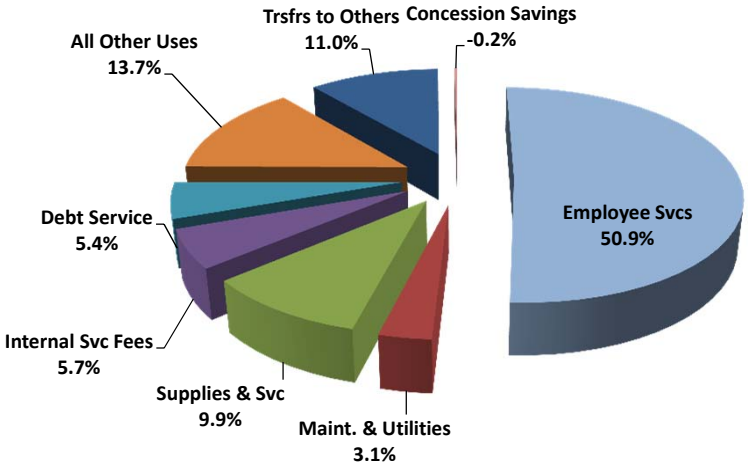
Note: General Fund column represents fund 100 only.

All Operating Funds	FY 2015
Summary of Revenues and Expenditures	Adopted

FY 2015 All Operating Funds Revenues - By Type
$250.3 Million
(Amounts Stated in Millions)



FY 2015 All Operating Funds Expenditures - By Category
$253.0 Million
(Amounts Stated in Millions)



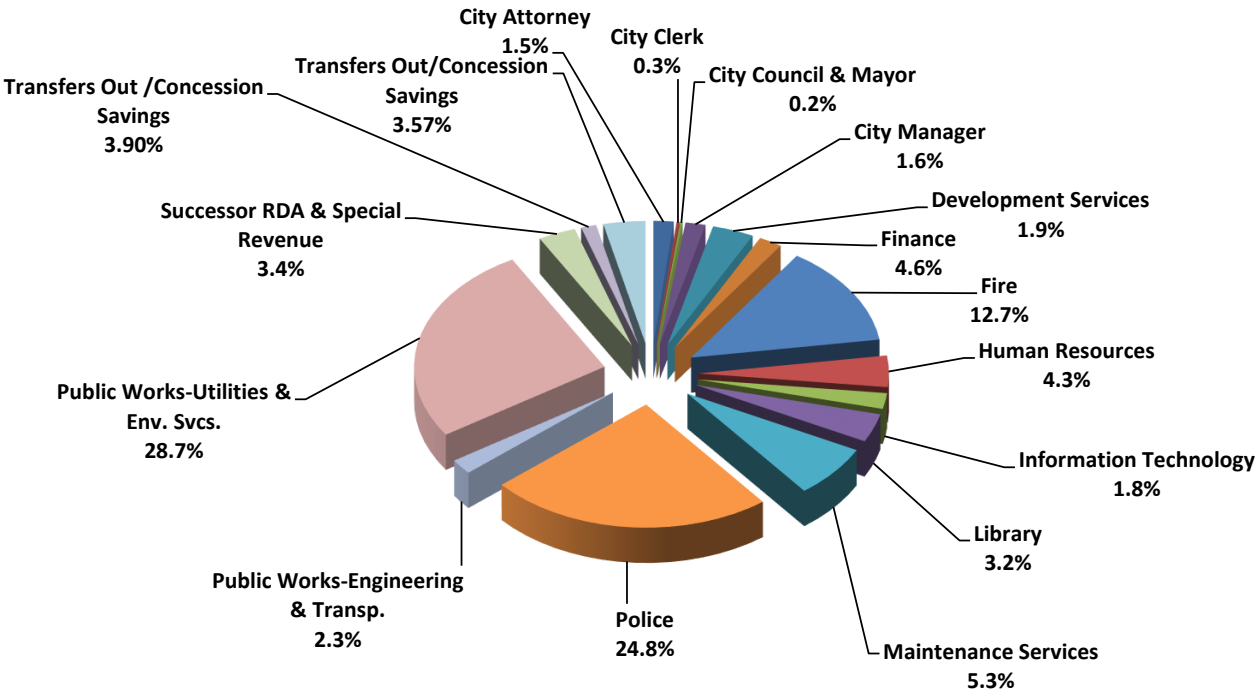
CITY OF HAYWARD
HEART OF THE BAY

Summary of Expenditures by Department - All Funds

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
City Attorney	3,794,690	2,983,564	3,671,870	3,549,101	4,305,807
City Clerk	529,145	763,709	580,068	775,883	618,718
City Council & Mayor	505,022	495,426	483,169	505,797	527,802
City Manager	2,680,119	2,719,221	3,589,517	4,378,551	4,320,466
Development Services	5,892,520	6,367,384	5,907,903	8,013,994	8,943,874
Finance	4,009,984	3,909,426	4,363,453	4,556,830	5,018,615
Fire	30,009,518	30,753,307	31,188,154	31,975,216	33,556,390
Human Resources	9,236,908	8,178,238	10,149,091	10,291,552	10,460,458
Information Technology	4,627,732	4,709,759	4,286,539	4,472,511	5,259,213
Library	9,538,830	6,605,193	6,588,482	7,931,393	9,481,958
Maintenance Services	17,617,478	15,013,373	14,704,886	16,485,307	17,426,737
Police	59,299,926	59,151,308	59,678,026	58,943,718	61,177,930
Public Works-Engineering & Transp.	5,491,213	5,027,286	3,727,163	5,269,483	4,987,099
Utilities & Environmental Services	51,863,595	59,035,985	57,862,116	65,777,401	66,482,255
Successor RDA & Special Revenue	24,474,198	7,310,803	14,258,076	8,937,334	8,071,953
Non-Departmental/Debt Service*	8,201,514	11,795,039	7,358,933	7,865,619	3,288,698
Transfers Out/Concession Savings	6,265,824	8,514,356	8,806,324	9,669,462	9,021,173
Transfers Out	*6,265,824*	*8,514,356*	*8,806,324*	*10,783,462*	*9,621,173*
Assumed Labor Concession Savings	-	-	-	*(1,114,000)*	*(600,000)*
	$ 244,038,216	**$ 233,333,377**	**$ 237,203,770**	**$ 249,399,152**	**$ 252,949,146**

*FY2012 includes a one-time transfer of RDA Successor Agency debt.

FY 2015 Adopted



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General Fund Summary and Cash Fund Balance Designations

$ in 1,000s	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Beginning Cash Fund Balance	**$ 29,339**	**$ 29,550**	**$ 27,764**	**$ 28,115**	**$ 25,536**
Revenues					
Property Tax	$ 35,726	$ 35,715	$ 39,181	$ 38,141	$ 40,514
Sales Tax	25,492	26,346	28,534	30,500	31,421
Utility Users Tax	14,700	14,797	14,940	15,000	15,000
Franchise Fees	9,091	9,892	9,688	9,917	9,120
Real Property Transfer Tax	3,821	4,778	4,596	4,500	5,000
Other Taxes	5,342	5,814	6,042	5,980	6,206
Charges for Services	8,916	7,696	7,844	8,836	8,922
Inter-Governmental	5,046	3,716	5,363	3,341	6,577
Fines & Forfeitures	2,792	2,403	2,913	1,869	1,801
Other Revenues	3,417	3,797	174	2,711	166
Interest & Rents	548	510	400	264	293
Transfers In	6,462	4,514	4,064	3,844	3,221
Total Operating Revenues:	**$ 121,353**	**$ 119,979**	**$ 123,741**	**$ 124,903**	**$ 128,241**
Expenditures					
Salaries & Benefits	$ 96,827	$ 98,041	$ 98,232	$ 100,859	$ 104,792
Maintenance & Utilities	1,932	810	908	1,018	969
Supplies & Services	6,311	5,793	6,184	6,396	6,384
Internal Service Fees	9,600	9,280	9,300	9,409	11,515
Capital	53	71	-	130	19
Other					604
Assumed Concession Savings	-	-	-	(1,114)	(600)
Transfers Out	6,420	8,514	8,843	10,784	9,621
Total Operating Expenditures:	**$ 121,143**	**$ 122,510**	**$ 123,467**	**$ 127,482**	**$ 133,304**
Annual Surplus/(Shortfall)	**$ 210**	**$ (2,531)**	**$ 274**	**$ (2,579)**	**$ (5,063)**
Adjustments to Fund Balance		$ 746	$ 77	$ -	$ -
Ending Fund Cash Balance (CAFR)	**$ 29,550**	**$ 27,764**	**$ 28,115**	**$ 25,536**	**$ 20,473**

Cash Fund Balance Designations	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Unassigned					
Contingencies	$ 10,695	$ 10,695	$ 5,000	$ 5,000	$ 5,000
Economic Uncertainty	9,350	9,350	5,000	5,000	5,000
Liquidity	4,675	4,675	13,115	10,536	5,000
Emergencies	-	-	5,000	5,000	5,473
Public Safety	1,000	1,000	-	-	-
Hotel Conference Center	190	190	-	-	-
Retirement Reserve	522	522	-	-	-
Undesignated Fund Balance	3,118	1,332	-	-	-
Total Designated Fund Balance	**$ 29,550**	**$ 27,764**	**$ 28,115**	**$ 25,536**	**$ 20,473**

Note: With the implementation of our new financial system, a number of revenue and expenditure categories have been changed.

General Fund Ten-Year Plan - FY 2015 Adopted June 24, 2014

	PY3 Actual FY 2012	PY2 Actual FY 2013	PY1 Adopted FY 2014	Year 1 Adopted FY 2015	Year 2 Forecast FY 2016	Year 3 Forecast FY 2017	Year 4 Forecast FY 2018	Year 5 Forecast FY 2019	Year 6 Forecast FY 2020	Year 7 Forecast FY 2021	Year 8 Forecast FY 2022	Year 9 Forecast FY 2023	Year 10 Forecast FY2024
Revenue													
Annual Property Tax	35,716	36,561	37,491	39,784	41,375	43,030	44,536	46,028	47,730	49,497	51,329	53,232	55,205
RPTTF Pass-Thru & Annual Remittance	-	650	650	730	730	730	730	730	730	730	730	730	730
One-time	-	1,970	-	-	-	-	-	-	-	-	-	-	-
Property Tax	**35,716**	**39,181**	**38,141**	**40,514**	**42,105**	**43,760**	**45,266**	**46,758**	**48,460**	**50,227**	**52,059**	**53,962**	**55,935**
Sales Tax	26,346	28,534	30,500	31,421	32,327	33,483	34,090	35,453	36,872	38,346	39,880	41,476	43,135
UUT	14,797	14,940	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Franchise Fees	9,892	9,688	9,917	9,120	8,804	8,552	8,342	7,907	8,184	8,470	8,766	9,073	9,391
Property Transfer Tax	4,778	4,596	4,500	5,000	5,175	5,356	5,544	5,738	5,938	6,146	6,361	6,584	6,814
Business License Tax	2,483	2,493	2,711	2,652	2,917	2,976	3,035	3,096	3,158	3,221	3,285	3,351	3,418
Transient Occupancy Tax	1,466	1,679	1,460	1,734	1,769	1,804	1,840	1,877	1,914	1,953	1,992	2,032	2,072
Emergency Facilities Tax	1,751	1,870	1,809	1,820	1,829	1,838	1,847	1,857	1,866	1,875	1,885	1,894	1,904
Charges for Services	7,811	7,844	8,836	8,922	9,190	9,465	9,655	9,848	10,045	10,346	10,656	10,976	11,305
Other Revenue	3,797	174	2,711	166	166	166	166	166	166	166	166	166	166
Intergovernmental	3,717	5,365	3,341	6,577	6,567	6,567	6,067	5,567	5,567	5,567	5,567	5,567	5,567
Fines and Forfeitures	2,403	2,913	1,869	1,801	1,837	1,874	1,911	1,949	1,988	2,028	2,069	2,110	2,152
Interest and Rents	511	400	264	293	297	301	305	309	313	317	321	326	330
Total Revenue	**115,465**	**119,677**	**121,059**	**125,020**	**127,982**	**131,142**	**133,068**	**135,525**	**139,471**	**143,663**	**148,009**	**152,516**	**157,189**
Transfers in	4,514	4,064	3,844	3,221	3,315	3,397	3,481	3,567	3,766	3,868	3,962	4,162	4,262
Total Revenue/Resources	**119,979**	**123,741**	**124,903**	**128,241**	**131,297**	**134,538**	**136,549**	**139,092**	**143,238**	**147,531**	**151,971**	**156,679**	**161,452**
Expenditures													
Salary	61,697	62,986	65,323	66,445	67,823	69,337	70,386	72,245	73,685	75,154	76,622	78,151	79,710
Overtime	5,412	6,879	5,384	5,334	5,441	5,549	5,660	5,774	5,889	6,007	6,127	6,250	6,375
Wages Subtotal	**67,109**	**69,865**	**70,707**	**71,779**	**73,264**	**74,886**	**76,047**	**78,018**	**79,574**	**81,161**	**82,749**	**84,400**	**86,084**
Medical Benefits	8,515	10,083	10,943	10,942	12,036	13,239	14,563	16,020	17,622	19,384	21,322	23,454	25,800
Dental Benefits	988	-	1,124	1,065	1,086	1,108	1,130	1,153	1,176	1,199	1,223	1,248	1,273
Retiree Medical (pay-go only)	2,560	2,321	2,348	2,242	2,340	2,447	2,566	2,696	2,839	2,997	3,171	3,361	3,571
Worker's Compensation	4,877	5,189	4,980	5,013	5,111	5,213	5,314	5,420	5,526	5,636	5,746	5,861	5,978
Other Benefits	1,726	1,030	1,676	1,818	1,844	1,867	1,890	1,918	1,942	1,966	1,995	2,021	2,048
PERS	17,492	15,143	16,046	18,359	20,008	23,161	25,523	28,529	31,248	33,440	34,123	34,820	35,531
Benefits Subtotal	**36,158**	**33,766**	**37,117**	**39,439**	**42,424**	**47,036**	**50,986**	**55,736**	**60,352**	**64,623**	**67,580**	**70,765**	**74,200**
Vacancy Savings (wages & benefits)	-	-	(1,650)	(1,250)	(1,250)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Interdepartmental (ID) Charges to other funds	(5,332)	(5,399)	(5,315)	(5,179)	(5,174)	(5,174)	(5,174)	(5,174)	(5,174)	(5,174)	(5,174)	(5,174)	(5,174)
Unemployment Self-Insurance	-	-	-	150	150	150	150	150	150	150	150	150	150
Salaries & Benefits Subtotal	**97,935**	**98,232**	**100,859**	**104,939**	**109,414**	**115,898**	**121,009**	**127,730**	**133,903**	**139,760**	**144,305**	**149,141**	**154,261**
OPEB Liability Contribution*	-	-	918	2,060	3,060	4,060	4,141	4,224	4,309	4,395	4,483	4,572	4,664
Workers' Compensation Liability Contribution*	310	310	310	-	-	-	-	-	-	-	-	-	-
Net Staffing Expense	**98,245**	**98,542**	**102,087**	**106,999**	**112,474**	**119,958**	**125,150**	**131,954**	**138,211**	**144,155**	**148,788**	**153,714**	**158,924**
Maintenance & Utilities	810	908	1,018	969	979	988	998	1,008	1,018	1,029	1,039	1,049	1,060
Supplies & Services	5,900	6,184	6,396	6,838	6,975	7,114	7,257	7,402	7,550	7,701	7,855	8,012	8,172
Internal Service Fees	9,280	9,300	9,409	11,515	12,132	12,756	13,386	14,023	14,166	14,310	14,456	14,604	14,753
Debt Service*	2,784	2,822	2,809	3,299	3,302	3,299	3,301	3,301	3,301	3,301	3,301	3,301	3,301
Minor Capital Outlay	-	-	130	19	-	-	-	-	-	-	-	-	-
Liability Insurance*	2,464	2,537	2,621	2,338	2,385	2,432	2,481	2,531	2,581	2,633	2,686	2,739	2,794
Capital Improvement Program Funding*	3,027	3,174	4,126	1,925	1,513	869	887	1,168	799	803	2,006	1,207	1,207
Net Operating Expense	**24,265**	**24,925**	**26,509**	**26,903**	**27,286**	**27,459**	**28,310**	**29,433**	**29,415**	**29,777**	**31,343**	**30,912**	**31,287**
Expenditures Subtotal	**122,510**	**123,467**	**128,596**	**133,901**	**139,760**	**147,417**	**153,460**	**161,387**	**167,627**	**173,932**	**180,130**	**184,626**	**190,211**
Assumed Additional Labor Concessions	-	-	(1,114)	(600)	(600)	(600)	(600)	(600)	(600)	(600)	(600)	(600)	(600)
Total Expenditures	**122,510**	**123,467**	**127,482**	**133,301**	**139,160**	**146,817**	**152,860**	**160,787**	**167,027**	**173,332**	**179,530**	**184,026**	**189,611**
Total Surplus/(Shortfall)	**(2,531)**	**274**	**(2,579)**	**(5,060)**	**(7,863)**	**(12,279)**	**(16,311)**	**(21,695)**	**(23,789)**	**(25,801)**	**(27,559)**	**(27,347)**	**(28,159)**
Beginning Fund Balance	**29,550**	**27,764**	**28,115**	**25,536**	**20,475**	**12,612**	**334**	**(15,978)**	**(37,673)**	**(61,462)**	**(87,263)**	**(114,822)**	**(142,170)**
Change to Reserves	(2,531)	274	(2,579)	(5,060)	(7,863)	(12,279)	(16,311)	(21,695)	(23,789)	(25,801)	(27,559)	(27,347)	(28,159)
Adjustments to fund balance	745	77											
Ending Fund Balance	**27,764**	**28,115**	**25,536**	**20,475**	**12,612**	**334**	**(15,978)**	**(37,673)**	**(61,462)**	**(87,263)**	**(114,822)**	**(142,170)**	**(170,329)**
City Council Reserve Policy (min. 20% expenditures)	**24,502**	**24,693**	**25,496**	**26,660**	**27,832**	**29,363**	**30,572**	**32,157**	**33,405**	**34,666**	**35,906**	**36,805**	**37,922**
Over/(Under) Reserve Policy		**3,422**	**39**	(6,185)	(15,219)	(29,030)	(46,550)	(69,830)	(94,867)	(121,929)	(150,728)	(178,975)	(208,251)
** Transfers Out of the General Fund Total*	*8,585*	*8,843*	*10,784*	*9,622*	*10,260*	*10,660*	*10,810*	*11,224*	*10,990*	*11,132*	*12,475*	*11,819*	*11,966*

General Fund Ten-Year Plan Assumptions

Key Revenue Assumptions (as compared to FY 2014 Adopted Budget)

- Property Tax (net of one-time revenue): 6.2 percent growth in FY 2015 (+2.374M); annual growth of 3.5 - 4 percent in future years.
- Sales Tax: 3 percent growth in FY 2015; annual growth of about 3 percent - 4 percent
- Utility Users Tax is re-authorized by the voters by 2018; 0 percent growth
- Property Transfer Tax: 11 percent growth in FY 2015 ($500,000) and future growth of 3.5 percent
- TOT: 18.4 percent increase in FY 2014 ($274,000); and future growth of 2 percent
- Reduction of annual Gas Tax funds (transfer in to General Fund)

Key Expenditure Assumptions

- No across-the-board wage increases for all units for 5 years; FY 2015 – FY 2019 reflects contracted wage adjustments for the Firefighters Association; a generic 2 percent annual wage growth is budgeted for all other units commencing with FY 2016
- All current labor concessions carry forward as ongoing, structural change
- Additional assumed labor concessions bring all units to the Council-approved target
- Medical premium rates assumed to increase 10 percent year-over-year
- Dental premium rates assumed to increase 2 percent year-over-year
- Updated CalPERS rates (November 2013 valuations & February 2014 CalPERS Board actions)
- Decreased vacancy savings assumptions based on hiring and less flexibility in the organization to carry vacancies
- Effective FY 2015, substantially funds City's Other Post-Employment Benefits (OPEB)
- Effective FY 2015, funds vehicle replacement fund through Internal Service Fund instead of direct transfer from General Fund Capital Improvement Program
- Funds debt service for Fire Station #7/Fire Clinic rehabilitation project and effective FY 2015, included in Debt Service instead of General Fund Capital Improvement Program

General Fund - Fund Transfer Summary

Fund Transfers (FY 2011 - 2015)

$'s in 1,000's	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Transfers into the General Fund					
Transfer for Cost Allocation	2,783	2,696	2,449	2,450	2,481
Transfer from Special Gas Tax	2,225	1,691	1,140	1,148	223
Transfer from Housing Mort Bond Fund	467	-	-	-	-
Transfer from Citizen's Option Grant	158	-	349	184	184
Transfer from Byrnes Justice Assist Grant	89	-	126	55	47
Transfer from CFD #1 for Police Services	-	-	-	-	278
Transfer from Fleet Capital	24	-	-	-	-
Transfer from RDA, Misc	165	128	-	-	-
Transfer from Local Imprv Dist Fund	357	-	-	-	-
Transfer from Comm Fac Dist Fund	175	-	-	8	8
Transfer from Debt Service	19	-	-	-	-
Transfers into the General Fund	**6,462**	**4,515**	**4,064**	**3,845**	**3,221**
Transfers out of the General Fund					
Transfer to Debt Service	2,772	2,781	2,826	2,809	2,709
Transfer for Risk Management Premium	2,347	2,465	2,331	2,621	2,338
Transfer to Trans Sys Improvement Fund	-	50	350	350	550
Transfer to Worker's Compensation Fund	-	310	310	310	-
Transfer to InformationTechnology Operating Fund	-	-	-	130	-
Transfer to Capital Projects	1,299	2,908	2,989	3,646	1,965
Transfer to Retiree Medical Fund	-	-	-	918	2,060
Transfers out of the General Fund	**6,418**	**8,514**	**8,806**	**10,784**	**9,621**

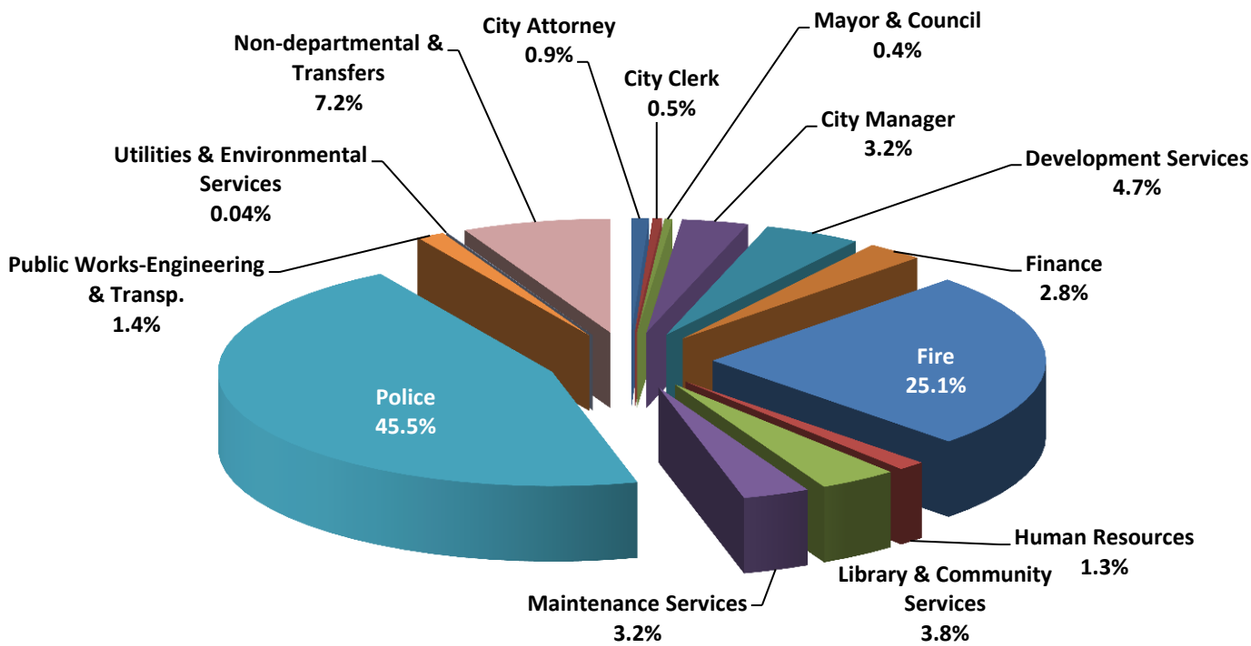
CITY OF HAYWARD
HEART OF THE BAY

Summary of Expenditures by Department - General Fund

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted*	FY 2015 Adopted*
City Attorney	1,086,843	962,717	908,360	1,044,801	1,139,901
City Clerk	529,145	763,709	580,068	775,883	618,718
Mayor & Council	505,022	495,426	483,169	505,797	527,802
City Manager	2,680,119	2,719,221	3,589,517	4,378,551	4,320,466
Development Services	5,433,576	5,059,476	4,391,146	4,886,813	6,305,058
Finance	3,181,762	3,045,431	3,231,268	3,347,890	3,755,246
Fire	30,009,518	30,753,307	31,188,154	31,975,216	33,556,390
Human Resources	1,166,885	995,471	1,281,400	1,768,306	1,782,076
Library & Community Services	4,989,938	4,762,628	4,690,115	4,810,461	5,088,749
Maintenance Services	3,784,131	3,829,832	3,648,486	4,035,507	4,349,190
Police	58,993,450	58,825,906	59,377,126	58,704,718	60,946,066
Public Works-Engineering & Transp.	2,632,290	1,562,254	1,257,141	1,579,070	1,839,944
Utilities & Environmental Services	28,046	29,022	33,613	51,906	52,757
Non-departmental & Transfers	6,419,609	8,517,000	8,806,324	10,783,462	9,621,173
	$ 121,440,334	**$ 122,321,400**	**$ 123,465,887**	**$ 128,648,381**	**$ 133,903,536**

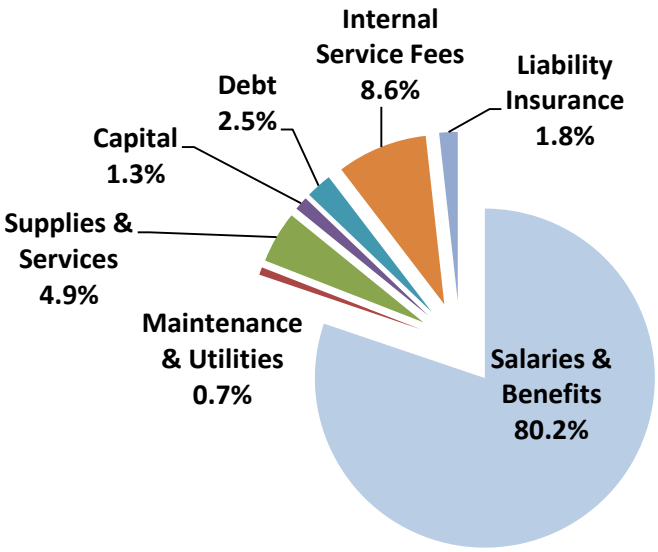
**Note: Does not include assumed employee concession savings of $1.1 million in FY 2014 Adopted and $600,000 in FY 2015 Proposed.*

FY 2015 = $133.9M

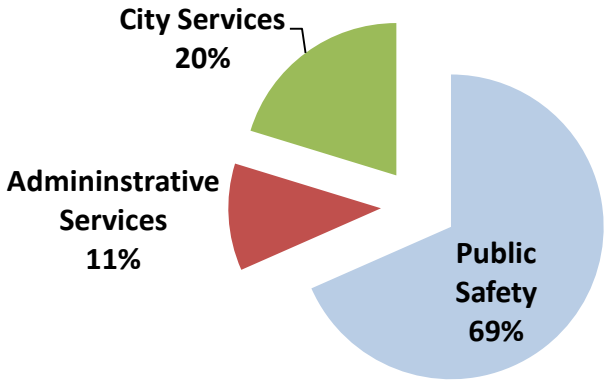


General Fund Expenditures Summary

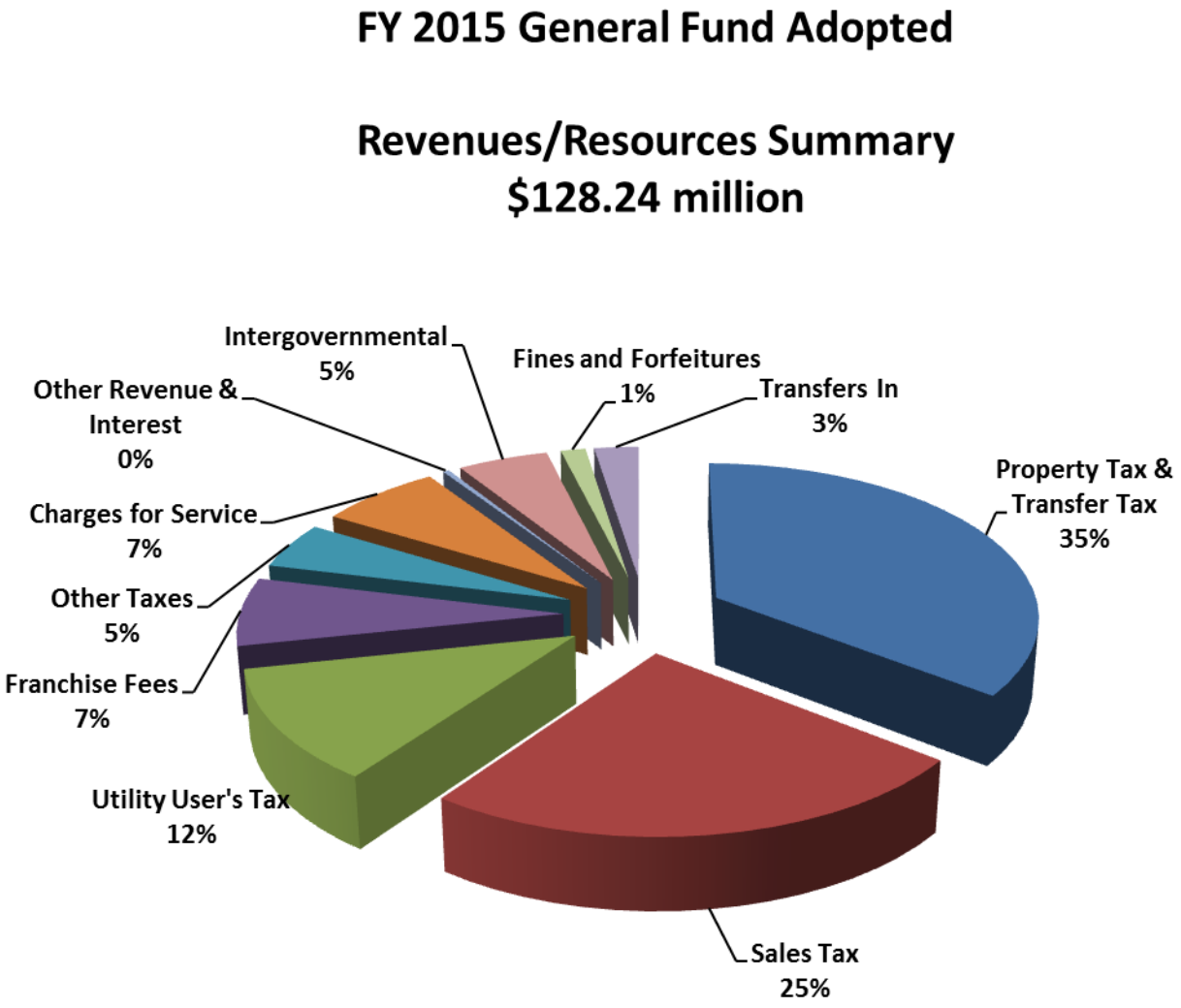
FY 2015
General Fund Expenditures by Category



FY 2015
General Fund Staffing by Service Area



General Fund Revenues by Source



Summary of General Fund Revenues

Revenues by Category *in 1,000's*	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Property Taxes					
Property Tax Secured	$ 21,608	$ 21,587	$ 24,305	$ 23,300	$ 26,231
Property Tax Unsecured	1,328	1,384	1,257	1,300	1,522
In-Lieu (Enterprise Funds)	1,620	1,649	1,612	1,629	-
RDA Pass Thru	218	434	1,650	298	730
Trust Fund Redistribution (RDA)	-	-	-	350	-
Property Tax - VLF Swap	10,131	10,096	10,357	10,564	12,031
Airport	821	565	-	700	-
Total Property Taxes	**$ 35,726**	**$ 35,715**	**$ 39,181**	**$ 38,141**	**$ 40,514**
Sales & Use Tax					
Sales and Use Taxes	$ 18,243	$ 19,597	$ 20,816	$ 22,000	$ 23,000
Sales Tax/Public Safety	620	677	745	700	721
Sales Tax Triple Flip	6,629	6,072	6,973	7,800	7,700
Total Sales & Use Tax	**25,492**	**26,346**	**28,534**	**30,500**	**31,421**
Utility Users Tax	**14,700**	**14,797**	**14,940**	**15,000**	**15,000**
Franchise Fee Tax					
Franchise - refuse	$ 3,746	$ 3,951	$ 4,141	$ 3,997	$ 4,100
Franchise - Water	1,940	2,326	2,117	2,490	1,439
Franchise - Sewer	1,308	1,363	1,160	1,365	789
Franchise - gas & electric	964	977	961	964	1,442
Franchise - Cable TV	1,133	1,275	1,309	1,101	1,350
Total Franchise Fee Tax	**9,091**	**9,892**	**9,688**	**9,917**	**9,120**
Real Property Transfer Tax	**$ 3,821**	**$ 4,778**	**$ 4,596**	**$ 4,500**	**$ 5,000**
Other Taxes					
Business License Tax	$ 2,390	$ 2,483	$ 2,494	$ 2,711	$ 2,652
Emergency Facilities Tax	1,699	1,751	1,869	1,809	1,820
Construction Tax	-	114	-	-	-
Transient Occupancy Tax	1,253	1,466	1,679	1,460	1,734
Total Other Taxes	**$ 5,342**	**$ 5,814**	**$ 6,042**	**$ 5,980**	**$ 6,206**
Charges for Services *(comprised of Licenses & Permits, Fees & Service Charges, Construction Related Fees)*					
Licenses and Permits					
Fire Licenses & Permits	$ 1,219	$ 1,327	$ 1,154	$ 1,645	$ 1,369
Police Licenses & Permits	233	322	313	305	398
Other Licenses & Permits	272	178	19	219	16
Total Licenses and Permits	**$ 1,724**	**$ 1,827**	**$ 1,486**	**$ 2,169**	**$ 1,783**
Fees and Service Charges					
Fire Fees & Svc Charges	$ 931	$ 727	$ 800	$ 757	$ 798
Police Fees & Svc Charges	1,022	932	778	979	840
Residential Rental Inspections	473	628	700	560	612
Vehicle Maintenance & Operations	35	44	-	22	-
Other Fees & Svc Charges	974	365	323	418	392
Total Fees and Service Charges	**$ 3,435**	**$ 2,696**	**$ 2,601**	**$ 2,736**	**$ 2,642**

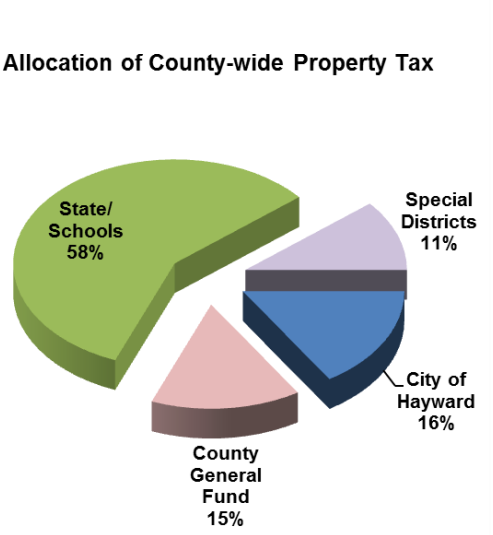
Summary of General Fund Revenues

Revenues by Category *in 1,000's*	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Construction Related Fees					
Construction Permits	$ 1,534	$ 1,351	$ 1,758	$ 1,700	$ 1,865
Plan Checking & New Constr. Insp.	1,980	1,680	1,874	2,111	2,392
Supplemental Improvement Tax	243	143	125	120	240
Total Construction Related Fees	**$ 3,757**	**$ 3,174**	**$ 3,757**	**$ 3,931**	**$ 4,497**
Total Charges for Services	**$ 8,916**	**$ 7,697**	**$ 7,844**	**$ 8,836**	**$ 8,922**
Inter-Governmental					
Police Grants/Reimb	$ 3,389	$ 3,035	$ 2,116	$ 2,355	$ 2,882
Fire County EMS Reimb	354	472	491	501	501
Fairview Fire Protection District	$ 2,223	$ 2,450	$ 2,575	$ 2,634	$ 2,700
Vehicle License Fee (VLF)	695	76	78	76	76
State Mandate Reimb	126	30	-	-	-
Fire Mutual Aid Reimb	75	40	90	390	390
Library Grants	354	51	-	-	-
Miscellaneous	53	13	13	19	28
Total From Other Agencies	**$ 7,269**	**$ 6,167**	**$ 5,363**	**$ 5,975**	**$ 6,577**
Fines and Forfeitures					
Vehicle Fines	$ 189	$ 505	$ 1,090	$ 205	$ 500
Parking Citations - In House	525	542	747	863	1,000
Parking Citations - DMV	179	221	202	114	114
FTB Parking Tax Offset	36	77	36	4	4
Photo Red Light	1,303	486	465	-	-
Criminal Fines	394	453	276	430	100
Administrative Citations	54	9	1	5	-
Code Enforcement	-	-	-	165	-
Library Fines	112	110	96	83	83
Total Fines and Forfeitures	**$ 2,792**	**$ 2,403**	**$ 2,913**	**$ 1,869**	**$ 1,801**
Other Revenues					
Workers' Comp Salary Reimb	1,035	1,199	-	-	-
Other	159	148	174	77	166
Total Other Revenues	**$ 1,194**	**$ 1,347**	**$ 174**	**$ 77**	**$ 166**
Interest & Rents					
Interest Earned	$ 127	$ 56	$ 21	$ 150	$ 150
Miscellaneous Interest Income	65	19	-	114	114
Laydown Rental Income	355	433	364	-	-
Building & Parking Rental	1	2	15	-	29
Total Interest & Rents	**$ 548**	**$ 510**	**$ 400**	**$ 264**	**$ 293**
Total General Fund Revenues	**$ 114,891**	**$ 115,466**	**$ 119,675**	**$ 121,059**	**$ 125,020**
Transfers In	6,462	4,514	4,064	3,844	3,221
Total Revenues Including Transfers	**$ 121,353**	**$ 119,980**	**$ 123,741**	**$ 124,903**	**$ 128,241**

Note: With the implementation of our new financial system, a number of revenue categories have been changed.

PROPERTY TAXES

Property Tax revenues are the City's largest General Fund revenue source, comprising 31 percent of General Fund revenues. The City's Property Tax is collected by Alameda County, and the City currently receives approximately 16 percent of the 1 percent countywide real property tax levied. Most of the revenue is received in December and April.



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 percent of the assessed value. This is an ad valorem tax, meaning it is based on the value of the property rather than a fixed amount. The Alameda County Assessor maintains property tax assessment rolls that account for all property. Property Taxes are adjusted per the following:

- Pursuant to provisions of Proposition 13, 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 percent 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 percent cap, thereafter.

PROPERTY TAXES, continued

Proposition 13 & ERAF
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 percent 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 8
Proposition 8 (1979) requires county assessors to temporarily lower the assessed value of a property if the market value falls below its factored base year value. Reductions in value under Proposition 8 are temporary and are reviewed annually. Subsequent years may see a reassessment of value based on current market conditions – and in this case, a property value may increase more than 2 percent in a single year.

Proposition 1A
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 percent rate without providing replacement funding.
- Shift property taxes from cities, counties or special districts.

<u>Supplemental Property Taxes</u>
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.

<u>Vehicle In-lieu Tax/License Fees (VLF)</u>
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 percent 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 percent of these fees for the support of the Department of Motor Vehicles.

PROPERTY TAXES, continued

Until FY 1999, the annual license fee was 2 percent of the market value of the vehicle as determined by the DMV. In 1998-99, the State reduced the license fees by 25 percent, but agreed to backfill local jurisdictions for this loss in revenue.

In 2004, the Governor lowered the annual VLF to 0.65 percent, from 2.0 percent. In the budget agreement between the Governor and cities and counties, the Governor agreed to backfill the 1.35 percent 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.

Personal Property Taxes

Personal Property Tax is assessed at the rate of 1 percent 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.

Analysis

Factors that affect the revenue generated by property taxes include:

- Changes in assessed values, which are caused by inflation adjustments up to 2 percent 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).
- VLF revenue is impacted by 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.
- Personal property taxes are affected by 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.

PROPERTY TAXES, continued

- Redevelopment Agency Dissolution and distributions from the Redevelopment Property Tax Trust Fund (RPTTF) have altered gross property tax revenues (but not VLF revenues). In FY 2013 and FY 2014, the City received significant one-time revenues related to the dissolution process that cannot be included in future year projections.

Forecast

Projections 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. Projections for the proposed budget are based on information provided by the Assessor on May 7. In addition, the City consults with a property tax consultant to review and confirm estimates.

Real Property Tax revenue is comprised of three distinct categories: Secured & Unsecured Property Tax, Vehicle License Fees (VLF), and the Redevelopment Property Tax Trust Fund (RPTTF). The chart below summarizes the net projections for all three sources.

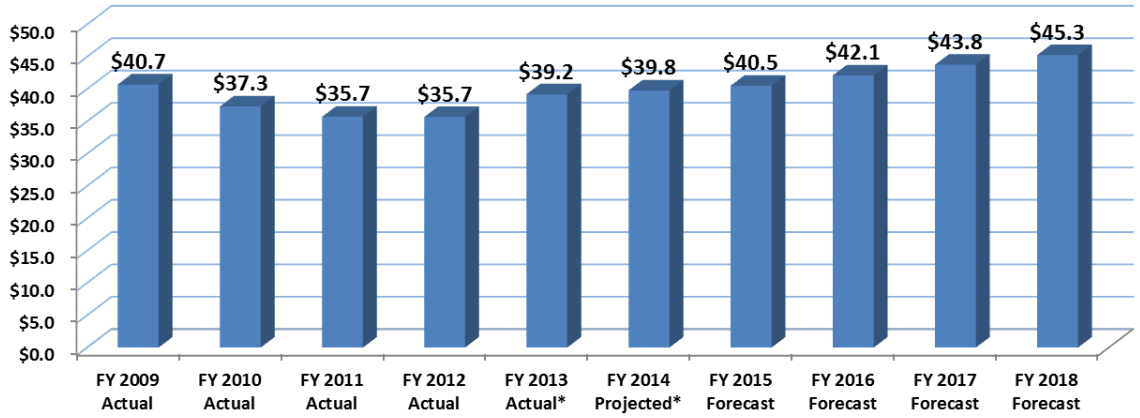
PROPERTY TAXES (All)	Actual Revenue			Projected Revenue				
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Total Collections	34,105	34,067	37,570	39,784	40,515	42,106	43,761	45,267
$ Change	-	(38)	3,503	2,214	731	1,591	1,655	1,506
% Change	-	-0.11%	10.28%	5.89%	1.84%	3.93%	3.93%	3.44%

FY 2013 includes $2.1M and FY 2014 includes about $1.2M in one-time revenues.

Overall Property Tax revenues are projected to grow by 5.5 percent in FY 2015 – although the numbers reflect a 1.85 percent growth rate due to the exclusion of one-time revenues received in FY 2013 and FY 2014[1]. It is difficult to estimate the timing and impact of a future economic recession (generally seven – ten year cycles). Both the steady annual growth and a slight dip in FY 2018 from 4 percent growth to 3.5 percent growth is a means to acknowledge and smooth market fluctuations.

[1] FY 2013 included a one-time payment of $870,000 for over-charged Property Tax Administrative Fees by Alameda County and $1.1 million in one-time RPTTF distributions. FY 2014 anticipates one-time RPTTF distributions of about $1.2 million.

PROPERTY TAXES, continued



**FY 2013 includes $1.9M one-time revenue*
**FY 2014 includes $1.2M one-time revenue*

As depicted in the chart above, revenues may return to their FY 2009 levels by FY 2016. Of course, the annual growth that would have occurred during this time period if revenues had not declined is considered lost revenue.

FY 2010 – FY 2012 Property tax revenues realized a dramatic decline as the economic crisis resulted in a large number of Proposition 8 reassessments conducted by the County Assessor – significantly lowering property values. As the economy began to improve, the County Assessor began to reverse these reduced assessments, as reflected in the revenue growth in FY 2013 and FY 2014. FY 2014 revenue projections also reflect the infusion of new annual property tax (about $600,000 - $800,000/year) from the new power plant facility.

Recent information from the County Assessor projects FY 2015 net land and improvements value growth as of May 5, 2014 of about 5–6 percent for FY 2015 (the City is assuming a 5.5 percent growth). This growth is largely driven by Proposition 8 reassessments, changes in ownership and new construction.

All real property not affected by Proposition 8 re-assessments will be subject to the California Consumer Price (CCPI) Index growth factor and cannot exceed 2 percent, as prescribed by Proposition 13. For FY 2015, the CCPI came in at .454 percent. Therefore, the projected growth for FY 2015 is based .454 percent of CPI growth and about 5 percent of growth from reassessed values and growth of the assessment roll due to new construction, etc.

SALES AND USE TAXES

Sales and Use Tax is the City's second largest source of General Fund revenue and represents 24 percent 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 percent 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 percent to 0.75 percent, routing the 0.25 percent to other State funding needs. The .25 percent 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 Triple Flip ends in FY 2017 and all revenues will once again be captured as base sales and use tax.

The total sales tax rate for Hayward is currently 9.00 percent and distributed per the chart below. Proposition 30, temporary Taxes to Education, was approved by voters on November 6, 2012. This measure provided for an increase in the tax rate of .25 percent for four years (January 2013 through December 31, 2016).

DISTRIBUTION OF SALES TAX COLLECTIONS WITHIN ALAMEDA COUNTY

Agency	%
State of California	5.50%
State Public Safety Fund (Proposition 172)	0.50%
State Eduction Protection account	0.25%
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	**9.00%**

Analysis of Sales Tax

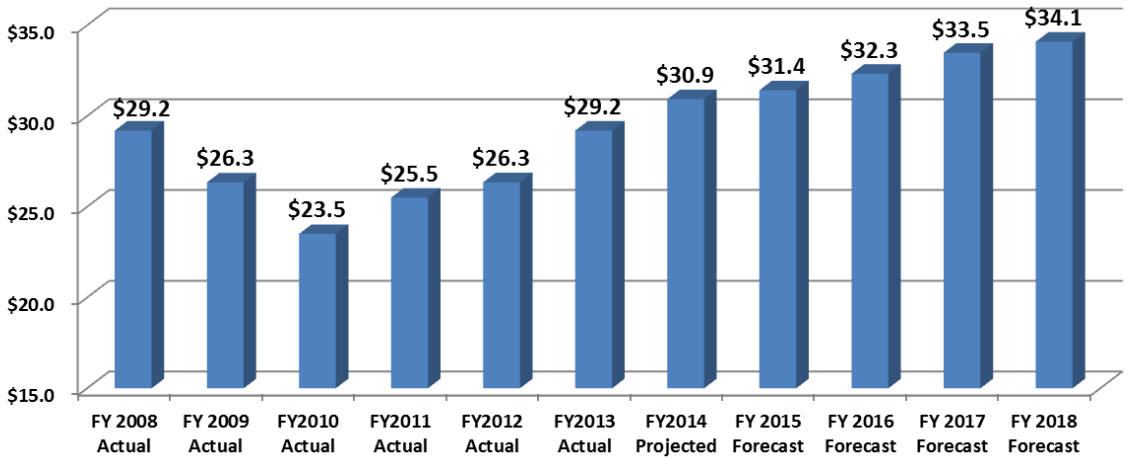
Factors that affect the revenue generated by Sales Tax include:

- 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
- Catalog and Internet sales
- Success of the City's Use Tax efforts
- Large amount of activities (e.g., services) exempted from Sales Tax

SALES AND USE TAXES, continued

Forecast

Forecasting Sales Tax involves a review of the base sales tax plus projections of the Triple Flip – and a variety of economic factors. While we have certainly seen a rebound in Sales Tax revenues, since the low in FY 2010, we are beginning to see a slowing of year-over-year growth.



The U.S economy grew at a 2.4 percent annual rate last quarter – the weakest quarterly showing since first quarter 2013. The City's sales tax revenues saw year-over-year growth from March 2013 to March 2014 of about 1.9 percent. However, we are projecting revenues to improve over FY 2013 by about 6 percent. This is partially due to some one-time clean-up payments from the County allocation pool. FY 2015 projected revenues show a lower growth due to the exclusion of these one-time revenues received in FY 2014.

TOTAL SALES & USE TAX *(in 1,000s)*	Actual Revenue			Projected Revenue				
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Total Collections	$25,492	$26,346	$29,198	$30,930	$31,421	$32,327	$33,483	$34,090
$ Change	-	854	2,852	1,732	491	906	1,156	607
% Change	-	3.35%	10.83%	5.93%	1.59%	2.88%	3.58%	1.81%

FY 2013 saw the of Sales Tax revenue levels similar to the higher level of 2008. Based on the City's current sales tax base, we do not anticipate seeing large jumps in sales tax receipts in future years (absent significant economic development growth). The fluctuation in FY 2015 – FY 2018 are due to:

- Adjustments for one-time revenues received in FY 2014
- Conclusion of the Triple Flip in FY 2017

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 percent UUT on electric, gas, cable services, and telecommunications services. The tax is not applicable t 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 remain flat, with no projected net growth. Gas and electricity rates are likely to rise in future years, but trends indicate that reduced consumption offset much of these cost increases (and resulting UUT revenues).

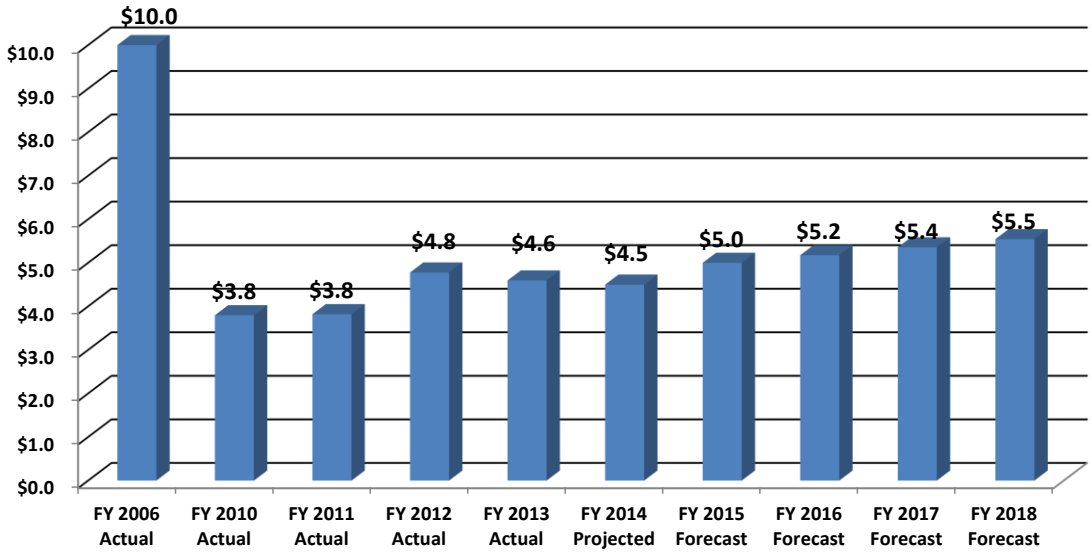
UTILITY USERS TAX	Actual Revenue			Projected Revenue				
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Total Collections	$14,700	$14,797	$14,940	$15,000	$15,000	$15,000	$15,000	$15,000
$ Change		97	143	60	0	0	0	0
% Change		0.66%	0.97%	0.40%	0.00%	0.00%	0.00%	0.00%

Based on current receipts and the indication that we have reached the maximum market with regard to the tax, staff is recommending no overall growth to these revenues. In addition to "market saturation," staff anticipates impacts from several consumer trends such as the increasing use of pre-paid or disposable mobile phones and the inability to assess the UUT on those related services. Staff feels that this tax has reached the vast majority of payees in the City and that without significant population or business growth, there will not be growth in the UUT. The zero-growth forecast reflects the fact that over time, revenues will erode do to the changing nature of telephone and related telecommunication services and result in the loss of related UUT revenue. This picture is further impacted by the potential actions the State and Federal governments could take regarding taxing telecommunications.

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.

The chart above demonstrates the impact of the Great Recession and the dramatic crease from a high in FY 2006 of $10 million to a low in FY 2010 of $3.8 million – a 62 percent loss of revenues.

REAL PROPERTY TRANSFER TAXES, continued

Forecast

While Hayward is now enjoying a relatively active housing market, and staff is projecting growth in this revenue stream, we may never see the type of revenue we saw in FY 2006.

PROPERTY TRANSFER TAX	Actual Revenue			Projected Revenue				
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Total Collections	$3,821	$4,778	$4,596	$4,500	$5,000	$5,175	$5,356	$5,544
$ Change		957	-182	-96	500	175	181	187
% Change		25.05%	-3.81%	-2.09%	11.11%	3.50%	3.50%	3.50%

Revenues received in FY 2013 totaled $4.6 million, slightly lower than FY 2012. Again, this revenue is 100 percent driven by the residential and commercial real estate markets. While assessed value have improved the residential market – the number of transactions drive these revenues. Through mid-April, 2014, the City received a little over $3.3 million. Based on anticipated increased activity through the spring/early summer sales season, staff is projecting FY 2014 revenues of $4.5 million. FY 2015 growth assumes market activity remains active. Future year projections reflect a 3.5 percent annual growth.

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 percent 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 increase by 2 percent over FY 2014 projections, with forecasted annual growth of 2 percent each year. The forecast includes an assumed growth of 10 percent in FY 2016 following the implementation of an updated Business License Ordinance. This is a very conservative estimate – as actual revenue growth could be higher following implementation of the new ordinance.

BUSINESS LICENSE TAX	Actual Revenue			Projected Revenue				
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Collections	$2,390	$2,483	$2,493	$2,600	$2,652	$2,917	$2,976	$3,035
$ Change		93	10	107	52	265	59	59
% Change		3.89%	0.40%	4.29%	2.00%	9.99%	2.02%	1.98%

WATER MAINTENANCE & OPERATIONS FUND

The Water Maintenance & Operations Enterprise Fund provides funding for the operation and maintenance of the Water Distribution System. The System is comprised of over 350 miles of pipeline, 14 water storage reservoirs, and 7 pump stations, all of which are used to convey a current average of 15.5 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 is expected to approve a 19.6 percent increase in the wholesale rate in FY 2015. A further increase of 17.7 percent is anticipated for FY 2016. Over the next five years, wholesale water rates are expected to increase by nearly 60 percent, due in large part to the costs of improving the reliability of the regional water system.

The City Council approved water rates for both FY 2014 and FY 2015 in July 2013. The second of the two rate adjustments will go into effect on October 1, 2014. 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 6 percent in each year. However, water consumption has decreased in recent years, so some customers are seeing a 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 future annual rate adjustment of about 4 percent, which is a small fraction of anticipated wholesale rate increases in the same period. The working capital balance in the Fund will be utilized to offset some of the impact of these increased wholesale rates.

The Water Fund is also impacted by the quantity of water consumption. During the last four 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, climatic factors and the increased cost of water. During the drought, SFPUC has called for a voluntary 10 percent cutback. Hayward's consumption since SFPUC's request in late January has been 14 percent below that of last year. Future projected use assumes a conservative return to FY 2010 levels, and no further increases through the planning period.

The near-term budget deficits in some years, related in large part to the significant wholesale water rate increases, are anticipated and planned for by developing sufficient fund reserves to reduce the need for similar rate escalations to Hayward customers.

Forecast

Water Maintenance & Operations Fund 605

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Estimated	FY 2015 Adopted	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected
Beginning Fund Balance	**17,491,949**	**19,376,431**	**19,376,431**	**17,358,191**	**18,663,083**	**17,734,283**	**18,725,983**	**19,921,183**
Program Revenues								
Water Sales	36,702,581	36,500,000	36,500,000	38,700,000	41,300,000	43,700,000	45,600,000	46,600,000
Service Charges	3,880,550	3,900,000	3,900,000	3,900,000	3,900,000	3,900,000	3,900,000	4,300,000
Installation Fees	215,400	250,000	250,000	250,000	250,000	250,000	250,000	300,000
Other Revenues	65,900	260,000	260,000	260,000	260,000	260,000	260,000	260,000
Interest	20,700	130,000	130,000	82,000	87,000	89,000	94,000	100,000
Transfers In	568,197	490,315	490,315	429,498	430,000	430,200	430,200	433,000
Total Revenues	41,453,328	41,530,315	41,530,315	43,621,498	46,227,000	48,629,200	50,534,200	51,993,000
Expenditures								
Personnel	5,730,150	6,263,787	6,418,383	6,242,600	6,492,200	6,751,800	7,021,900	7,302,700
Non-Personnel	8,266,543	8,019,580	6,844,496	6,511,540	6,247,200	6,020,400	5,816,900	5,469,200
Water Purchases	22,302,215	21,700,000	21,700,000	25,900,000	30,700,000	31,200,000	32,800,000	37,100,000
Transfers Out	3,269,938	8,585,676	8,585,676	3,662,466	3,716,400	3,665,300	3,700,200	3,736,200
Total Expenditures	39,568,846	44,569,043	43,548,555	42,316,606	47,155,800	47,637,500	49,339,000	53,608,100
Annual Surplus/(Shortfall)	1,884,482	(3,038,728)	(2,018,240)	1,304,892	(928,800)	991,700	1,195,200	(1,615,100)
Ending Fund Balance	**19,376,431**	**16,337,703**	**17,358,191**	**18,663,083**	**17,734,283**	**18,725,983**	**19,921,183**	**18,306,083**

Forecast Assumptions

- Water sales revenue for FY 2015 based on average rate adjustment of 6 percent, depending on usage, approved by the City Council in July 2013 and effective October 1, 2014. (As discussed above, the actual year-to-year increases for water system customers may be below 6 percent given the decrease in water usage.) Planning level rate adjustments of 4 percent each following year. Actual proposed adjustments beyond FY 2015 will depend on SFPUC wholesale rates and water consumption.
- No increases assumed in other revenue sources.
- Estimated water consumption conservatively assumed to gradually rebound by 6 percent to the FY 2010 usage level by FY 2017, and then to remain flat through the duration of the planning period.
- Water purchase costs in accordance with most current projections from SFPUC.
- Beginning in FY 2015, the Water Fund will support a portion of a proposed Administrative Analyst position, responsible for implementing and administering programs related to sustainability and resource conservation. This position, which is an upgrade to the existing Recycling Specialist position, will assume some responsibility for the City's water conservation efforts.
- Debt service obligation of $700,000 annually, of which about 60 percent is paid from the Water System Capital Improvement Fund and other funds.

WASTEWATER MAINTENANCE & OPERATIONS FUND

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 over 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.

The WPCF and Sewer Collection System Master Plans were updated in FY 2014 to evaluate the future system needs. Recommended projects will be incorporated into the Capital Improvement Program, and additional debt may need to be issued in order to implement needed system improvements.

The City Council approved wastewater rates for both FY 2014 and FY 2015 in July 2013. No increases were implemented in FY 2014. For FY 2015, an increase of 3 percent will go into effect on October 1, 2014. The five-year forecast assumes increases of between 1 percent and 3 percent every other year. As staff evaluates the costs of implementing WPCF and sewer collection system projects identified in the recently updated Master Plans, the projected rate adjustments may need modification.

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

Forecast

Wastewater Maintenance & Operations Funds 610

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Estimated	FY 2015 Adopted	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected
Beginning Fund Balance	**11,153,867**	**12,021,538**	**12,021,538**	**11,654,631**	**11,837,993**	**12,013,700**	**12,929,000**	**13,642,800**
Program Revenues								
Sewer Service Charges	18,610,510	18,200,000	18,500,000	18,600,000	18,800,000	19,200,000	19,400,000	19,500,000
Sewer Connection Fees	2,596,976	5,000,000	5,000,000	4,000,000	4,000,000	2,500,000	2,500,000	2,500,000
Other Revenues	92,629	96,000	96,000	96,000	96,000	96,000	96,000	96,000
Interest	15,814	115,000	80,000	58,000	59,000	60,000	65,000	68,000
Transfers In	2,030,112	1,948,314	1,948,314	1,949,945	1,951,100	1,734,200	1,583,500	1,583,500
Total Revenues	23,346,041	25,359,314	25,624,314	24,703,945	24,906,100	23,590,200	23,644,500	23,747,500
Expenditures								
Personnel	5,878,807	6,711,999	6,915,213	7,093,898	7,377,600	7,672,700	7,979,500	8,298,700
Non-Personnel	9,741,615	10,878,530	9,200,879	9,263,607	9,155,800	8,343,200	8,269,200	7,607,800
Transfers Out	6,857,948	9,875,129	9,875,129	8,163,078	8,197,000	6,659,000	6,682,000	6,696,000
Total Expenditures	22,478,370	27,465,658	25,991,221	24,520,583	24,730,400	22,674,900	22,930,700	22,602,500
Annual Surplus/(Shortfall)	867,671	(2,106,344)	(366,907)	183,362	175,700	915,300	713,800	1,145,000
Ending Fund Balance	**12,021,538**	**9,915,194**	**11,654,631**	**11,837,993**	**12,013,700**	**12,929,000**	**13,642,800**	**14,787,800**

Assumptions

- Wastewater service charge revenue for FY 2015 based on average rate adjustment of 3 percent, approved by the City Council in July 2013 and effective October 1, 2014. Planning level rate adjustments in following years range from 1-3 percent every other year.

- No increases assumed in other revenue sources.

- Beginning in FY 2015, the Wastewater Fund will support a proposed Sewer Collection System Maintenance Supervisor to oversee the maintenance of the sewer collection system. There is increased scrutiny of sanitary sewer overflows and agencies must be proactive in inspecting, cleaning and maintaining sewer lines. A dedicated supervisory position is needed to schedule and manage the performance of maintenance activities in order to reduce the potential for overflows. In addition, the Wastewater Fund will support a portion of a proposed Administrative Analyst position, responsible for implementing and administering programs related to sustainability and resource conservation.

- Debt service obligation of about $4,200,000 annually, of which close to 50 percent is paid from Capital Improvement and Replacement Funds.

STORMWATER MAINTENANCE & OPERATIONS FUND

The Stormwater Maintenance & Operations Enterprise Fund provides funding for the cleaning and upkeep 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.

The Fund projects an annual shortfall starting in FY 2015. 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 615

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Estimated	FY 2015 Adopted	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected
Beginning Fund Balance	**2,924,620**	**3,110,457**	**3,110,457**	**3,209,550**	**3,147,526**	**2,931,826**	**2,925,626**	**2,832,326**
Program Revenues								
Stormwater Fees	1,997,785	1,990,000	1,990,000	2,000,000	2,000,000	2,010,000	2,010,000	2,020,000
Street Cleaning Fees [(1)]	713,488	736,400	736,400	680,000	690,000	840,000	850,000	860,000
Inspection Fees	12,519	16,000	16,000	16,000	16,000	16,000	16,000	16,000
Other Revenues	14,258	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Interest	9,713	35,000	35,000	16,000	16,000	15,000	15,000	14,000
Transfers In	0	0	0	0	0	0	0	0
Total Revenues	2,747,763	2,778,400	2,778,400	2,713,000	2,723,000	2,882,000	2,892,000	2,911,000
Expenditures								
Personnel	1,689,545	1,680,526	1,680,526	1,715,416	1,783,400	1,855,200	1,929,400	2,006,600
Non-Personnel	747,481	879,567	879,567	938,264	1,030,300	904,200	923,200	942,700
Transfers Out	124,900	119,214	119,214	121,344	125,000	128,800	132,700	136,700
Total Expenditures	2,561,926	2,679,307	2,679,307	2,775,024	2,938,700	2,888,200	2,985,300	3,086,000
Annual Surplus/(Shortfall)	185,837	99,093	99,093	(62,024)	(215,700)	(6,200)	(93,300)	(175,000)
Ending Fund Balance	**3,110,457**	**3,209,550**	**3,209,550**	**3,147,526**	**2,931,826**	**2,925,626**	**2,832,326**	**2,657,326**

(1) FY 2017 revenue assumes increase in street cleaning fee; not yet approved by City Council

Forecast Assumptions

- No assumed stormwater fee increases
- FY 2017 assumes increase in cleaning fee; not yet approved by City Council

AIRPORT ENTERPRISE FUND

Hayward Executive Airport is a 527 acre public facility managed by 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. In 2013, there were 402 based-aircraft reported total operations reported by the FAA was 100,138, an increase of twenty percent over the previous year. We anticipate the airport to continue this growth over the next several years. 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 Great Recession has certainly impacted the aviation industry and aviation-related businesses. This has resulted in a decrease in revenues in recent years from less fuel flowage commissions collected, slower development of land leases, and a flat demand for hangar and tiedown spaces. However, as the economic rebound begins we are forecasting improvements to airport-related revenues. The Airport Fund maintains a healthy fund balance, and the annual shortfall that persisted in prior years is forecasted to improve by the start of FY 2015 due to new development, appropriate rate adjustments, restructuring of landing fees, and prudent spending practices.

Forecast

Airport Operating Fund - Fund 620

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Projected	FY 2015 Adopted	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected
Beginning Fund Balance	**2,876,679**	**2,508,860**	**2,508,860**	**2,371,885**	**2,642,532**	**2,837,640**	**2,968,611**	**3,026,005**
Program Revenues								
Rents	2,588,355	2,621,090	2,634,585	2,667,708	2,721,062	2,775,483	2,830,993	2,887,613
Commissions	310,302	93,894	310,919	320,000	320,000	330,000	330,000	330,000
Interest	14,389	74,049	65,325	42,540	42,965	43,825	44,701	45,595
Other Revenues	37,398	133,950	42,845	44,040	44,480	45,370	46,277	47,203
Transfers In	0	0	0	0	0	0	0	0
Total Revenues	2,950,444	2,922,983	3,053,674	3,074,288	3,128,507	3,194,678	3,251,971	3,310,411
Expenditures								
Personnel	1,195,242	1,366,533	1,131,594	1,265,208	1,290,512	1,316,322	1,342,649	1,369,502
Non-Personnel	489,606	559,099	440,000	445,378	449,832	454,330	458,873	463,462
Transfers Out	1,633,415	1,619,055	1,619,055	1,093,055	1,193,055	1,293,055	1,393,055	1,293,055
Total Expenditures	3,318,263	3,544,687	3,190,649	2,803,641	2,933,399	3,063,707	3,194,577	3,126,019
Annual Surplus/(Shortfall)	-367,819	-621,704	-136,975	270,647	195,108	130,971	57,394	184,392
Ending Fund Balance	**2,508,860**	**1,887,156**	**2,371,885**	**2,642,532**	**2,837,640**	**2,968,611**	**3,026,005**	**3,210,397**

Assumptions

- Hangar rates increase every other year (biennially) on odd numbered years (e.g. July 2013, July 2015, July 2017). Hangar rates apply to all hangars and storage spaces, excluding tiedowns. The rate adjustment is based on a 75 percent increase in the Consumer Price Index (CPI) for the San-Francisco-Oakland-San Jose area. A market analysis is conducted every four 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 2013, 2023, 2033, 2043, 2053 and Market Analysis: January in the years 2018, 2028, 2038, 2048).

- Commissions are collected from fuel flowage and the 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.

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RECYCLING FUND

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 230/231

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Estimated	FY 2015 Adopted	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected
Beginning Fund Balance	**1,490,118**	**1,516,458**	**1,516,458**	**1,473,557**	**1,277,708**	**1,041,108**	**1,162,308**	**1,260,308**
Program Revenues								
Measure D Funds	426,314	380,000	380,000	360,000	340,000	320,000	320,000	320,000
ACWMA Mitigation Funds	0	0	0	0	0	0	0	0
DOC Grant	39,536	40,000	40,000	0	0	0	0	0
Used Oil Grants/CalRecycle	50,958	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Donations (student contest)	950	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Interest	2,600	16,000	16,000	7,000	7,000	6,000	5,000	6,000
Waste Reduction-Recycling Grants	5,000	0	0	0	0	0	0	0
Schools Recycling Program	14,250	0	0	0	0	0	0	0
Integrated Waste Management Fee [1]	0	0	0	0	0	400,000	400,000	400,000
Reimb for Delinquent Assessment	26,241	0	0	10,000	10,000	10,000	10,000	10,000
Total Revenues	565,849	478,500	478,500	419,500	399,500	778,500	777,500	778,500
Expenditures								
Personnel	324,744	417,082	266,711	399,288	415,500	432,100	449,600	467,200
Non-Personnel	129,637	172,502	172,502	132,831	134,900	136,900	138,900	141,000
Transfers Out	85,128	82,188	82,188	83,230	85,700	88,300	91,000	93,800
Total Expenditures	539,509	671,772	521,401	615,349	636,100	657,300	679,500	702,000
Annual Surplus/(Shortfall)	26,340	(193,272)	(42,901)	(195,849)	(236,600)	121,200	98,000	76,500
Ending Fund Balance	**1,516,458**	**1,323,186**	**1,473,557**	**1,277,708**	**1,041,108**	**1,162,308**	**1,260,308**	**1,336,808**

(1) Based on assumed integrated waste management fee beginning in FY 2017; not yet approved by City Council

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.

- Beginning in FY 2015, the Recycling Specialist position, which has been fully funded from the Recycling Fund since the early 1990s, is proposed to be upgraded to Administrative Analyst I. This change will provide greater flexibility to implement and manage technical functions related to a variety of sustainability and resource conservation, in addition to recycling programs. There is about a 10 percent increase in the cost of employee services associated with this adjustment; however, 40 percent of the total cost will be allocated to the Water and Wastewater Funds in recognition of the fact that a portion of the employee's time will be spent on functions other than Recycling.

FACILITY MANAGEMENT OPERATION FUND

Facility Management is part of the Maintenance Services Department and is responsible for maintenance and repair of City facilities. Facility services include janitorial and security services, and providing maintenance and repair for all types of building needs, including HVAC, electrical, lighting, locksmith services, painting, plumbing, and carpentry work. Capital projects are budgeted in the ten year Capital Improvement Fund (fund 726) to repair/replace aged HVAC units, roofs, flooring and window coverings, along with other facility repair/replacement needs. Program revenue is generated by service fees charged to City departments, based on operation, maintenance, repair, and capital improvement of City facilities.

Forecast

Facility Management Operating Fund - Fund 725

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Estimated	FY 2015 Adopted	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected
Beginning Fund Balance	**139,438**	**226,845**	**226,845**	**294,876**	**242,470**	**231,883**	**265,740**	**341,568**
Revenue								
Operational Service Rate	3,462,744	3,462,744	3,462,744	3,601,254	3,745,304	3,895,116	4,050,921	4,212,958
Rental Fees	69,277	32,500	32,500	32,500	32,500	32,500	32,500	32,500
Other Revenue	14,609	-	132,145	114,000	114,000	114,000	114,000	-
Total Revenues	3,546,630	3,495,244	3,627,389	3,747,754	3,891,804	4,041,616	4,197,421	4,245,458
Expenditures								
Staffing	1,125,337	1,144,893	1,144,893	1,307,881	1,347,117	1,387,531	1,429,157	1,472,032
Utilities	748,013	770,000	750,000	772,500	799,538	827,521	856,485	886,462
Maintenance	330,817	421,878	450,691	356,053	366,734	377,736	389,068	400,740
Janitorial and Security Service	388,327	408,354	408,354	437,965	451,104	464,637	478,576	492,933
Supplies and Services	298,611	223,017	214,204	202,486	208,560	214,817	221,262	227,900
Debt Service - 2 Loans	163,438	172,897	172,897	168,677	167,102	165,414	168,839	167,039
ISF: Fleet and Tech Svcs	104,811	101,039	101,039	113,992	117,412	120,934	124,562	128,299
GF Cost Allocation, Self-Insur	139,870	137,280	137,280	140,606	144,824	149,169	153,644	158,253
Transfer to Facility CIP	160,000	180,000	180,000	300,000	300,000	300,000	300,000	300,000
Total Expenditures	3,459,223	3,559,358	3,559,358	3,800,159	3,902,391	4,007,760	4,121,593	4,233,658
Annual Surplus/(Shortfall)	87,407	(64,114)	68,031	(52,405)	(10,587)	33,856	75,828	11,800
Ending Fund Balance	**226,845**	**162,731**	**294,876**	**242,470**	**231,883**	**265,740**	**341,568**	**353,368**

Facility Operating Fund - Plan Assumptions

Revenue growth rate

A 4 percent growth rate is applied to the operational service rate – the fee charged to City departments, based on operation, maintenance, and repair of City facilities.

Expense growth rate

- A 3 percent growth rate is applied to forecasted budgets for: staff, maintenance, supplies, services, and internal service fees, along with transfers out, which include the General Fund Cost Allocation and the Self-Insurance charges.
- A 3 percent growth rate in FY 2015; and a 3.5 percent growth rate in future years

Working Capital Balance

- The Facilities Operating Fund has a positive working capital balance.
- The Facilities Operating Fund plans to utilize its positive working capital balance in FY 2015 and FY 2016; as revenue generation is less than estimated expense.

Significant Changes for FY 2015

- We are recommending that an HVAC Mechanic be added to Facility Management; the cost being offset by a $90,000 reduction maintenance expense for HVAC services.
- In FY 2015, the capital project contribution has been increased from $180,000 in FY 2014 to $300,000 in FY 2015.

Facility Capital Projects

Beginning in FY 2011, the Facilities Operating Fund began self-funding its capital improvement projects through service rates. Facilities capital improvement projects are presented in the ten year Capital Improvement Program budget (fund 726.) Beginning in FY 2015, $300,000 will be transferred annually to fund capital projects.

Ten Year
Facilities Capital Improvement Project Contributions *($ in 1,000's)*

FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
$65k	$80k	$160k	$180k	$300k	$300k	$300k	$300k	$300k	$300k

Facility Management Debt Service

The Facilities ISF supports debt service payments for two loans:

- **2005 Certificate of Participation (COP) - $1,035,000:** The City entered into a lease purchase agreement to purchase a solar powered electrical generating system for the City's Barnes Court warehouse. The total project cost of $1.8 million was split between Pacific Gas & Electric ($900,000 provided under the "Self Generation Incentive Program" authorized by the California Public Utilities Commission), and a $900,000 COP lease purchase agreement issued to the City.

- **2012 California Energy Commission Loan (CEC Loan) - $666,330**: The City received a loan from the California Energy Commission to finance the installation of solar photovoltaic panels and upgraded lighting systems at various City facilities.

Debt service payment information is reflected in the Debt section of the budget document.

FLEET MANAGEMENT OPERATIONS FUND

Fleet Management is part of the Maintenance Services Department and provides for the operation, maintenance, repair, and acquisition of a City fleet of over 400 pieces of equipment. Fleet Management is responsible for performing preventative maintenance services, vehicle repairs, State mandated inspections, and complying with all applicable hazardous material regulations. Program revenue is generated by service fees charged to City departments, based on operation, maintenance, and repair of vehicles and equipment. Funding for new and replacement vehicle purchases is accomplished with a combination of bank loans and City cash resources. New and replacement vehicle purchases are budgeted in the Capital Improvement Program Budget, funds 736 and 737.

Forecast

Fleet Management Operating Fund - Fund 735

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Estimated	FY 2015 Adopted	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected
Beginning Fund Balance	**1,046,147**	**1,168,746**	**1,168,746**	**1,370,490**	**1,082,024**	**832,572**	**785,590**	**955,561**
Program Revenue								
Operational Service Rate	4,115,346	4,107,889	4,124,982	4,231,126	4,358,059	4,488,801	4,623,465	4,762,169
Other Revenues	1,925	3,000	170,323	0	0	0	0	0
Transfers In	8,733	0	0	0	0	0	0	0
	4,126,005	4,110,889	4,295,305	4,231,126	4,358,059	4,488,801	4,623,465	4,762,169
Fleet CIP Funding								
General Fund Replacement Charges	0	500,000	600,000	1,000,000	1,500,000	2,000,000	2,500,000	3,000,000
Enterprise Funds Replacement Charges	1,031,966	681,966	681,966	1,152,316	822,316	681,966	681,966	681,966
Lease Proceeds	520,000	1,385,000	1,359,000	1,185,000	912,000	0	0	0
Transfers In	0	0	0	0	0	0	0	0
	1,551,966	2,566,966	2,640,966	3,337,316	3,234,316	2,681,966	3,181,966	3,681,966
Total Revenue/Resources	**5,677,971**	**6,677,855**	**6,936,271**	**7,568,442**	**7,592,375**	**7,170,767**	**7,805,431**	**8,444,135**
Expenditures								
Staffing	1,044,283	1,114,586	1,073,702	1,184,720	1,220,262	1,256,869	1,294,576	1,333,413
Debt Service (CIP Vehicle Purchase)	949,763	1,082,258	963,797	1,217,312	1,191,929	1,002,897	799,158	592,921
Fuel	987,154	1,067,900	1,004,337	1,110,616	1,155,041	1,201,242	1,249,292	1,299,264
Other Operational Expenses	732,428	711,747	771,073	738,899	761,066	783,898	807,415	831,637
Internal Service Fees	133,247	125,687	125,687	111,571	114,918	118,366	121,917	125,574
Transfers - indirect costs	156,530	154,965	154,965	156,473	164,297	172,511	181,137	190,194
Transfer to Fleet GF CIP	0	500,000	600,000	1,000,000	1,500,000	2,000,000	2,500,000	3,000,000
Transfer to Fleet EF CIP	1,031,966	681,966	681,966	1,152,316	822,316	681,966	681,966	681,966
Transfer Lease Proceeds to Capital	520,000	1,385,000	1,359,000	1,185,000	912,000	0	0	0
Total Expenditures	**5,555,372**	**6,824,109**	**6,734,527**	**7,856,907**	**7,841,828**	**7,217,749**	**7,635,460**	**8,054,969**
Annual Surplus/(Shortfall)	122,599	(146,254)	201,744	(288,465)	(249,453)	(46,982)	169,971	389,166
Ending Fund Balance	**1,168,746**	**1,022,492**	**1,370,490**	**1,082,024**	**832,572**	**785,590**	**955,561**	**1,344,727**

Note: Fleet CIP Funding and Transfer to Fleet CIP shown across all years for consistency.

Fleet Operating Fund - Plan Assumptions

Revenue growth rate

A 3 percent growth rate is applied to the operational service rate – the fee charged to City departments, based on operation, maintenance, and repair of vehicles and equipment.

Expense growth rate

- A 3 percent growth rate is applied to forecasted budgets for: staff, maintenance, supplies, and services, along with transfers out, which include the General Fund Cost Allocation and the Risk Management Liability Insurance charge.
- A 4 percent growth rate is applied for fuel expense.
- In FY 2015, the City is anticipating borrowing $1.185 million for the purchase of a replacement fire ladder truck. In FY 2016, the City is anticipating borrowing $912,000 for the purchase of a replacement fire engine. Debt service payments for these loans have been estimated based on forecasted bank finance rates.

Working Capital Balance

- The Fleet Operating Fund has a positive working capital balance.
- The Fleet Operating Fund plans to utilize its positive working capital balance in FY 2015, 2016, and FY 2017; as revenue generation is less than estimated expense during those years.

Significant Changes for FY 2015

- An Equipment Mechanic I was added to Fleet Management; the cost being 100 percent offset by a reduction in Maintenance Department overtime, along with reductions in fleet operations supply budgets.
- For FY 2015, we are showing resources and outlays for vehicle purchases flowing thru the fleet operating fund; to present a comprehensive overview of the Fleet Management Program.
- Debt service payments for FY 2015 have increased over FY 2014, as $1.36 million was borrowed in FY 2014 for public safety vehicles.

Fleet Capital Replacement Fund - Plan Assumptions

Vehicle and Equipment Purchase:
Fleet Management maintains a ten year vehicle and equipment replacement plan. Funding for new and replacement vehicles is accomplished with resources from both bank financing and City cash funds. The vehicle replacement budget is presented in the ten-year Capital Improvement Program Budget.

- **General Fund Vehicle Purchases (Fund 736):** Since FY 2005, General Fund vehicles were primarily purchased with bank financing. Starting in FY 2013, the General Fund began contributing cash to its vehicle replacement fund.

- *Change in Presentation*: In FY 2015, the General Fund vehicle replacement contribution is included in individual programs. Attributing these rates to individual programs is done in concurrence with best practices. These funds were previously shown as a general fund "fund transfer."

- In FY 2015, debt service (bank loans for vehicles purchased for General Fund programs) is included in the individual departments where the vehicles were purchased (Fire, Maintenance Services, and Police).

Ten Year
General Fund Vehicle and Equipment Cash Contribution Overview *($ in 1,000s)*

	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Cash	$0	$0	$500	$600	$1,000	$1,500	$2,000	$2,500	$3,000	$3,000
Loans	$3,170	$815	$520	$1,359	$1,185	$912	$0	$0	$0	$0
Total	**$3,170**	**$815**	**$1,020**	**$1,959**	**$2,185**	**$2,412**	**$2,000**	**$2,500**	**$3,000**	**$3,000**

Enterprise Funds Vehicle Purchases (Fund 737): Beginning in FY 2011, Enterprise Fund programs began contributing cash funds for vehicle replacement. These funds are deposited into the enterprise vehicle capital fund and are used to purchase enterprise program vehicles and equipment.

Ten Year
Enterprise Fund Vehicle and Equipment Cash Contribution Overview *($ in 1,000s)*

Fund	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Airport	$71	$71	$71	$71	$71	$71	$71	$71	$71	$71
Stormwater	$85	$85	$85	$85	$155	$225	$85	$85	$85	$85
Wastewater	$240	$240	$590	$240	$640	$240	$240	$240	$240	$240
Water	$286	$286	$286	$286	$286	$286	$286	$286	$286	$286
Total	**$682**	**$682**	**$1032**	**$682**	**$1,152**	**$822**	**$ 682**	**$682**	**$ 682**	**$682**

Note: Debt service payment information is reflected in the Debt section of the budget document.

INFORMATION TECHNOLOGY FUND

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. This includes managing and maintaining the citywide network and server infrastructure, supporting the citywide VOIP telephone system, maintaining the Downtown wireless hotspot, and administering Public-Educational-Government cable television programming. The Fund supports the costs of citywide Enterprise Resource Planning (ERP) system, as well as the City's Public Safety Computer Aided Dispatch/Records Management System (CAD/RMS) and related mobile computing environment.

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 731) – which currently derives funding from transfers from Fund 730, the General Fund, and other operating funds.

Forecast

Information Technology Fund 730

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Estimated	FY 2015 Adopted	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected
Beginning Fund Balance	**601,433**	**645,021**	**645,021**	**621,963**	**621,963**	**642,966**	**656,859**	**663,430**
Program Revenues								
Information Technology Fee	4,038,968	4,061,453	4,061,453	4,997,119	5,147,033	5,301,444	5,460,487	5,624,301
Technology Capital Fee	0	0	0	0	606,000	610,000	614,000	618,000
PEG Revenue	261,863	220,000	220,000	220,000	220,000	220,000	220,000	220,000
Other Revenue	29,291	32,000	32,000	32,000	32,000	32,000	32,000	32,000
Fund Interest	5	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Transfers In	0	130,000	130,000	0	0	0	0	0
Total Revenues	4,330,127	4,449,453	4,449,453	5,255,119	6,011,033	6,169,444	6,332,487	6,500,301
Expenditures								
Personnel	2,123,271	2,391,032	2,391,032	2,508,579	2,583,836	2,661,351	2,741,192	2,823,428
Non-Personnel	1,975,377	1,887,950	1,887,950	2,528,933	2,604,801	2,682,945	2,763,433	2,846,336
Transfers Out	187,891	193,529	193,529	221,701	801,392	811,254	821,291	831,510
Total Expenditures	4,286,539	4,472,511	4,472,511	5,259,213	5,990,029	6,155,550	6,325,917	6,501,274
Annual Surplus/(Shortfall)	43,588	-23,058	-23,058	-4,094	21,003	13,893	6,570	-973
Ending Fund Balance	**645,021**	**621,963**	**621,963**	**617,869**	**642,966**	**656,859**	**663,430**	**662,457**

Assumptions

- Fees increased in FY 2015 due to software and network infrastructure maintenance expense that begins at end of pre-paid maintenance period and one-time costs for website redesign and software licensing
- An ISF Capital Replacement Fee and corresponding transfer to capital replacement fund will start in FY 2016

INFORMATION TECHNOLOGY INTERNAL SERVICE FEE

The Information Technology Internal Service Fund (ISF) charges an internal service fee to each City department. In this way, the cost of supporting each department's use of technology is spread appropriately to each operating fund and reflects the true cost of their respective operations. In FY 2015 these charges total $4,997,119 and represent revenue to the ISF.

The fee covers the cost of Information Technology operations, including 17 full time employees, server and network infrastructure maintenance agreements, software licenses, subscription and maintenance fees, as well as citywide telephone and data line charges.

What is included?

The internal service fees charged to each department support technology that provides:

- ✓ Payroll system for each department's employees
- ✓ Procurement system for goods and services for departments
- ✓ System that pays vendors that supply goods and services to departments
- ✓ Billing system for services provided by departments to residents, businesses and customers.
- ✓ Email, word processing, spreadsheet applications for department staff
- ✓ Network infrastructure that connects users to servers, printers and the internet
- ✓ Network server file storage, backup and security of data and documents
- ✓ Maps and geographic data for department staff and the public
- ✓ Help desk support for staff
- ✓ Mobile computing (mounted in-vehicle, netbook, laptop, tablet, smartphone)
- ✓ City website and departmental web pages
- ✓ Telephones
- ✓ All other citywide applications such as Munis ERP, New World CAD/RMS, Laserfiche
- ✓ Audio visual equipment in council chamber and city conference rooms

What is NOT included?

Currently, the internal service fees do not cover the replacement of equipment at the end of its useful life, such as the cost of a new PC. Charges for capital replacement are expected to begin in FY 2016. At present, capital expenditures are funded by direct transfers from operating funds.

How is the amount determined?

The cost of providing these services to each department is based on the number of PC's in each department. This is a simple, commonly used methodology.

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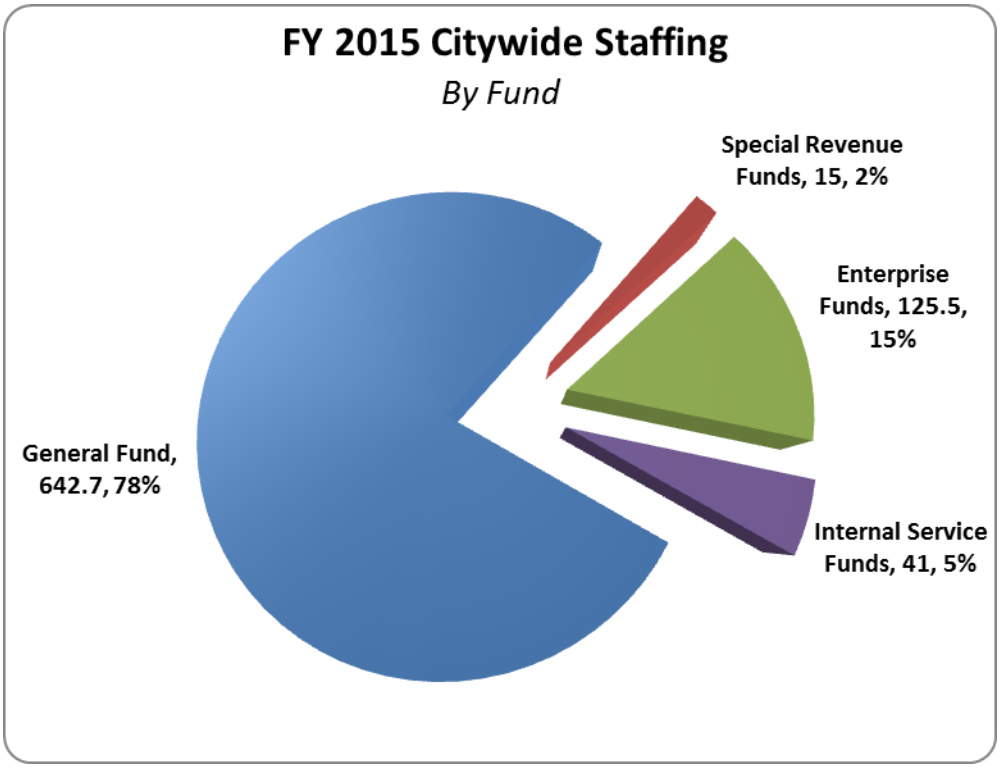
City of Hayward
Staffing Summary

Citywide Staffing

FY 2015 Citywide staffing totals 824.2 FTE.

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

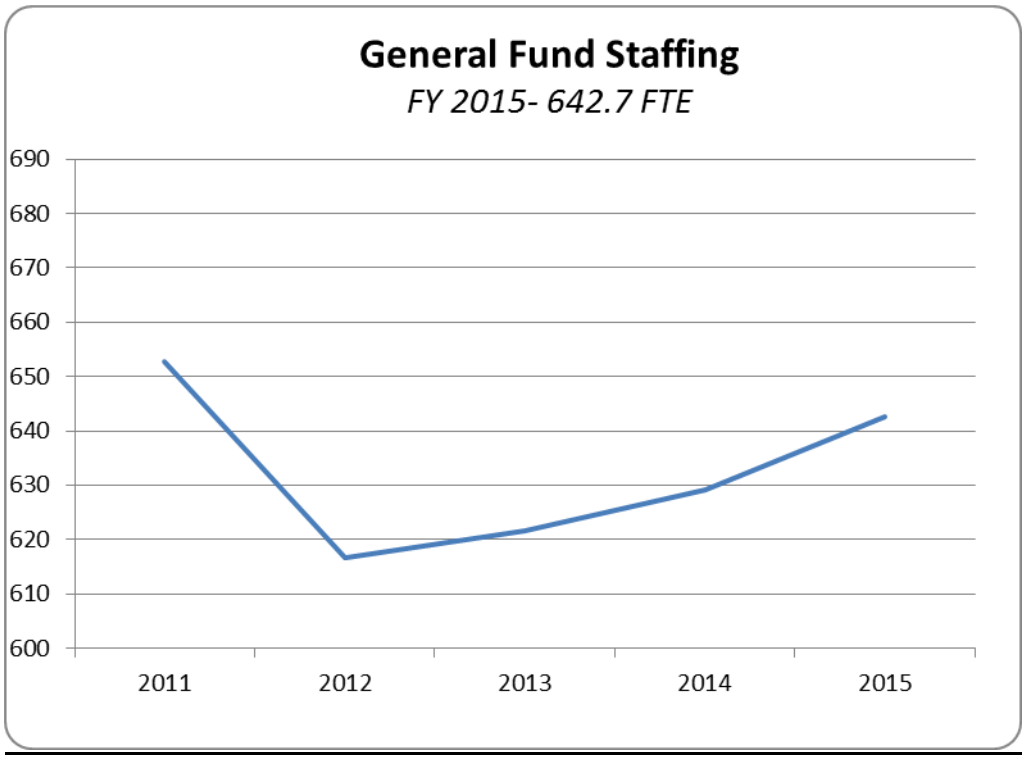
In FY 2015, adopted budget includes a total of 824.2 full time equivalent (FTE) positions. The majority of City staffing (78% or 642.7 FTE) is funded in the General Fund. For FY 2015, a net citywide increase of 20.65 FTE positions is included. The change includes a net increase of 13.65 FTE positions in the General Fund, a net increase of 1.0 FTE in Special Revenue Funds, a net increase of 3.0 FTE in Enterprise Funds, and a net increase of 3.0 FTE in Internal Service Funds.



General Fund

FY 2015 General Fund staffing totals 642.7 FTE.

In FY 2015, a net increase of 13.65 FTE positions is included. The increase of 13.65 FTE positions is a result of a combination of a number of department reorganizations and restructuring.

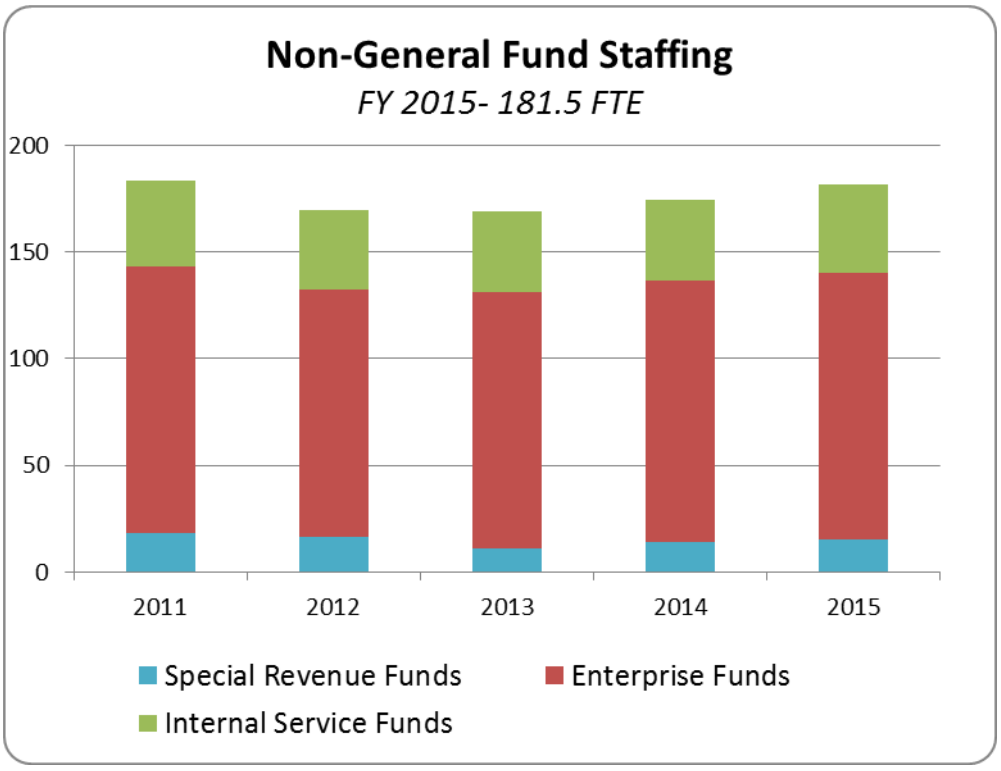


Non-General Fund Staffing Totals

FY 2015 Non-General Fund staffing totals 181.5 FTE.

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

In FY 2015, a net increase of 7.0 FTE is included. The increase of 7.0 FTE is a result of a combination of a number of department reorganizations and restructuring.



CITY OF HAYWARD
HEART OF THE BAY

Citywide Staffing Summary - By Fund

		Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014	Adopted 2015
General Fund						
100	General Fund [1]	**652.65**	**616.6**	**621.55**	**629.05**	**642.7**
Special Revenue Funds						
230	State Grants/Recycling Fund	4	3	3	3	3
223	CDBG-Housing Rehab Loan Fund	2	2	2	0	0
225	Community Development Block Grant Fund	2	2.25	2	4	4
227	CDBG-Small Business Loan Fund	1	1	0	0	0
235	Neighborhood Services Promise Grant	0	0	0	2	2
245	Housing Authority	0	3	0	0	0
246	Affordable Housing	1	1	1	2	2
217	Measure B - Paratransit Fund[6]	1	1	1	1	2
	Redevelopment Agency Operating Fund	4	3	0	0	0
	Low & Moderate Housing Fund	3	0	0	0	0
815	Redevelopment Successor Agency	0	0	2	2	2
		18	**16.25**	**11**	**14**	**15**
Enterprise Funds						
615	Stormwater Operating Fund	10	9	9	10	10
610	Wastewater Operating Fund [2]	44.5	40.5	42	43	46
605	Water Operating Fund	60	56	58.4	58.5	58.5
620	Airport Operating Fund	10.5	10.5	11	11	11
		125	**116**	**120.4**	**122.5**	**125.5**
Internal Service Funds						
705	Worker's Compensation Fund [3]	2	2	2	2	3
710	General Liability Insurance Fund	3	3	3	3	3
725	Facilities Management Fund[4]	9	8	8	8	9
730	Information Technology Fund	16.5	15.5	15.5	17	17
735	Fleet Management[5]	10	9	9	8	9
		40.5	**37.5**	**37.5**	**38**	**41**
		836.15	**786.35**	**790.45**	**803.55**	**824.2**

Staffing Changes to Proposed FY 2015:

1. Addition of 13.65 FTE in General Fund.
2. Addition of 3.0 FTE in Wastewater Operating Fund.
3. Addition of 1.0 FTE in Worker's Compensation Fund.
4. Addition of 1.0 FTE Facilities Fund.
5. Addition of 1.0 FTE Fleet Fund.
6. Addition of 1.0 FTE Paratransit Fund.

CITY OF HAYWARD
HEART OF THE BAY

Citywide Staffing Summary By Department - All Funds					
	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014	Adopted 2015
SUMMARY BY DEPARTMENT - ALL FUNDS					
City Attorney Department	9	8	8	8	9
City Clerk Department	4	4	4	4	4
City Council & Mayor Department	8	8	8	8	8
City Manager Department	22	20	22	28	27
Development Services Department	38.5	33.25	30	32	36
Finance Department	26.25	25.5	27.4	29	32
Fire Department	134.5	133.5	133.5	134.5	135.5
Human Resources Department	8.75	8	9	9	12
Information Technology	16.5	15.5	15.5	17	17
Library & Community Services Department	43.45	39.1	39.55	38.55	40.2
Maintenance Services Department	59	53	53	53	56
Police Department	317.7	303.00	303.00	303.00	304.00
Public Works Department	148.5	135.5	0	0	0
Public Works - Engineering & Transportation	0	0	43	43	44
Utilities & Environmental Services	0	0	95.5	96.5	99.5
	836.15	**786.35**	**791.45**	**803.55**	**824.2**

Staffing Changes to Proposed FY 2015:

1. Addition of 1.0 FTE City Attorney Department.
2. Deletion of 1.0 FTE City Manager Department.
3. Addition of 4.0 FTE Development Services Department.
4. Addition of 3.0 FTE Finance Department.
5. Addition of 1.0 FTE Fire Department
6. Addition of 3.0 FTE Human Resources Department.
7. Addition of 1.65 FTE Library & Community Services Department.
8. Addition of 3.0 FTE Maintenance Services Department.
9. Addition of 1.0 FTE Police Department.
10. Addition of 1.0 FTE Public Works-Engineering & Transportation Department.
11. Addition of 3.0 FTE Utilities & Environmental Services Department.

CITY OF HAYWARD

Department Staffing Summary - All Funds

	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014	Adopted 2015
CITY ATTORNEY DEPARTMENT					
City Attorney	1	1	1	1	1
Assistant City Attorney	5	4	4	3	4
Deputy City Attorney II	0	1	1	2	1
Legal Secretary I/II	3	2	2	2	2
Paralegal	0	0	0	0	1
	9	**8**	**8**	**8**	**9**
CITY CLERK DEPARTMENT					
City Clerk	1	1	1	1	1
Deputy City Clerk	1	1	1	1	1
Senior Secretary	2	2	2	2	2
	4	**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	1	1	1
Administrative Secretary (Conf)	1	0	0	0	0
HR Administrative Secretary	0	1	0	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	0	0	0
Neighborhood Development Manager	1	1	1	1	1
Economic Development Manager	1	1	1	1	1
Housing Manager	1	1	0	0	0
Redevelopment Project Manager	2	1	1	0	0
Economic Development Coordinator	1	1	1	0	0
Neighborhood Partnership Manager	1	1	1	1	0
Community Preservation Supervisor	1	1	0	0	0
Code Enforcement Supervisor	0	0	1	1	1
Economic Development Specialist	0	0	0	2	2
Administrative Analyst I/II	0	0	0	1	1
Housing Development Specialist	1	1	1	1	1
Senior Code Enforcement Inspector	0	0	0	1	2
Senior Community Preservation Supervisor	0	0	0	0	0

CITY OF HAYWARD

Department Staffing Summary - All Funds

	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014	Adopted 2015
Community & Media Relations Officer	0	0	1	1	1
Executive Assistant	1	1	1	1	1
Code Enforcement Inspector I/II	0	0	0	8	7
Community Preservation Inspector	5	4	4	0	0
Community Programs Specialist	1	1	0	0	0
Housing Inspector	0	0	3	0	0
Community Service Officer	0	0	0	1	1
Senior Secretary	1	1	1	1	1
Secretary	2	2	1	1	1
Administrative Clerk I/II	0	0	1	3	3
Management Fellow	0	0	1	1	1
	22	**20**	**22**	**28**	**27**
DEVELOPMENT SERVICES DEPARTMENT					
Development Services Director	1	1	1	1	1
Deputy Director of Development Services (18 mos)	0	0	0	0	1
City Building Official	1	1	1	1	1
Planning Manager	1	1	1	1	1
Landscape Architect	0	1	1	1	1
Development Review Engineer	1	1	1	1	1
Supervising Plan Checker & Expeditor	0	0	0	0	1
Supervising Building Inspector	1	0	0	0	0
Supervising Housing Inspector	1	1	0	0	0
Plan Checking Engineer	1	1	1	1	1
Senior Planner	2	2	2	2	2
Associate Planner	3	3	3	3	3
Assistant Planner	0	0	0	0	1
Senior Plan Checker	1	1	1	1	0
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 I/II	1	0.75	0	1	1
Plan Checker	2	2	2	2	2
Development Review Specialist	1	0	0	0	1
Building Inspector	4	3	3	3	3
Housing Inspector	3	2	0	0	0
Senior Permit Technician	1	1	1	1	1
Administrative Secretary	1	1	1	1	1
Graphics/Planning Illustrator	0.5	0.5	1	1	1
Permit Technician	3	4	4	4	4
Senior Secretary	2	1	1	1	1
Secretary	2	2	2	2	2
Administrative Clerk I/II	2	0	0	1	2

CITY OF HAYWARD

Department Staffing Summary - All Funds

	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014	Adopted 2015
	38.5	**33.25**	**30**	**32**	**36**
FINANCE DEPARTMENT					
Director Of Finance	1	1	1	1	1
Deputy Director of Finance	0	0	0	1	1
Finance Operations Manager	1	0	0	0	0
Purchasing & Services Manager	1	1	1	1	1
Accounting Manager	0	1	1	1	1
Budget Officer	1	1	0	0	0
Finance Analyst	0	0	2	1	2
Revenue Manager	0	0	0	1	1
Revenue Officer	1	0	0	0	0
Finance Supervisor	0	1	1	1	0
Senior Accountant	1	1	1	1	1
Accountant	0	0	0	0	1
Administrative Analyst II	0	0	0	0	1
Senior Accounting Technician	5	3	3	2	0
Administrative Secretary	1	1	0	0	0
Finance Technician	0	0	1	2	5
Accounting Technician	1	3	3	3	1
Purchasing Assistant	1	0	0	0	0
Purchasing Technician	0	1	1	1	1
Senior Account Clerk	2	2	2	2	4
Senior Customer Account Clerk	3	3	3	3	4
Customer Account Clerk	6.25	5.5	6	7	6
Mail & Purchasing Clerk	1	1	1	1	1
Administrative Clerk I	0	0	0.4	0	0
	26.25	**25.5**	**27.4**	**29**	**32**
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	1	1	1	1	1
Staff Fire Captain	2	2	2	3	3
Hazardous Materials Program Coordinator	1	1	1	1	1
Fire Protection Engineer	1	1	1	1	1
Emergency Medical Services Coordinator	1	1	1	1	1
Battalion Chief (56 Hr)	6	6	6	6	6
Fire Prevention Inspector	2	2	2	2	2
Administrative Analyst III	1	1	1	1	0
Environmental Specialist	0	0	0	0	1
Administrative Analyst I/II	0	0	0	0	1
Hazardous Materials Investigator	2	2	2	2	2

CITY OF HAYWARD

Department Staffing Summary - All Funds

	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014	Adopted 2015
Fire Captain (56 Hr)	33	33	33	33	33
Apparatus Operator (56 Hr)	33	33	33	33	33
Firefighter (56 Hr)	41	41	41	41	41
Fire Services Supervisor	0	0	1	1	1
Administrative Secretary	1	1	0	0	0
Fire Technician I/II	0	0	3	3	2
Permit Technician	2	2	0	0	0
Senior Secretary	1	1	0	0	1
Secretary	1	1	0	0	0
Administrative Clerk I/II	1	0	1	1	1
Mail Clerk	0.5	0.5	0.5	0.5	0.5
	134.5	**133.5**	**133.5**	**134.5**	**135.5**
HUMAN RESOURCES DEPARTMENT					
Human Resources Director	1	1	1	1	1
Human Resources Manager	1	1	1	1	0
Employee Benefits Administrator	1	0	0	0	0
Senior Human Resources Analyst	0	0	0	0	2
Human Resources Analyst I/II	3	4	4	4	4
Human Resources Administrative Secretary	1	0	1	0	0
Human Resources Technician	1.75	2	2	3	4
Administrative Intern	0	0	0	0	1
	8.75	**8**	**9**	**9**	**12**
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	2	1	1	1	1
Technology Solutions Analyst I/II	0	0	0	1	1
Geographic Info Systems Coordinator	1	1	1	1	1
Programmer Analyst	2	2	2	2	2
Web Specialist	1	1	1	1	1
Network/Microsystem Specialist	4	4	3	3	3
IT Analyst I/II	0	0	1	1	1
Senior Information Systems Support Tech	0	0	0	0	0
Administrative Secretary	1	1	1	1	1
Information Systems Support Technician	0	0	0	0	0
Computer Operator	0	0	0	0	0
Audio Video Specialist	1	1	1	1	1
Data Systems Operator	1	1	1	1	1
Technical Assistant	0.5	0.5	0	0	0
Video Assistant	0	0	0.5	1	1

CITY OF HAYWARD

Department Staffing Summary - All Funds

	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014	Adopted 2015
	16.5	**15.5**	**15.5**	**17**	**17**
LIBRARY & COMMUNITY SERVICES DEPARTMENT					
Library & Community Services Director	1	1	1	1	1
Community Services Manager	0	0	0	1	1
Social Services Planning Manager	1	1	1	0	0
Senior Property Rehabilitation Specialist	1	1	1	1	1
Administrative Analyst I/II	0	0.25	2	3	3
Property Rehabilitation Specialist	0	0	0	0	0
Library Operations Manager	1	1	1	1	1
Supervising Librarian I	4	3	3	3	3
Paratransit Coordinator	1	1	1	0	0
Community Programs Specialist	1	1	0	0	0
Administrative Secretary	1	1	1	1	1
Information Systems Support Technician	1	1	1	1	1
Librarian I	8	6.5	6.5	6.5	6.5
Literacy Program Coordinator	1	1	1	1	1
Educational Services Coordinator	0	0	1	1	1
Volunteer Program Assistant	0	0	0	0	1.5
Lead Library Assistant	3	2	1	1	1
Secretary	1	1	1	0	0
Senior Library Assistant	3	3	3	3	3
Library Assistant	8	7.5	7.5	7.5	8.5
Administrative Clerk I	0.25	0.25	0.25	0.25	0
Senior Library Page	3	2.4	2.4	2.4	1.8
Library Page	4.2	4.2	3.9	3.9	3.9
	43.45	**39.1**	**39.55**	**38.55**	**40.2**
MAINTENANCE SERVICES DEPARTMENT					
Director Of Maintenance Services	1	1	1	1	1
Equipment Manager	1	0	0	0	0
Facilities & Building Manager	1	1	1	1	1
Landscape Maintenance Manager	1	0	0	0	0
Streets Maintenance Manager	0	0	0	0	1
Fleet Management Supervisor	0	1	1	1	1
Streets Maintenance Supervisor	1	1	1	1	0
Landscape Maintenance Supervisor	0	1	1	1	1
Administrative Analyst I/II	2	2	2	2	2
Electrician I/II	1	1	1	1	1
HVAC Mechanic	0	0	0	0	1
Senior Maintenance Leader	1	1	1	2	2
Groundskeeper III	1	1	1	1	1
Facilities Painter II	1	1	1	1	1

CITY OF HAYWARD

Department Staffing Summary - All Funds

	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014	Adopted 2015
Facilities Carpenter II	2	2	2	2	2
Equipment Mechanic I/II	7	6	6	5	6
Administrative Secretary	1	1	1	1	1
Lead Sweeper Equipment Operator	1	0	0	0	0
Senior Sweeper Equipment Operator	0	1	1	0	0
Facilities Painter I	1	1	1	1	1
Tree Trimmer	3	3	2	2	2
Maintenance Leader	2	2	2	2	2
Groundskeeper II	3	2	3	3	3
Senior Secretary	1	1	1	1	2
Sweeper Equipment Operator	3	4	4	5	5
Maintenance Worker/Laborer	9	6	6	6	7
Equipment Parts Storekeeper	1	1	1	1	1
Storekeeper - Expediter	1	0	0	0	0
Groundskeeper I/Laborer	12	10	10	10	10
Facilities Service Worker II	1	1	1	1	1
Secretary	0	1	1	1	0
	59	**53**	**53**	**53**	**56**
POLICE DEPARTMENT					
Chief Of Police	1	1	1	1	1
Police Captain	2	2	2	2	3
Operations Support Services Manager	1	1	1	1	1
Police Lieutenant	11	11	11	11	10
Youth & Family Services Administrator	1	1	1	1	1
Police Sergeant	25	25	25	26	27
Inspector	13	12	10	7	5
Police Officer	149	142.5	142	144	147
Counseling Supervisor	2	1	1	1	1
Administrative Analyst III	2	2	1	1	1
Crime Analyst	0	0	1	1	1
Police Programs Analyst I/II	0	0	1	1	1
Personnel & Training Administrator	0	0	0	1	1
Animal Services Administrator	1	1	1	1	1
Communications Administrator	1	1	1	1	1
Jail Administrator	1	0	0	0	0
Records Administrator	1	1	1	1	1
Property/Evidence Administrator	1	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	18.5	18.5	19	19	19

CITY OF HAYWARD

Department Staffing Summary - All Funds

	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014	Adopted 2015
Crime Prevention Supervisor	1	0	0	0	0
Administrative Secretary	2	2	2	2	2
Animal Services Supervisor	1	1	1	0	0
Records Supervisor	3	3	3	3	3
Crime Scene Technician	4	4	4	4	4
Community Service Officer	19	20	21	20	19
Crime Prevention Specialist	2	2	2	2	2
Property Technician	3	2	2	2	3
Animal Control Officer	1	1	1	2	2
Secretary	3	3	3	3	3
Police Records Clerk II	19	17	17	17	16
Animal Shelter Supervisor	2	2	2	2	2
Animal Care Attendant	9	8	8	8	8
Traffic Safety Assistant	1.2	0	0	0	0
	317.7	**303.00**	**303.00**	**303.00**	**304.00**
PUBLIC WORKS DEPARTMENT - ENGINEERING & TRANSPORTATION					
Director Of Public Works	1	1	1	1	1
Deputy Director Of Public Works	1	1	0	0	0
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	1	1	1
Supervising Construction Inspector	1	1	1	1	1
Airport Operations Supervisor	1	1	1	1	1
Assoc Civil Engineer/Assist Civil Engineer	11	11	9	9	9
Assoc Transportation Engineer	2	1	1	1	1
Assoc Transportation Planner	0	0	0	0	1
Senior Construction Inspector	2	2	2	2	2
Administrative Analyst I/II	3	3	2	2	2
Assistant Transportation Engineer	1	1	1	1	1
Survey Engineer	1	0	0	0	0
Surveyor	1	1	1	1	1
Construction Inspector	4	3	3	3	3
Engineering Technician	4	4	4	4	4
Traffic Signal Technician	0	0	1	1	1
Senior Airport Maintenance Worker	1	1	1	1	1
Administrative Secretary	0	0	0	0	1
Senior Secretary	4	5	3	3	2
Airport Maintenance Worker	4	4	4	4	4
Secretary	5	5	2	2	2
Noise Abatement Analyst	0	0.5	1	1	1
	51	**49.5**	**43**	**43**	**44**

CITY OF HAYWARD

Department Staffing Summary - All Funds

	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014	Adopted 2015
UTILITIES & ENVIRONMENTAL SERVICES					
Director Of Public Works	1	1	1	1	1
Deputy Director Of Public Works	1	1	0	0	0
Utilities Superintendent	1	1	0	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	0	0	1	1
Environmental Services Manager	0	0	1	1	1
Senior Utilities Engineer	2	2	2	2	2
Sewer Collection System Maintenance Supervisor	0	0	0	0	1
Utilities Maintenance Supervisor	1	1	0	0	0
Utilities Operations & Maintenance Supervisor	0	0	1	1	1
Utilities Field Services Supervisor	0	0	1	1	1
WPCF Maintenance Supervisor	1	1	1	1	1
WPCF Operations Supervisor	1	1	1	1	1
Lab Supervisor	1	1	1	1	1
Water Pollution Control Administrator	1	1	1	1	1
Assoc Civil Engineer/Assist Civil Engineer	11	11	2.5	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	1	1	1
Electrician I/II	5	5	5	5	5
Senior Water Pollution Source Control Inspector	1	1	1	1	1
Senior Utility Leader - Sewer	0	0	0	0	1
Senior Utility Leader	2	2	2	2	1
Water Pollution Source Control Inspector	5	3	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	2	2	2	2
WPCF Operator	6	5	5	5	5
Utility Leader - Sewer	0	0	0	0	2
Utility Leader	5	5	5	5	3
Administrative Secretary	3	2	2	2	1
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 - Sewer	0	0	0	0	6
Utility Worker	18	15	15	15	11
Sustainability Technician/Assistant	0	0	0	1	1
Senior Secretary	4	5	2	2	3

CITY OF HAYWARD

Department Staffing Summary - All Funds					
	Adjusted 2011	**Adopted 2012**	**Adopted 2013**	**Adopted 2014**	**Adopted 2015**
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	3	2	2
Administrative Intern	1.5	0	0	0	0
Technical Intern	0.5	0.5	0.5	0.5	0.5
	120.5	**111**	**95.5**	**96.5**	**99.5**

City Attorney Department

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 2014 Department Performance/Accomplishments

1. Successfully defended or settled several high-exposure lawsuits without significantly impacting the General Fund.

2. Closed or resolved 109 claims, with only twenty-six claims resulting in payment of City funds.

3. Closed or resolved eight lawsuits. The City generated over $1.3 million in revenue through affirmative claims and cost recovery.

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 2015 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. Monitor and apprise Council and City staff of any changes in State law regarding public meetings and conflicts of interest.

4. Manage, evaluate, and settle claims, as necessary and appropriate.

5. Provide legal counsel to Planning Commission and other advisory bodies, as necessary and appropriate.

6. Deploy departmental assets to support City Council priorities.

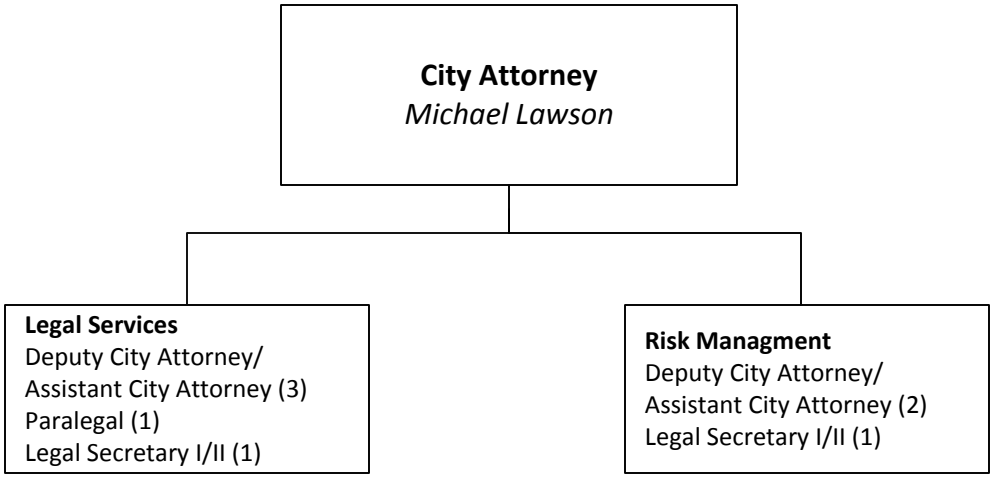
Significant Changes Planned for FY 2015

No significant changes are planned for FY 2015. The main goal is to reduce litigation expenses arising from settlements and outside counsel costs which ballooned in FY 2014.

The FY 2015 Proposed Budget includes the addition of 1.0FTE Legal Assistant/Paralegal. This cost is slightly offset by the downgrade of 1.0 FTE Assistant City Attorney to a 1.0 FTE Deputy City Attorney.

FY 2015 STAFFING
9.0 FTE

Office of the City Attorney



City Attorney Staffing Summary					
	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014	Adopted 2015
General Fund					
City Attorney	1	1	1	1	1
Assistant City Attorney	3	2	3	2	2
Deputy City Attorney I/II	0	1	0	1	1
Legal Secretary I/II	2	1	1	1	1
Paralegal[3]	0	0	0	0	1
	6	**5**	**5**	**5**	**6**
Risk Management Fund					
Assistant City Attorney [1]	2	2	1	1	2
Deputy City Attorney I/II [2]	0	0	1	1	0
Legal Secretary II	1	1	1	1	1
	3	**3**	**3**	**3**	**3**

Staffing Changes to Proposed FY 2015:

1. Addition of 1.0 FTE Assistant City Attorney (FY14 Mid-Year).
2. Deletion of 1.0 FTE Deputy City Attorney II (FY14 Mid-Year).
3. Addition of 1.0 FTE Paralegal

All Funds Summary - By Category

Funding: General Fund and Risk Management Fund.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue and Transfers in from Other Funds					
General Fund Revenue	82,280	47,660	6,670	38,367	6,781
Risk Management Fund	3,360,980	3,454,227	3,273,760	3,490,252	3,119,511
Risk Management Fund Balance	(653,133)	(1,433,380)	(510,249)	(933,893)	46,395
	2,790,127	**2,068,507**	**2,770,180**	**2,594,726**	**3,172,687**
Fund Subsidy					
General Fund Subsidy	**1,004,563**	**915,057**	**901,690**	**954,375**	**1,133,120**
Total Revenues	**3,794,690**	**2,983,564**	**3,671,870**	**3,549,101**	**4,305,807**
EXPENDITURES					
Expenditures					
Salary					
Regular	1,008,269	897,740	922,137	970,818	1,095,705
Overtime	-	-	-	-	-
Benefits					
Fringe Benefits (Med., Dent., etc.)	170,087	161,743	155,816	178,699	186,582
Retiree Medical	19,629	14,424	14,424	14,400	16,200
PERS	200,038	168,492	172,028	190,844	239,863
Charges (to)/from other programs	(15,050)	(2,160)	(5,506)	-	-
Net Staffing Expense	**1,382,973**	**1,240,239**	**1,258,900**	**1,354,539**	**1,538,350**
Maintenance & Utilities	738	1,442	1,246	1,800	1,800
Supplies & Services	1,998,710	1,321,853	2,006,010	1,787,729	2,338,186
Internal Service Fees	94,263	92,484	78,168	77,487	90,099
Capital	-	-	-	-	-
Net Operating Expense	**2,093,711**	**1,415,779**	**2,085,424**	**1,867,016**	**2,430,085**
Transfers out to other funds	**318,006**	**327,546**	**327,546**	**327,546**	**337,372**
Total Expenditures	**3,794,690**	**2,983,564**	**3,671,870**	**3,549,101**	**4,305,807**

All Funds Summary - By Program

Funding: General Fund and Risk Management Fund.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue and Transfers in from Other Funds					
General Fund Revenue	82,280	47,660	6,670	38,367	6,781
Risk Management Fund	3,360,980	3,454,227	3,273,760	3,490,252	3,119,511
Risk Management Fund Balance	(653,133)	(1,433,380)	(510,249)	(933,893)	46,395
	2,790,126	**2,068,507**	**2,770,180**	**2,594,726**	**3,172,687**
Fund Subsidy					
General Fund Subsidy	**1,004,563**	**915,057**	**901,690**	**954,375**	**1,133,120**
Total Revenues	**3,794,690**	**2,983,564**	**3,671,870**	**3,549,101**	**4,305,807**
EXPENDITURES					
Expenditures and Transfer Out to Other Funds By Program					
General Fund	1,086,843	962,717	908,360	992,742	1,139,901
Risk Management Fund	2,707,847	2,020,847	2,763,510	2,556,359	3,165,906
Total Expenditures	**3,794,690**	**2,983,564**	**3,671,870**	**3,549,101**	**4,305,807**
Net Change			-	-	-

Department Summary **City Attorney Department**

Department: 100-1300 **General Fund**

Office of the City Attorney

Description: General legal services.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Other Revenue	0	0	17	0	0
Rental Review Fees	82,280	47,660	6,653	38,367	6,781
Total Revenues	**$82,280**	**$47,660**	**$6,670**	**$38,367**	**$6,781**
EXPENDITURES					
Expenditures					
Salary					
Regular	694,925	648,032	613,071	689,379	738,198
Overtime	-	-	-		
Benefits					
Fringe Benefits (Med., Dent., etc.)	109,834	100,092	94,987	113,208	127,626
Retiree Medical	13,086	9,015	9,015	9,015	10,800
PERS	139,840	116,937	113,545	136,947	161,593
Charges (to)/from other programs	(8,130)	2,502	(1,924)	-	-
Net Staffing Expense	**949,555**	**876,578**	**828,695**	**948,549**	**1,038,217**
Maintenance & Utilities	738	1,200	1,246	1,500	1,500
Supplies & Services	71,439	22,244	27,406	43,529	38,429
Internal Service Fees	65,110	62,695	51,013	51,223	61,755
Capital Outlay	-	-	-	-	-
Net Operating Expense	**137,287**	**86,139**	**79,665**	**96,252**	**101,684**
Total Expenditures	**1,086,843**	**$962,717**	**$908,360**	**$1,044,801**	**$1,139,901**
General Fund Subsidy	**$1,004,563**	**$915,057**	**$901,690**	**$1,006,434**	**$1,133,120**

FY 2015 Significant Budget Changes:

1. None.

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City Clerk Department

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 Manager, 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

City Clerk Department

Public Service
The City Clerk's Office is responsible for: 1) Managing and administering 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 2014 Department Performance/Accomplishments

1. Improved government transparency by continuing to provide information about legislative proceedings on the City's website.

2. Efficiently maintained official documents and made them accessible to City staff, policy makers, and constituents.

3. Coordinated efforts to improve the City's Records Retention Program in order to ensure that public records are maintained in accordance with legal requirements.

4. Responded to public requests for information in a timely manner and also coordinated the City's response to over 113 requests in accordance with the California Public Records Act.

5. Managed the recruitment of the Council's appointed bodies, participated in outreach community events to enhance the recruitment process, and coordinated required trainings to meet legal requirements.

6. Continued to provide passport services according to guidelines established by the U.S. Department of State.

7. Provided periodic training to City departments on items related to the use of the Agenda Manager System.

8. Conducted all aspects of the Municipal Election by: requesting services from the Alameda County Board of Supervisors; acting as the Elections filing officer; providing guidelines during the election; providing information about Fair Political Practices Commission (FPPC); providing election information on the City's website; preparing documents necessary to certify the election; and administering the oath of office.

9. Maintained the Hayward Municipal Code by following all required adoption procedures.

10. Processed over 171 official agreements and ensured that fully executed documents were properly filed with the City.

11. Provided voter outreach services by partnering with the Alameda County Registrar of Voters and the League of Women Voters to foster civic engagement.

FY 2015 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. Continue to make online records accessible on the City's website by linking official documents to the LaserFiche System.

   In coordination with Technology Services and the City Manager's Office, identify system needs and requirements for the future replacement for Agenda Manager, the City's document management system. The system is planned for replacement in FY 2016.

3. Manage the recruitment of members of the Council's appointed officials and conduct a Volunteer Open House to improve and enhance the recruitment process.

4. Continue to provide guidance to members of the Council's appointed bodies regarding the Brown Act, training requirements, attendance policy, and overall members' responsibilities.

5. Continue to provide passport services according to guidelines established by the U.S. Department of State.

6. Improve transparency efforts by utilizing Channel 15 and social media to inform residents about upcoming agenda items and community events.

7. Launch a paperless electronic filing and administration system for Statement of Economic Interests (FPPC Form 700)

8. Oversee the conversion of the online version of the Hayward Municipal Code into a robust searchable Internet database.

9. Joint efforts with Community and Media Relations Officer to showcase the City of Hayward.

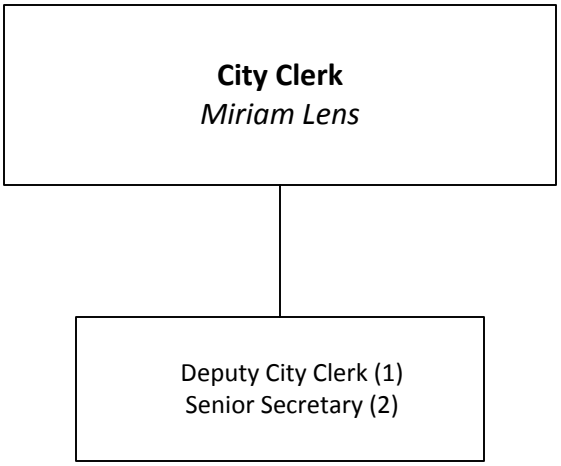
City Clerk Department

Significant Changes Planned for FY 2015

No significant changes planned for FY 2015. However, the City Clerk's Office will embark on a workload and staffing review in FY 2015, and possibly bring any staffing recommendations to City Council during the FY 2015 mid-year review process.

FY 2015 STAFFING
4.0 FTE

City Clerk



City Clerk Staffing Summary					
	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014	Adopted 2015
General Fund					
City Clerk	1	1	1	1	1
Deputy City Clerk	1	1	1	1	1
Administrative Secretary	0	0	0	0	0
Senior Secretary	2	2	2	2	2
	4	**4**	**4**	**4**	**4**

Staffing Changes to Proposed FY 2015:

1. None.

CITY OF HAYWARD
HEART OF THE BAY

Department Summary **City Clerk Department**

100-1400 General Fund

Office of the City Clerk

Description: Office of the City Clerk.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Sale 0f Documents - Passports	16,454	13,057	11,035	16,697	16,697
Sale of Documents - Election	-	11,000	-	-	-
Sale of Documents - General	2,002	1,789	1,568	917	917
Total Revenues	**18,456**	**25,846**	**12,602**	**17,614**	**17,614**
EXPENDITURES					
Expenditures					
Salary					
Regular	277,146	306,057	330,452	330,978	329,550
Overtime	-	1,436	-	-	-
Benefits					
Fringe Benefits (Med., Dent., etc)	58,889	69,053	69,501	74,139	71,078
Retiree Medical	8,724	7,212	7,212	7,200	7,200
PERS	53,353	68,049	62,508	65,064	72,345
Charges (to)/from other programs	6,602	67	3,738	-	-
Net Staffing Expense	**404,714**	**451,874**	**473,411**	**477,381**	**480,173**
Maintenance & Utilities	676	640	975	800	800
Supplies & Services	47,750	35,977	31,268	42,280	56,280
Internal Service Fees	76,005	77,983	74,414	75,422	81,465
Election Expense	-	197,235	-	180,000	-
Net Operating Expense	**124,430**	**311,835**	**106,657**	**298,502**	**138,545**
Total Expenditures	**529,145**	**763,709**	**580,068**	**775,883**	**618,718**
General Fund Subsidy	**510,689**	**737,863**	**567,466**	**758,269**	**601,104**

FY 2015 Significant Budget Changes:

1. No election expense for FY 2015.

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City Council/Mayor Department

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 2014 Department Performance/Accomplishments

1. Actively worked to address the City's ongoing significant fiscal challenges by providing leadership and direction during recent labor negotiations and approving difficult yet necessary cost-saving amendments to employee contracts.
2. Provided legislative and policy development for the City Manager in support of the community's priorities of Safe, Clean, and Green; continued participation in the Neighborhood Partnership Program and sponsored and attended neighborhood improvement meetings to assure Council was consistently informed of community needs and wants.
3. Completed timely performance evaluations of all three Council appointed officers, and took action to assure continuity of their annual contracts.
4. Continued focus by Hayward Local Agencies Committee (HLAC) on school performance, community safety, and disaster preparedness.
5. Participated on Bay Area Water Supply and Conservation Agency (BAWSCA) and Stopwaste.org.
6. Represented Hayward at meetings of regional agencies, League of California Cities, and county Sustainable Communities Strategies.
7. Responded to constituent concerns throughout the City.
8. Participated in legislative advocacy efforts on behalf of the City of Hayward.
9. Approved development proposal for sixty new units of senior housing on a vacant parcel at the corner of A and Mission Streets in Downtown.
10. Adopted revisions to the City's Alcoholic Beverage Ordinance to clarify regulations for businesses, provide greater enforcement tools for noncompliant businesses, and to promote economic development through the allowance of happy hours in defined instances.
11. Adopted a Food Sharing Ordinance to regulate and control unpermitted and unsafe food distribution in public parks and plazas.
12. Adopted the Mission Boulevard Specific Plan and Form-Based Code, which will provide a blueprint for development along one of the City's key corridors.

13. Took action to place a ½ cent sales tax measure on the June 2014 ballot to fund critical infrastructure and service needs.

14. Banned the proliferation of internet cafes/simulated gaming devices in the City through adoption of an ordinance banning these uses; authorized required legal action to assure closure of any existing operations.

15. Created accountability mechanisms for property owners that fail to address problem behaviors occurring on their properties through adoption of the Social Nuisance Ordinance.

16. Approved a zoning text amendment to allow for site changes at Southland Mall to encourage redevelopment and improvements at the site.

17. Adopted an urgency ordinance imposing a moratorium on new tobaccos and e-cigarette retailers in the City in order to create a healthier environment for all community members.

18. Adopted a new mobile home closure and change of use ordinance to create more protections for mobile home park residents in the event of a future park closure or change of use.

FY 2015 Goals/Objectives

- Continued activity to achieve the driving priorities of Safe, Clean, and Green.
- Continued efforts to bring structural changes to the City's finances, and stability to the City's labor situation.
- Continued partnership with the community and Hayward Unified School District to improve the educational performance of Hayward's public schools.
- Other programs and initiatives that will receive major attention in FY 2015 include
    - Economic Development
    - Review and update of land use policies and regulatory procedures
    - Review of homeless policies and programs; and
    - Simplification of City operational and regulatory procedures for businesses and residents.

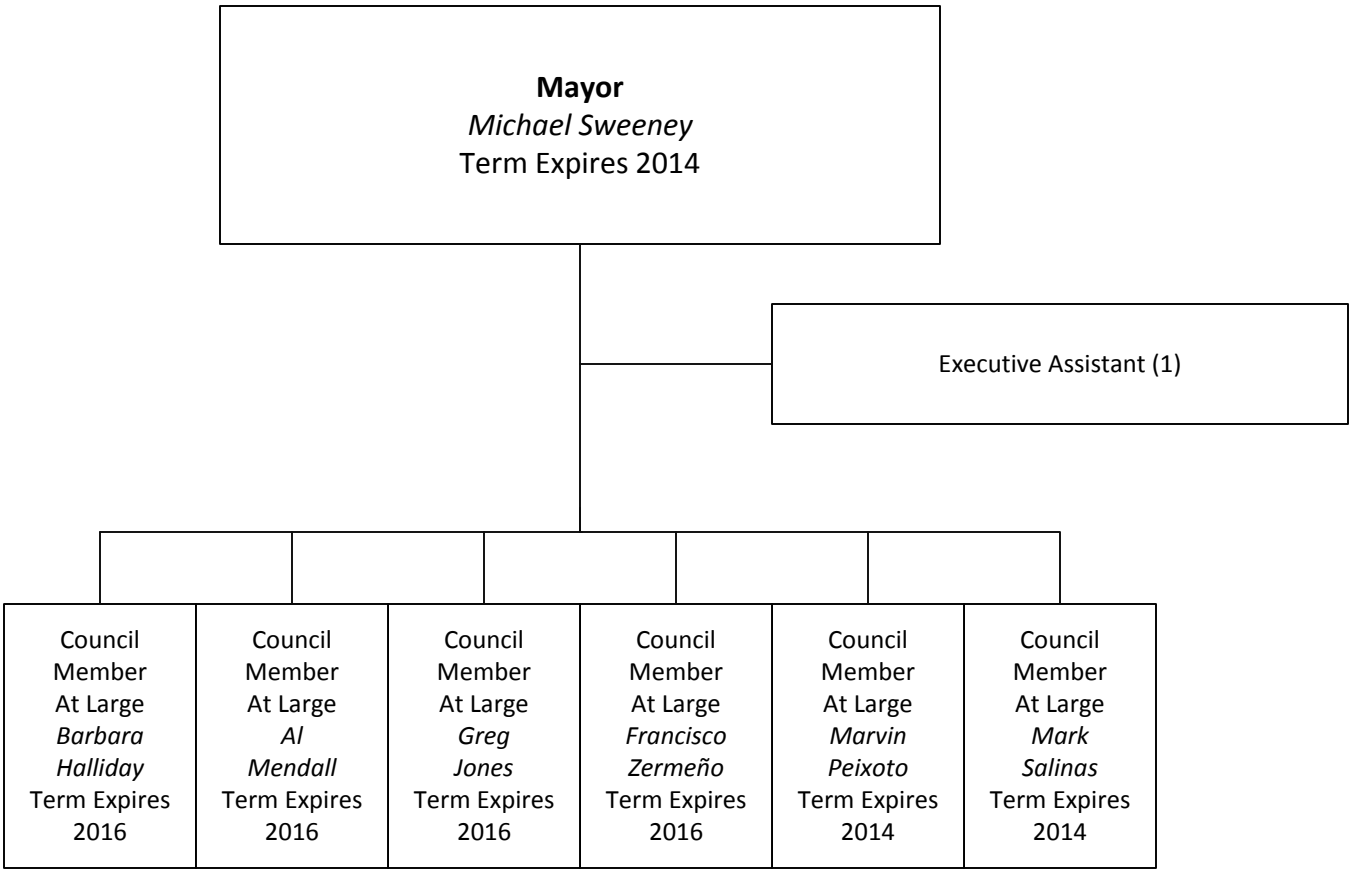
Performance of Mayor and Council is constantly measured by the community and the voters, through the effectiveness of their policy and legislative actions, and by the results of the bi-annual Community Satisfaction Survey. Specific performance measures to determine the success of the organization based on Council direction are built into each department and approved by Council through the budget.

Significant Changes Planned for FY 2015

No significant budget or staffing changes are planned for FY 2015.

FY 2015 STAFFING
8.0 FTE

City Council/Mayor



City Council/Mayor Staffing Summary					
	Adjusted 2011	**Adopted 2012**	**Adopted 2013**	**Adopted 2014**	**Adopted 2015**
General Fund					
Mayor	1	1	1	1	1
City Council	6	6	6	6	6
Administrative Secretary (Conf)	1	0	0	0	0
Executive Assistant	0	0	1	1	1
HR Administrative Secretary	0	1	0	0	0
	8	**8**	**8**	**8**	**8**

Staffing Changes to Proposed FY 2015:

1. None

CITY OF HAYWARD
HEART OF THE BAY

Department Summary **City Council & Mayor Department**

Department: 100-1100 General Fund

Office of the City Council and Mayor

Description: Office of the City Council and Mayor.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
None	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**
EXPENDITURES					
Expenditures					
Salary					
Regular	268,100	266,624	266,597	272,122	271,220
Overtime	-	619	1,173	-	-
Benefits					
Fringe Benefits (Med., Dent., etc.)	131,089	96,462	79,391	82,605	73,896
Retiree Medical	-	14,424	14,424	14,400	14,400
PERS	36,324	44,165	45,765	48,699	54,887
Charges (to)/from other programs	-	-	-	-	-
Net Staffing Expense	**435,513**	**422,294**	**407,350**	**417,826**	**414,403**
Maintenance & Utilities	-	-	-	-	-
Supplies & Services	33,276	36,207	46,978	58,628	56,900
Internal Service Fees	36,233	36,925	28,841	29,343	56,499
Net Operating Expenses	**69,509**	**73,132**	**75,819**	**87,971**	**113,399**
Total Expenditures	**505,022**	**495,426**	**483,169**	**505,797**	**527,802**
General Fund Subsidy	**505,022**	**495,426**	**483,169**	**505,797**	**527,802**

FY 2015 Significant Budget Changes:

1. None.

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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 organization as a whole. The City Manager's Office assures accountability of all departments.

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 six operational divisions under the City Manager's Office:

- Economic Development
- Neighborhood Partnerships
- Code Enforcement
- Communications & Media Relations
- 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

- The Economic Development Strategic Plan includes 102 work tasks, many of which are multi-year initiatives. Of these work tasks, 53 commenced in FY 2014.
- Pro-actively recruit businesses to the City of Hayward by working with brokers, retailers, and property owners as well as networking at retailer industry events.
- Provide staff support to guide important downtown related initiatives such as the Downtown Business Improvement Assessment to ensure downtown vitality and develop a marketing campaign, a new website, and a banner program to promote business attraction, retention, expansion, and visitor attraction.
- Sponsor business events designed to bring capital to key business clusters and facilitate at least six annual events through the Northern Silicon Valley Partnership.
- Implement a public-private partnership to install fiber optic broadband infrastructure in underserved areas. This network will provide businesses the opportunity to connect to high speed broadband and serve as a critical tool for economic development.

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, other public agencies, local businesses, community and faith-based service organizations, neighborhood groups and other community stakeholders, 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 2015 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.
- Plan and implement programs, projects and events that engage community stakeholders in civic action.

Code Enforcement

The Code Enforcement 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 as proactive. Additionally, Code Enforcement supports the Residential Housing Inspection Program to safeguard the stock, sale, and sanitary conditions of rental units. The Division also supports the efforts of the Keep Hayward Clean & Green Task Force and other

volunteer blight elimination activities. An award-winning mural art program is also managed by 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.
- Steady decrease in complaints received through the Neighborhood Partnership Program that relate to community appearance issues and code violations.
- 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.

Communications & Media Relations

Communications and media relations activities were assumed in mid-November 2013 by the City's newly hired Community & Media Relations Officer, who serves as the key strategist for the City's overall brand and public image and, under direction of the City Manager, steers public information initiatives.

Performance Measures

- Increased publication frequency of media stories that highlight Hayward's strengths and attractive attributes.
- Increased social media reach and engagement.
- Integration of marketing and branding plan with city-wide communications.
- Increased attendance at City-sponsored and co-sponsored events.

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

- Ensure that entitlement approvals and financing for acquisition, rehabilitation, or new construction of Housing Authority or City-assisted affordable housing developments are secured in a timely manner.
- Ensure that local, state, and federal affordable housing moneys allocated to the Housing Authority or the City are spent in compliance with regulations governing those moneys.

- Ensure compliance of owners and property managers of Housing Authority or City-assisted rental housing development with required occupancy and affordability restrictions.

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 2014 Department Performance/Accomplishments

General Management:

1. In coordination with the City Attorney's Office and Human Resources Department, guided the City through a difficult labor negotiation process.

2. Reassigned staff to complete a comprehensive assessment of the City's development review process and of the permitting and inspection processes, resulting in a wide range of defined improvements that will be completed in FY2015.

3. Continued to provide leadership and direction to the organization in the strategic implementation of the Council's priorities and all strategic plans.

Economic Development:

4. Hired Economic Development Manager, two Economic Development Specialists and a Senior Secretary to begin implementation of Economic Development Strategic Plan.

5. Facilitated community events that promote Hayward as a dynamic and vibrant community (including the Summer Movie Series, downtown street parties, Light Up the Season, and the Wine Stroll).

6. Hosted regional Export Event with US Department of Commerce.

7. Promoted new State of California employee tax credit program by targeting potentially eligible businesses and sending multilingual notice to expand participation.

8. Began development of new business database and compiled new demographic data on City to use for marketing purposes.

9. Created new marketing tools for downtown including a business map and retail vacancy map. A new website is underway.

10. Ensured Hayward's prominence at second annual East Bay EDA Innovation Awards. Ten Hayward companies were nominated and also recognized by Hayward City Council.

11. Negotiated a public-private partnership to install fiber optic broadband infrastructure in underserved areas.

12. Formalized a Food Manufacturing Council to address the needs of the City's ever growing Food Manufacturing segment (currently over 80 companies).

Neighborhood Partnership:

13. Facilitated Phase I Neighborhood Partnership Program meetings in fourteen Hayward neighborhoods, resulting in resolution of significant neighborhood concerns regarding appearance, litter, blight, traffic, and other issues. Continued work with six additional neighborhoods on Phase II initiatives to facilitate improvements in these neighborhoods.

14. Worked with HUSD and HARD to expand the Volunteer Hayward Coordinator position from a half-time (.5 FTE) to a Full Time (1.0 FTE) position. The Coordinator recruits, places and supports over 500 City volunteers who support staff in serving the Hayward community.

15. Lead the planning and implementation of an event in the Jackson Triangle designed to engage the community in the HPN Initiative -- the 2014 HPN Run, Walk, Stroll and Roll and Community Resources Expo. The event involved over 30 community service organizations, 200 volunteers and approximately 1,000 community members.

16. Facilitated resolution and/or resolved 97 constituent referrals on a wide variety of issues and concerns.

17. Planned, implemented, and/or participated in the following civic engagement community events: A) HPD's National Night Out; B) Hosted 50 students from China to tour the City of Hayward and introduce them to local American government; C) Veteran's Day Flag Raising Ceremony at Five Flags honoring POWs and MIAs; D) Affordable Care Act Town Hall Meeting; E) Hayward Youth Job Fair (May 9, 2014); F) Immigration Naturalization Workshop (June 28, 2014); and G) Operation Independence – Emergency Preparedness Community Expo (June 20 and 21, 2014).

18. Helped ensure Hayward's selection as the recipient of the 2014 Koshland Civic Unity Award - a three-year $300,000 investment by the S.F. Foundation who will train and support the work of up

to 15 local community members as Koshland Fellows to plan and implement community improvement projects.

Neighborhood Services:

19. Facilitated the passage of the Hayward Food Sharing Permit and City Park Hours Ordinances and continue to coordinate the administration and enforcement of those ordinances.

20. Marked increases in customer approval of Code Enforcement services since FY 2013:
    a. "Employee effectiveness" rated 5% higher in the superior category.
    b. "Timeliness to respond" rated 8% higher in the superior category.
    c. "Courtesy" rated 6% higher in the superior category.
    d. "Exceeded expectations" rated 5% higher in the superior category.

21. Significant decrease in the number of complaints received through the Neighborhood Partnership Program that relate to community appearance issues and code violations.

22. Created two ad-hoc teams within the Keep Hayward Clean & Green Task Force to lead graffiti abatement and prevention efforts and coordinate inter- and intra-departmental collaboration to improve services.

23. Resolved 630 cases in support of Fire Suppression efforts.

24. Sixty utility boxes, five schools, one sound wall, and one business beautified by award-winning mural art program.

25. Successfully implemented the Adopt-A-Block Program including twenty-seven Adopt teams throughout the City under the guidance of the Keep Hayward Clean & Green Task Force.

26. Concluded Route 238 Opportunity to Purchase Home Program. Executed CalTrans tenant survey, completed appraisals and inspected all eligible corridor homes, and completed home purchases or issued stipend payments for remaining affected tenants.

27. Continued support of Blight Buster Volunteer Projects and completed one new Corridor Improvement Project.

28. Responded to and resolved approximately 4,000 complaints/violations of the Community Preservation and Zoning Ordinance.

29. Responded to and resolved over 3,000 code violations within the Residential Rental Inspection Program.

30. Created and coordinated a new City-sponsored event – the Wine Stroll. The event was well-attended, well-received, and significantly increased sales for nearby local businesses and restaurants.

Community Engagement and Communications:

31. Hired Community & Media Relations Officer.

32. Drafted comprehensive, city-wide social media policy; standardized all social media channels associated with the City.

    - Increased organic Twitter reach by 16% (from 1,089 to 1,262).
    - Increased organic Facebook reach by more than 600% (from 209 to 1,271).
    - Secured and populated Linkedin account now at nearly 500 followers.
    - Launched GovDelivery digital communications platform, consolidating and standardizing city-wide broadcast e-communications.
    - Created rapid-response online communications hub for City labor negotiations.
      Directed online community outreach program generating 2,000 community responses for potential ballot measure.

33. Drafted and released RFP for marketing & branding services (Economic Development Strategic Plan objective).

Housing Development:

34. In partnership with the Alameda County Department of Housing and Community Development and other area jurisdictions, provided financing and support to Eden Housing, Inc. to rehabilitate and convert a vacant and vandalized property located at 27751 Leidig Court into a fully-occupied sixteen-unit affordable housing development.

35. Helped coordinate the timely closing of the financing for the B & Grand Senior Housing development and coordinated the issuance of tax-exempt multifamily revenue housing bonds for the project.

36. Coordinated a Request for Proposals to hire a consultant for the update of the analyses necessary for continued implementation of the Inclusionary Housing Ordinance.

37. Continued negotiations to finalize a Disposition, Development, and Loan Agreement to allow Habitat for Humanity to develop ten affordable ownership units on Housing Authority-owned property located at A & Walnut streets.

FY 2015 Core Service Objectives/Goals

1. Reaffirm Council priorities and ensure that the organization continues to effectively address those priorities. (Organizational Health)

2. Ensure that the Office of the City Manager is and continues to be a strong, reliable partner and resource for Mayor and Council, and for the Offices of the other two Council-appointed Officers. (Organizational Health)

3. Continue to evaluate and implement, as feasible, shared services models other entities, particularly HUSD and HARD. (Fiscal Stability)

4. Create comprehensive marketing and branding campaign to attract new businesses and visitors to Hayward. (Fiscal Stability)

5. Complete development of the City's fiber optic broadband infrastructure and effectively promote it to businesses. (Fiscal Stability)

6. Create and implement new strategies that further empower members of the public to meaningfully engage in local governmental and other civic activities, with particular emphasis on expansion of online options. (Organizational Health)

7. Provide ongoing assistance to Hayward constituents that need help accessing City and community services. (Safe, Clean, Organizational Health)

8. Continue to 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)

9. Continue to 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)

10. Continue to support Keep Hayward Clean and Green Task Force efforts, including increasing frequency of clean up events, expanding Adopt-A-Block programs, supporting Corridor Improvement and Blight Buster Volunteer Projects. (Clean, Safe, Green)

11. Complete murals that are in-progress and expand award-winning utility box and mural art program. (Clean, Safe)

12. Expand graffiti abatement and prevention services by creating an additional ad-hoc team and collaborating with Hayward Unified School District. (Clean, Safe, Organizational Health)

13. Implement the Rental Housing Self-Certification program, should this be adopted by Council.

14. Increase amount and quality of original programming on Channel 15. (Organizational Health)

15. The City's new Community and Media Relations Officer will focus heavily on the City's marketing/branding effort and website redesign over the coming year, consistent with the Council-adopted Economic Development Strategic Plan.

16. Continue to ensure compliance with laws and regulations restricting the use of the sources of funding invested in the South Hayward BART affordable housing project and coordinate the issuance of tax-exempt multifamily revenue housing bonds to enhance the feasibility of the project. (Fiscal Stability, Land Use)

17. Monitor progress of affordable housing projects under construction (B & Grand Senior Housing project/Leidig Court project) and oversee disbursement of funding to ensure compliance with regulations applicable to the use of federal funding. (Fiscal Stability, Land Use)

Significant Changes Planned for FY 2015

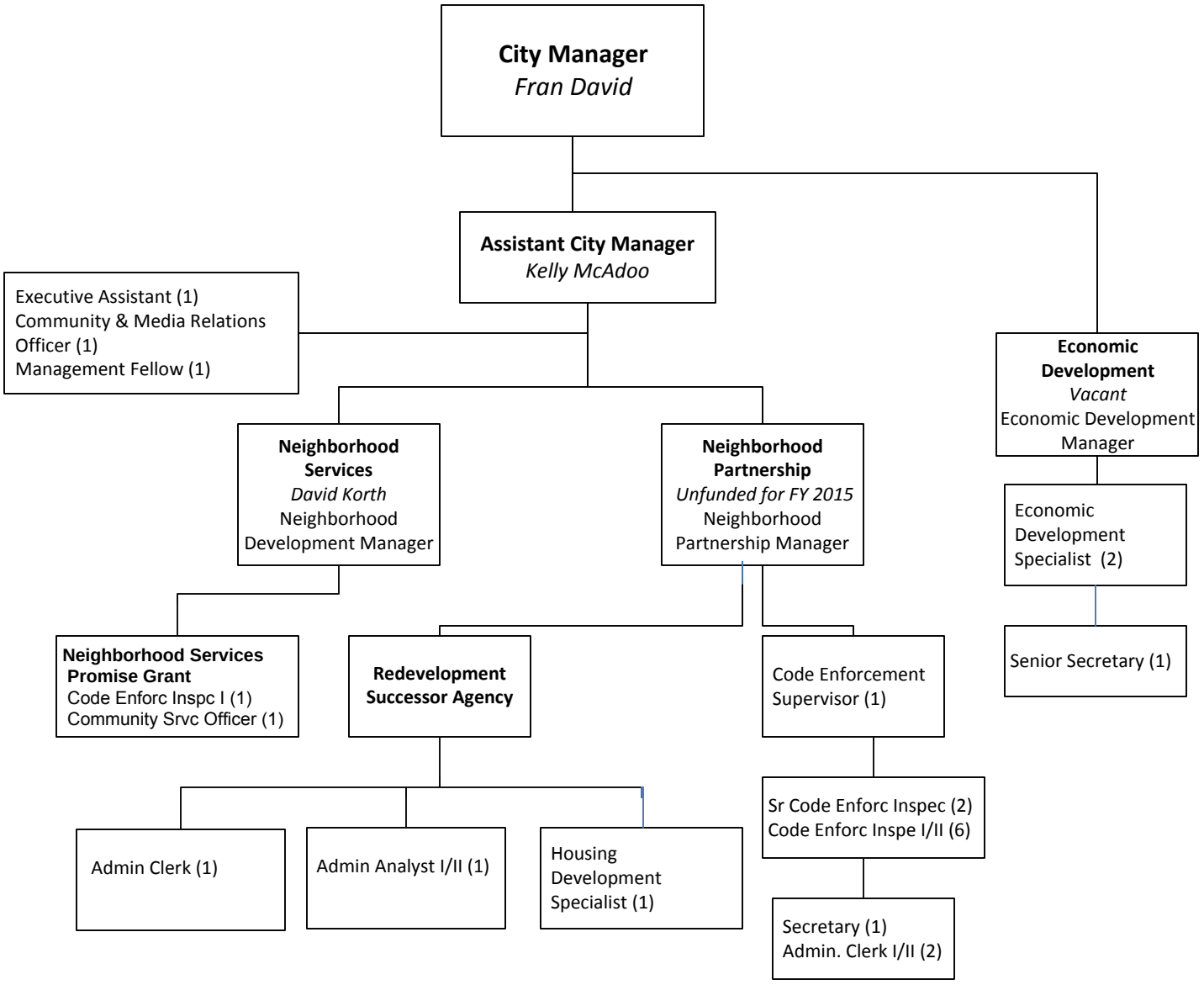
There are no significant budget changes proposed for the FY2015 City Manager's Office budget. The office will continue to oversee the work of the organization, provide support to the Mayor and City Council and provide guidance and direction as the organization faces a weak economic recovery coupled with the exponentially rising costs of employee benefits.

The Successor Agency to the Redevelopment Agency will continue the work of dissolving and unwinding the City's former Redevelopment Agency. The focus for the coming year will be on the disposition of property formerly held by the Agency. Similarly, the Housing Authority will be focusing attention on planning the strategic direction for the future, following the loss of the majority of the funding for affordable housing development with the dissolution of redevelopment. 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.

FY 2015 STAFFING
27.00 FTE

Office of the City Manager



CITY OF HAYWARD
HEART OF THE BAY

City Manager Staffing Summary

	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014	Adopted 2015
General Fund					
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[3]	1	1	1	1	0
Community Preservation Supervisor	1	1	0	0	0
Code Enforcement Supervisor	0	0	1	1	1
Senior Code Enforcement Inspector [1]	0	0	0	1	2
Code Enforcment Inspector I/II [2]	0	0	0	7	6
Community Preservation Inspector	5	4	4	0	0
Housing Inspector	0	0	3	0	0
Economic Development Specialist	0	0	0	2	2
Economic Development Coordinator	0	0	1	0	0
Community & Media Relations Officer	0	0	1	1	1
Executive Assistant	1	1	1	1	1
Senior Secretary	0	0	0	1	1
Secretary	1	1	1	1	1
Management Fellow	0	0	1	1	1
Administrative Clerk I/II	0	0	1	1	1
	13	**12**	**19**	**22**	**21**
Small Business Loan Fund					
Economic Development Coordinator	1	1	0	0	0
	1	**1**	**0**	**0**	**0**
Neighborhood Services-Promise Grant					
Code Enforcement Inspector I/II (1/1/2014)	0	0	0	1	1
Community Service Officer	0	0	0	1	1
	0	**0**	**0**	**2**	**2**
Housing Authority Fund					
Housing Manager	0	1	0	0	0
Housing Development Specialist	0	1	0	0	0
Secretary	0	1	0	0	0
	0	**3**	**0**	**0**	**0**

City Manager Staffing Summary					
	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014	Adopted 2015
Housing Mortgage Bond Fund					
Housing Development Specialist	0	0	1	1	1
Community Programs Specialist	1	1	0	0	0
Administrative Clerk I/II	0	0	0	1	1
	1	**1**	**1**	**2**	**2**
Redevelopment Operating Fund					
Redevelopment Director	1	1	0	0	0
Redevelopment Project Manager	2	1	0	0	0
Senior Secretary	1	1	0	0	0
	4	**3**	**0**	**0**	**0**
Low & Moderate Housing Fund					
Housing Manager	1	0	0	0	0
Housing Development Specialist	1	0	0	0	0
Secretary	1	0	0	0	0
	3	**0**	**0**	**0**	**0**
Redevelopment Successor Agency					
Redevelopment Project Manager	0	0	1	0	0
Administrative Analyst I/II	0	0	0	1	1
Senior Secretary	0	0	1	0	0
Administrative Clerk I/II	0	0	0	1	1
	0	**0**	**2**	**2**	**2**

Staffing Changes to Proposed FY 2015:

1. Addition of 1.0 FTE Senior Code Enforcement Inspector (FY14 Mid-Year).
2. Deletion of 1.0 FTE Code Enforcement Inspector I/II (FY14 Mid-Year).
3. Unfunded for FY 2015 1.0 FTE Neighborhood Partnership Manager

All Funds Summary - By Category

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

	FY 2011 Actual	FY2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue and Transfers In From Other Funds					
General Fund Revenue	347,690	197,330	700,028	729,716	621,194
Promise Grant Revenue	-	-	-	371,696	239,608
Housing Mortgage Rev Bond Prog	148,941	198,817	138,828	97,453	85,768
HOME Investment Partnerships Block Grant Program	75,328	180,595	2,272,220	242,507	277,661
Housing Development Action Grant (HODAG)	6,126	4,990	-	-	-
Downtown Business Improvement Prog	105,364	89,694	55,774	50,000	57,000
Redevelopment Agency	12,279,824	5,230,788	-	-	-
Successor Agency RDA	-	3,375,429	6,036,338	9,602,654	7,219,632
Housing Authority	583,890	5,670,452	3,185,929	3,403,122	3,069,425
Home Ownership Loan Program	18,436	57,732	-	-	-
Neighborhood Stabilization Grant Program	820,034	1,817,089	35,000	-	-
	14.385.632	16.822.916	12.424.117	14.497.148	11.570.288
(Contribution to)/ Use of Fund Balance					
Promise Grant	-	-	41,041	(734)	(35,239)
Housing Mortgage Rev Bond Prog	1,026,888	(29,083)	109,734	152,461	98,784
HOME Investment Partnerships Block Grant Program	49,951	(30,246)	82,312	-	-
Housing Development Action Grant (HODAG)	(6,126)	(4,990)	-	-	-
Downtown Business Improvement Prog	19,388	(19,555)	(16,165)	5,000	30,000
Redevelopment Agency	8,182,743	(4,858,956)	-	-	-
Successor Agency RDA	-	(299,611)	(17,573)	(1,702,643)	(71,585)
Housing Authority	785,091	(3,796,633)	(2,455,565)	(3,284,182)	(2,899,101)
Home Ownership Loan Program	(219,515)	(319,399)	-	-	-
Neighborhood Stabilization Grant Program	441,758	(261,312)	95,262	-	-
	10,280,177	(9,619,785)	(2,201,995)	(4,829,364)	(2,841,902)
Fund Subsidy					
General Fund Subsidy	2,332,430	2,521,891	2,889,489	3,648,835	3,699,272
Total Revenues	**26,998,239**	**9,725,022**	**13,111,611**	**13,316,619**	**12,427,658**
EXPENDITURES					
Expenditures					
Salary					
Regular	2,102,174	1,881,953	2,299,004	2,514,830	2,504,129
Overtime	4,207	20,290	5,146	-	-
Benefits					
Fringe Benefits (Med., Dent., etc.)	341,785	407,162	439,959	672,790	595,051
Retiree Medical	45,801	51,836	39,666	48,603	48,600
PERS	389,437	428,409	405,577	492,639	549,353
Charges (to)/from other programs	13,795	(201,636)	15,115	172,997	30,194
Net Staffing Expense	**2,897,199**	**2,588,014**	**3,204,466**	**3,901,859**	**3,727,327**

All Funds Summary - By Category

Continued

	FY 2011 Actual	FY2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Supplies & Services	1,383,395	1,062,299	1,793,626	1,199,557	1,779,285
Pass Thru Payments	1,241,590	-	-	-	-
ERAF Payments	910,283	-	-	-	-
Grants & Loans	3,053,104	2,626,289	2,438,685	228,035	261,226
Community Promotions	117,777	118,051	8,000	27,000	32,000
HUSD/HARD Contracts	236,081	9,000	-	9,000	-
Hayward Clean and Green	9,802	8,361	97	10,000	10,000
Neighborhood Initiatives	2,808	4,011	-	15,060	-
Eden Info & Referral	-	-	-	-	-
Internal Service Fees	242,438	219,785	256,270	250,529	306,171
Maintenance & Utilities	37,558	28,578	17,189	39,971	66,814
Loan Interest	-	-	2,400,322	27,289	-
Principal Retirement	-	-	2,373,859	772,711	-
Property Acquisition	-	-	-	-	-
Project Expenditures	121,387	506,297	-	163,704	-
Capital	708	220	-	30,000	-
Net Operating Expense	**7,356,929**	**4,582,891**	**9,288,048**	**2,772,856**	**2,455,496**
Transfers to Other Funds	**16,900,189**	**2,859,119**	**5,355,078**	**6,641,170**	**6,209,596**
Total Expenditures	**27,154,318**	**10,030,024**	**17,847,593**	**13,315,885**	**12,392,419**
Net Change			(4,735,982)	734	35,239

CITY OF HAYWARD
HEART OF THE BAY

Department Summary | **City Manager Department**

All Funds Summary - By Category | All Funds

All Funds Summary - By Program

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

	FY 2011 Actual	FY2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue and Transfers In From Other Funds					
General Fund Revenue	347,690	197,330	700,028	729,716	621,194
Promise Grant	-	-	-	371,696	239,608
Housing Mortgage Rev Bond Prog	148,941	198,817	138,828	97,453	85,768
HOME Investment Partnerships Block Grant Program	75,328	180,595	2,272,220	242,507	277,661
Housing Development Action Grant (HODAG)	6,126	4,990	-	-	-
Downtown Business Improvement	105,364	89,694	55,774	50,000	57,000
Redevelopment Agency Summary	12,279,824	5,230,788	-	-	-
Successor Agency RDA	-	3,375,429	6,036,338	9,602,654	7,219,632
Housing Authority	583,890	5,670,452	3,185,929	3,403,122	3,069,425
Home Ownership Loan Program	18,436	57,732	-	-	-
Neighborhood Stabilization Grant Program	820,034	1,817,089	35,000	-	-
	14,385,632	16,822,916	12,424,117	14,497,148	11,570,288
(Contribution to)/ Use of Fund Balance					
Promise Grant	-	-	41,041	(734)	(35,239)
Housing Mortgage Rev Bond Prog	1,026,888	(29,083)	109,734	152,461	98,784
HOME Investment Partnerships Block Grant Program	49,951	(30,246)	82,312	-	-
Housing Development Action Grant (HODAG)	(6,126)	(4,990)	-	-	-
Downtown Business Improvement	19,388	(19,555)	(16,165)	5,000	30,000
Redevelopment Agency Summary	8,182,743	(4,858,956)	-	-	-
Successor Agency RDA	-	(299,611)	(17,573)	(1,702,643)	(71,585)
Housing Authority	785,091	(3,796,633)	(2,455,565)	(3,284,182)	(2,899,101)
Home Ownership Loan Program	(219,515)	(319,399)	-	-	-
Neighborhood Stabilization Program	441,758	(261,312)	95,262	-	-
	10,280,177	(9,619,785)	(2,201,995)	(4,829,364)	(2,841,902)
Fund Subsidy					
General Fund Subsidy	2,332,430	2,521,891	2,889,489	3,648,835	3,699,272
Total Revenues	**26,998,239**	**9,725,022**	**13,111,611**	**13,316,619**	**12,427,658**
EXPENDITURES					
Expenditures and Transfer Out to Other Funds					
Office of the City Manager	2,680,119	2,719,221	3,589,517	4,378,551	4,320,466
Promise Grant	-	-	41,041	370,962	204,369
Housing Mortgage Rev Bond Prog	1,175,829	169,734	248,562	249,914	184,552
Home Loan Program	125,279	150,349	2,354,532	242,507	277,661
Rental Housing Development Grants	-	-	-	-	-
Downtown Business Improvement	124,752	70,139	39,609	55,000	87,000
Redevelopment Agency Summary	20,462,566	371,832	-	-	-
Successor Agency RDA	-	3,380,820	11,315,736	7,900,011	7,148,047
Housing Authority	1,168,981	1,582,152	128,334	118,940	170,324
Home Ownership Loan Program	155,000	30,000	-	-	-
Neighborhood Stabilization Program	1,261,791	1,555,777	130,262	-	-
Total Expenditures	**27,154,318**	**10,030,024**	**17,847,593**	**13,315,885**	**12,392,419**
Net Change	(156,079)	(305,002)	(4,735,982)	734	35,239

Department Summary **City Manager Department**

Department: 100-1200 General Fund

City Manager Department - General Fund Summary

Description: Office of the City Manager,Economic Development,Neighborhood Services, and Community

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Grants	-	5,111	-	-	9,194
Community Preservation Fees	329,326	180,251	131,084	171,553	110,000
Rental Inspection Fees	-	-	523,092	388,163	500,000
Miscellaneous Fees	-	-	45,852	5,000	2,000
Fines and Forfeitures	-	-	-	165,000	-
Other Revenue	18,364	11,968	-	-	-
Total Revenues	**347,690**	**197,330**	**700,028**	**729,716**	**621,194**
EXPENDITURES					
Expenditures					
Salary					
Regular	1,388,843	1,463,485	1,983,173	2,160,160	2,075,687
Overtime	4,207	20,102	4,769	-	-
Benefits					
Fringe Benefits (Med., Dent., etc.)	226,789	277,348	384,488	572,631	487,371
Retiree Medical	28,353	41,469	34,257	39,600	37,800
PERS	261,672	329,872	346,535	423,612	454,764
Charges (to)/from other programs	(252,574)	(373,526)	(74,773)	(90,939)	(107,687)
Net Staffing Expense	1,657,289	1,758,750	2,678,449	3,105,064	2,947,935
Maintenance & Utilities	9,459	6,916	8,912	13,820	42,930
Supplies & Services	454,202	630,560	646,280	928,461	993,411
Community Promotions	117,777	118,051	8,000	27,000	32,000
HUSD/HARD Contracts	236,081	9,000	-	9,000	-
Hayward Clean and Green	9,802	8,361	97	10,000	10,000
Neighborhood Initiatives	2,808	4,011	-	15,060	-
Eden Info & Referral	-	-	-	-	-
Internal Service Fees	191,994	183,352	247,780	240,146	294,190
Capital	708	220	-	30,000	-
Net Operating Expense	1,022,830	960,471	911,069	1,273,487	1,372,531
Total Expenditures	**2,680,119**	**2,719,221**	**3,589,517**	**4,378,551**	**4,320,466**
General Fund Subsidy	**2,332,430**	**2,521,891**	**2,889,489**	**3,648,835**	**3,699,272**

FY 2015 Significant Budget Changes:

1. None.

Program Summary **City Manager Department**

Programs: 100-1201 General Fund

Office of the City Manager-Administration

Description: Office of the City Manager.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
None	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**
EXPENDITURES					
Expenditures					
Salary					
Regular	449,624	522,454	481,371	620,102	638,716
Overtime	-	-	-	-	-
Benefits					
Fringe Benefits (Med., Dent., etc.)	63,685	85,960	76,712	133,461	110,076
Retiree Medical	6,543	5,409	9,015	9,000	9,000
PERS	73,745	102,190	91,175	121,900	139,924
Charges (to)/from other programs	(116,439)	(93,202)	37,381	(9,729)	(50,775)
Net Staffing Expense	477,158	622,811	695,654	874,734	846,941
Maintenance & Utilities	1,984	1,246	1,246	1,700	1,400
Supplies & Services	283,052	156,686	204,048	198,436	273,736
Internal Service Fees	74,596	77,813	66,060	56,854	78,992
Capital	708	-	-	-	-
Net Operating Expense	360,341	235,745	271,354	256,990	354,128
Total Expenditures	**837,499**	**858,556**	**967,008**	**1,131,724**	**1,201,069**
General Fund Subsidy	**837,499**	**858,556**	**967,008**	**1,131,724**	**1,201,069**

FY 2015 Significant Budget Changes:

1. None.

Program Summary **City Manager Department**

Program: 100-1225 General Fund

Office of the City Manager - Code Enforcement

Description: Community Preservation and Rental Inspection.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Code Enforcement Fees	-	-	131,084	171,553	110,000
Miscellaneous Fees	-	-	45,852	5,000	2,000
Fines & Forfeitures	-	-	-	165,000	-
Rental Inspection Fees	-	-	523,092	388,163	500,000
Total Revenues	**-**	**-**	**700,028**	**729,716**	**612,000**
EXPENDITURES					
Expenditures					
Salary					
Regular	-	60,606	1,065,927	1,018,955	897,911
Overtime	-	-	4,736	-	-
Benefits					
Fringe Benefits (Med., Dent., etc.)	-	-	230,152	276,541	271,836
Retiree Medical	-	-	19,833	21,600	19,800
PERS	-	-	176,237	199,274	196,538
Charges (to)/from other programs	-	-	(81,156)	(81,210)	-
Net Staffing Expense	-	60,606	1,415,729	1,435,160	1,386,085
Maintenance & Utilities	-	39	6,533	11,490	41,200
Supplies & Services	-	-	87,131	84,705	54,995
Internal Service Fees	-	-	159,972	161,329	178,784
Capital	-	-	-	30,000	-
Net Operating Expense	-	39	253,636	287,524	274,979
Total Expenditures	**-**	**60,645**	**1,669,365**	**1,722,684**	**1,661,064**
General Fund Subsidy	**-**	**60,645**	**969,337**	**992,968**	**1,049,064**

FY 2015 Significant Budget Changes:

1. Addition of 1.0 FTE Senior Code Enforcement Inspector (FY14 Mid-Year).
2. Deletion of 1.0 FTE Code Enforcement Inspector I/II (FY14 Mid-Year).
3. Neighborhood Services Manager not filled for FY2015.

Program Summary **City Manager Department**

Program: 100-4603 General Fund

Office of the City Manager - Economic Development

Description: Economic Development.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Other Revenue	1,073	-	-	-	-
Total Revenues	**1,073**	**-**	**-**	**-**	**-**
EXPENDITURES					
Expenditures					
Salary					
Regular	145,862	143,015	274,836	378,269	393,369
Overtime	-	-	-	-	-
Benefits					
Fringe Benefits (Med., Dent., etc.)	21,432	24,495	44,332	130,928	73,971
Retiree Medical	2,181	1,803	3,606	7,200	7,200
PERS	28,044	32,637	47,506	74,360	86,789
Charges (to)/from other programs	(152,272)	(44,251)	8,916	-	(50,478)
Net Staffing Expense	45,246	157,699	379,197	590,757	510,851
Maintenance & Utilities	281	215	114	300	-
Supplies & Services	54,681	74,233	103,291	418,259	413,559
Community Promotions	117,777	118,051	8,000	27,000	32,000
Internal Service Fees	3,313	3,857	13,915	14,030	27,650
Net Operating Expense	176,051	196,356	125,320	459,589	473,209
Total Expenditures	**221,297**	**354,055**	**504,517**	**1,050,346**	**984,060**
General Fund Subsidy	**220,224**	**354,055**	**504,517**	**1,050,346**	**984,060**

FY 2015 Significant Budget Changes:

1. None.

Division Summary **City Manager Department**

Division: 100-1220 General Fund

Office of the City Manager - Neighborhood Services

Description: Neighborhood Services Admin.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Grants	-	5,111	-	-	9,194
Community Preservation Fees	329,326	180,251	-	-	-
Other Revenue	17,291	11,968	-	-	-
Total Revenues	**346,617**	**197,330**	**-**	**-**	**9,194**
EXPENDITURES					
Expenditures					
Salary					
Regular	793,357	798,016	161,038	142,834	145,691
Overtime	4,207	20,102	33	-	-
Benefits					
Fringe Benefits (Med., Dent., etc.)	141,670	166,893	33,292	31,701	31,488
Retiree Medical	19,629	14,424	1,803	1,800	1,800
PERS	159,884	195,045	31,617	28,078	31,513
Charges (to)/from other programs	16,137	(154,917)	(39,914)	-	(6,434)
Net Staffing Expense	1,134,884	1,039,563	187,869	204,413	204,058
Maintenance & Utilities	7,193	5,416	1,018	330	330
Supplies & Services	116,469	312,510	251,810	227,061	251,121
HUSD/HARD Contracts	236,081	9,000	-	9,000	-
Hayward Clean and Green	9,802	8,361	97	10,000	10,000
Neighborhood Initiatives	2,808	4,011	-	15,060	-
Internal Service Fees	114,085	101,682	7,833	7,933	8,764
Capital	-	-	-	-	-
Net Operating Expense	486,438	440,980	260,758	269,384	270,215
Total Expenditures	**1,621,322**	**1,480,543**	**448,627**	**473,797**	**474,273**
General Fund Subsidy	**1,274,705**	**1,283,213**	**448,627**	**473,797**	**465,079**

FY 2015 Significant Budget Changes:

1. None.

Program Summary **City Manager Department**

Fund: 235 Promise Grant

Office of the City Manager - Promise Grant

Description: Promise Grant

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Grants	-	-	-	371,696	239,608
Total Revenues	**-**	**-**	**-**	**371,696**	**239,608**
EXPENDITURES					
Expenditures					
Salary					
Regular	-	-	27,211	107,836	138,068
Overtime	-	-	-	-	-
Benefits					
Fringe Benefits (Med., Dent., etc.)			3,393	40,788	27,110
Retiree Medical	-	-	-	3,600	3,600
PERS	-	-	4,236	20,427	30,523
Charges (to)/from other programs	-	-	-	41,607	-
Net Staffing Expense	-	-	34,841	214,258	199,301
Maintenance & Utilities	-	-	-	-	-
Supplies & Services	-	-	6,200	-	-
Internal Service Fees	-	-	-	-	5,068
Project Expenditures	-	-	-	156,704	-
Capital	-	-	-	-	-
Net Operating Expense	-	-	6,200	156,704	5,068
Total Expenditures	**-**	**-**	**41,041**	**370,962**	**204,369**
Net Change	**-**	**-**	**(41,041)**	**734**	**35,239**

FY 2015 Significant Budget Changes:

1. None.

CITY OF HAYWARD
HEART OF THE BAY

Fund Summary | **City Manager Department**
Fund: 245 | 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 2011 Actual	FY2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Beginning Working Capital Balance	**2,072,669**	**1,045,781**	**1,074,864**	**1,074,864**	**965,130**
REVENUES					
Revenue					
Interest	3,837	5,143	21,912	21,912	5,500
Mortgage Bonds Admin Fee	145,104	193,674	116,916	75,541	80,268
Total Revenues	**148,941**	**198,817**	**138,828**	**97,453**	**85,768**
EXPENDITURES					
Expenditures					
Salary					
Regular	85,820	111,850	103,834	103,834	149,386
Overtime	-	-	-		
Benefits					
Fringe Benefits (Med., Dent., etc.)	22,331	25,158	14,884	15,816	41,564
Retiree Medical	2,181	1,803	1,803	1,803	3,600
PERS	17,447	28,778	18,797	20,489	32,959
Charges (to)/from other programs	33,498	(12,305)	(44,212)	75,000	(101,258)
Net Staffing Expense	**161,277**	**155,284**	**95,106**	**216,942**	**126,251**
Maintenance & Utilities	107	-	-	-	-
Supplies & Services	5,778	5,095	141,828	21,274	45,735
Internal Service Fees	5,785	5,217	8,490	8,560	6,913
Net Operating Expense	**11,563**	**10,312**	**150,318**	**29,834**	**52,648**
Fund Transfers Out to					
Liability Insurance Premium	2,989	3,138	3,138	3,138	5,653
MISC Transfer Out to Other Departments	1,000,000	1,000	-	-	-
	1,002,989	**4,138**	**3,138**	**3,138**	**5,653**
Total Expenditures	**1,175,829**	**169,734**	**248,562**	**249,914**	**184,552**
Net Change	**(1,026,888)**	**29,083**	**(109,734)**	**(152,461)**	**(98,784)**
Ending Working Capital Balance	**1,045,781**	**1,074,864**	**965,130**	**922,403**	**866,346**

FY 2015 Significant Budget Changes:

CITY OF HAYWARD
HEART OF THE BAY

Fund Summary | **City Manager Department**
Fund: 228 | 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 2011 Actual	FY2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Beginning Working Capital Balance	**1,858**	**(48,093)**	**(17,847)**	**(100,159)**	**(100,159)**
REVENUES					
Revenue					
Grants	75,328	180,595	2,272,220	242,507	277,661
Total Fund Revenue	**75,328**	**180,595**	**2,272,220**	**242,507**	**277,661**
EXPENDITURES					
Expenditures					
Salary					
Regular	-	-	-	-	-
Overtime	-	-	-	-	-
Benefits					
Fringe Benefits (Med., Dent., etc.)	-	-	-	-	-
Retiree Medical	-	-	-	-	-
PERS	-	-	-	-	-
Charges (to)/from other programs	16,279	37,300	28,200	14,472	16,435
Net Staffing Expense	16,279	37,300	28,200	14,472	16,435
Grants & Loans	109,000	113,049	2,324,832	228,035	261,226
Supplies & Services	-	-	1,500	-	-
Net Operating Expense	109,000	113,049	2,326,332	228,035	261,226
Total Expenditures	**125,279**	**150,349**	**2,354,532**	**242,507**	**277,661**
Net Change	**(49,951)**	**30,246**	**(82,312)**	-	-
Ending Working Capital Balance	**(48,093)**	**(17,847)**	**(100,159)**	**(100,159)**	**(100,159)**

FY 2015 Significant Budget Changes:
1. None.

CITY OF HAYWARD
HEART OF THE BAY

Fund Summary | **City Manager Department**
Fund: 226 | Special Revenue Fund

Housing Development Action Grant (HODAG)

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

	FY 2011 Actual	FY2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Beginning Working Capital Balance	**1,156,203**	**1,162,329**	-	-	-
REVENUES					
Revenue					
Interest Earned	6,126	4,990	-	-	-
Total Revenues	**6,126**	**4,990**	-	-	-
EXPENDITURES					
Expenditures					
None.	-	-	-	-	-
Total Expenditures	-	-	-	-	-
Net Change	**6,126**	**4,990**	-	-	-
Ending Working Capital Balance	**1,162,329**	**1,167,319**	-	-	-

FY 2015 Significant Budget Changes:
1. None.

CITY OF HAYWARD
HEART OF THE BAY

Fund Summary | **City Manager Department**
Fund: 270 | Special Revenue Fund

Downtown Business Improvement Program

Description: Provides funding to improve and promote the downtown area.

	FY 2011 Actual	FY2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Beginning Working Capital Balance	**149,350**	**129,962**	**149,517**	**149,517**	**165,682**
REVENUES					
Fund Revenue					
Business License Surcharge	48,540	56,374	54,794	50,000	57,000
Interest Income	1,503	387	350	-	-
Other Revenue	321	850	631	-	-
	50,364	**57,611**	**55,774**	**50,000**	**57,000**
Fund Transfers In From					
Redevelopment Agency Operating Fund	55,000	32,083	-	-	-
	55,000	**32,083**	-	-	-
Total Revenues	**105,364**	**89,694**	**55,774**	**50,000**	**57,000**
EXPENDITURES					
Expenditures					
Charges (to)/from other programs	-	-	4,181	-	-
Supplies & Services	124,752	70,139	35,428	55,000	87,000
Net Operating Expense	**124,752**	**70,139**	**39,609**	**55,000**	**87,000**
Total Expenditures	**124,752**	**70,139**	**39,609**	**55,000**	**87,000**
Net Change	**(19,388)**	**19,555**	**16,165**	**(5,000)**	**(30,000)**
Ending Working Capital Balance	**129,962**	**149,517**	**165,682**	**144,517**	**135,682**

FY 2015 Significant Budget Changes:

1. None.

CITY OF HAYWARD
HEART OF THE BAY

Summary | **City Manager Department**
Fund: 451, 452, 453 | Redevelopment Agency Fund

Hayward Redevelopment Agency Summary

Funding: Property Tax.

	FY 2011 Actual	FY2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Beginning Working Capital Balance	**11,194,309**	**3,011,566**	-	-	-
REVENUES					
Revenue and Transfers In From Other Funds					
Redevelopment Agency	9,716,560	4,287,242	-	-	-
Low & Moderate Housing	2,119,443	943,570	-	-	-
Low & Moderate Housing Loan Prog	43,821	(24)	-	-	-
	11,879,824	**5,230,788**	-	-	-
Fund Transfers In From Other Funds					
Total, Fund 451-453	400,000	-	-	-	-
	400,000	-	-	-	-
Total Revenues	**12,279,824**	**5,230,788**	-	-	-
EXPENDITURES					
Expenditures					
Salary					
Regular	542,898	138,397	-	-	-
Overtime	-	188	-	-	-
Benefits					
Fringe Benefits (Med., Dent., etc.)	76,997	67,302	-	-	-
Retiree Medical	13,086	3,155	-	-	-
PERS	93,438	28,004	-	-	-
Charges (to)/from other programs	213,487	159,514	-	-	-
Net Staffing Expense	**939,907**	**396,560**	-	-	-
Supplies & Services	720,678	199,490	-	-	-
Pass Thru Payments	1,241,590	-	-	-	-
ERAF Payments	910,283	-	-	-	-
Grants & Loans	1,579,829	944,298	-	-	-
Internal Service Fees	39,698	16,812	-	-	-
Maintenance & Utilities	28,099	14,282	-	-	-
Property Acquisition	-	-	-	-	-
Project Expenditures	121,387	133,063	-	-	-
Capital	-	-	-	-	-
Net Operating Expense	**4,641,565**	**1,307,945**	-	-	-
Fund Transfers Out to Other Funds					
Total, Fund 451-453	14,881,094	(1,332,673)	-	-	-
	14,881,094	**(1,332,673)**	-	-	-
Total Expenditures	**20,462,566**	**371,832**	-	-	-
Net Change	**(8,182,743)**	**4,858,956**	-	-	-
Ending Working Capital Balance	**3,011,566**	**7,870,522**	-	-	-

FY 2015 Significant Budget Changes:

1. None.

CITY OF HAYWARD
HEART OF THE BAY

Fund Summary | **City Manager Department**
Fund: 470 | Successor Agency RDA Fund

Successor Agency RDA Operating Fund

Description: Successor Agency RDA operating fund.

	FY 2011 Actual	FY2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Beginning Working Capital Balance	-	-	**299,611**	**2,853,610**	**317,184**
REVENUES					
Fund Revenue					
Property Tax (80% Tax Increment)	-	2,743,913	4,934,694	7,824,361	6,560,628
Interest on Fund Balance	-	1,026	3,597	4,727	2,557
Principal	-	4,839	16,186	26,740	19,447
Successor Agency Admin Allowance	-	125,000	125,000	250,000	250,000
HUSD Pass Thru Fee	-	-	-	256,653	-
School Impact Fee Reimb	-	379,352	902,236	880,000	337,000
Park In-lieu Fees	-	62,639	-	250,000	-
Lease Pmt - Cinema Place	-	25,000	50,000	50,000	50,000
Other Revenue	-	33,660	4,625	60,173	-
	-	**3,375,429**	**6,036,338**	**9,602,654**	**7,219,632**
Fund Transfers In from					
Transf to Successor Agency RDA	-	240,891	-	-	-
Housing Authority Transfer	-	1,071,056	-	-	-
Transfer from Redevelopment Agency	-	(6,876,945)	-	-	-
Capital Transfer From General Fund	-	5,870,000	5,296,972	-	-
	-	**305,002**	**5,296,972**	-	-
Total Revenues	-	**3,680,431**	**11,333,309**	**9,602,654**	**7,219,632**
Fund Expenditures					
Salary					
Regular	-	74,098	184,786	143,000	140,988
Overtime	-	-	377	-	-
Benefits					
Fringe Benefits (Med., Dent., etc.)	-	16,495	37,195	43,555	39,006
Retiree Medical	-	-	3,606	3,600	3,600
PERS	-	16,483	36,009	28,111	31,107
Charges (to)/from other programs	-	-	49,926	97,469	137,880
Net Staffing Expense	-	**107,076**	**311,897**	**315,735**	**352,581**
Supplies & Services	-	96,313	919,387	151,801	567,639
Maintenance & Utilities	-	7,380	8,278	26,151	23,884
Loan Interest	-	-	2,400,322	27,289	-
Internal Service Fees	-	-	-	1,823	-
Principal Retirement	-	-	2,373,859	772,711	-
Project Expenditures	-	373,234	-	7,000	-
Net Operating Expense	-	**476,927**	**5,701,845**	**986,775**	**591,523**
Fund Transfers Out to					
DS - 2004 HRA TABS Successor Agency	-	2,414,666	3,368,982	3,370,357	3,368,582
DS - 2006 HRA TABS Successor Agency	-	359,633	636,340	638,300	635,006
Liability Insurance Allocation	-	22,518	-	-	-
Misc Trsfr - TABS Successor Agency	-	-	4,500	4,500	-
Transfer per Cooperative Agreement	-	-	1,292,172	2,584,344	2,200,355
	-	**2,796,817**	**5,301,994**	**6,597,501**	**6,203,943**
Total Expenditures	-	**3,380,820**	**11,315,736**	**7,900,011**	**7,148,047**
Net Change	-	**299,611**	**17,573**	**1,702,643**	**71,585**
Ending Working Capital Balance	-	**299,611**	**317,184**	**4,556,253**	**388,769**

FY 2015 Significant Budget Changes:

1. None.

CITY OF HAYWARD
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Fund Summary | **City Manager Department**
Fund: 241 | Housing Authority Fund

Housing Authority Fund

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

	FY 2011 Actual	FY2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Beginning Working Capital Balance	**2,663,038**	**1,877,947**	**5,674,580**	**8,258,550**	**8,130,145**
REVENUES					
Revenue					
Contribution In	626,547	944,298	-	-	-
Fund Interest	6,857	259	1,038	3,446	10,000
Sale of Land	-	-	-	-	-
Interest Income	7,742	101,011	25,140	18,831	35,025
Principal Income	10,067	36,333	526,605	57,829	96,701
Other Revenue	(67,323)	4,496	271	-	-
	583,890	1,086,397	553,055	80,106	141,726
Fund Transfers In From					
Capital Transfer from General Fund	-	707,539	-	-	-
Housing Authority - Low & Mod Hsng Loans	-	3,876,516	602,030	-	-
Rt 238 Admin Fund	-	-	738,672	738,672	-
Successor Agency	-	-	1,292,172	2,584,344	2,927,699
Total Transfers In	-	4,584,055	2,632,874	3,323,016	2,927,699
Total Revenues	**583,890**	**5,670,452**	**3,185,929**	**3,403,122**	**3,069,425**
EXPENDITURES					
Expenditures					
Salary					
Regular	84,613	94,123	-	-	-
Overtime	-	-	-	-	-
Benefits					
Fringe Benefits (Med., Dent., etc.)	15,667	20,859	-	-	-
Retiree Medical	2,181	5,409	-	-	-
PERS	16,881	25,272	-	-	-
Charges (to)/from other programs	(37,274)	(49,086)	35,388	35,388	84,824
Net Staffing Expense	**82,068**	**96,577**	**35,388**	**35,388**	**84,824**
Supplies & Services	65,847	47,336	43,000	43,021	85,500
Grants & Loans	-	32,998	-	-	-
Internal Service Fees	4,961	14,404	-	-	-
Net Operating Expense	**70,807**	**94,738**	**43,000**	**43,021**	**85,500**
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	-	-
Transfer to Successor Agency RDA	-	240,891	-	-	-
Capital Improvement Program	1,000,000	1,100,000	-	-	-
Housing Authority First-Time Homebuyer Fund	200,000	291,667	602,030	-	-
Total Transfers Out	**1,216,106**	**1,682,504**	**651,976**	**40,531**	-
Total Expenditures	**1,368,981**	**1,873,819**	**730,364**	**118,940**	**170,324**
Net Change	**(785,091)**	**3,796,633**	**2,455,565**	**3,284,182**	**2,899,101**
Ending Working Capital Balance	**1,877,947**	**5,674,580**	**8,130,145**	**11,542,732**	**11,029,246**

FY 2015 Significant Budget Changes:

1. None.

CITY OF HAYWARD
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Fund Summary | **City Manager Department**

Fund: 247 | Housing Authority - Home Ownership Loan Fund

Housing Authority - Home Ownership Loans

Description: First time homebuyer assistance loans.

	FY 2011 Actual	FY2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Beginning Working Capital Balance	-	**219,515**	-	-	-
REVENUES					
Revenue					
Interest on Fund Balance	-	3,807	-	-	-
Loan Interest	8,682	18,819	-	-	-
Principal Payment	8,754	34,470	-	-	-
Other Revenue	1,000	636	-	-	-
	18,436	**57,732**	-	-	-
Fund Transfers In From					
Housing Authority Fund	356,079	291,667	-	-	-
Total Transfers In	**356,079**	**291,667**	-	-	-
Total Revenues	**374,515**	**349,399**	-	-	-
EXPENDITURES					
Expenditures					
Grants & Loans	155,000	30,000	-	-	-
Net Operating Expense	**155,000**	**30,000**	-	-	-
Fund Transfers Out to					
Cooperative Agreement	-	-	-	-	-
Total Transfers Out	-	-	-	-	-
Total Expenditures	**155,000**	**30,000**	-	-	-
Net Change	**219,515**	**319,399**	-	-	-
Ending Working Capital Balance	**219,515**	**538,914**	-	-	-

FY 2015 Significant Budget Changes:

1. None.

CITY OF HAYWARD
HEART OF THE BAY

Fund Summary | **City Attorney Department**

Fund: 710 | **Internal Service Fund**

Risk Management

Description: Risk management services.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Beginning Working Capital Balance	**($79,056)**	**$574,077**	**$2,007,457**	**$2,706,100**	**$2,517,706**
REVENUES					
Revenue					
Interest	36,190	(8,176)	2,840	-	-
Other Revenue	24,788	938	213	-	-
	60,978	(7,238)	3,053	-	-
Transfer In					
Liability Insurance Premium	3,300,001	3,461,465	3,270,707	3,490,252	3,119,511
From General Fund	-	-	-	-	-
	3,300,001	3,461,465	3,270,707	3,490,252	3,119,511
Total Revenues	**3,360,980**	**3,454,227**	**3,273,760**	**3,490,252**	**3,119,511**
EXPENDITURES					
Expenditures					
Salary					
Regular	313,343	249,708	309,066	319,655	357,507
Overtime		-	-	-	-
Benefits					
Fringe Benefits (Med., Dent., etc.)	60,253	61,651	60,829	65,491	58,956
Retiree Medical	6,543	5,409	5,409	5,400	5,400
PERS	60,198	51,555	58,483	62,838	78,270
Charges (to)/from other programs	(6,920)	(4,662)	(3,582)	-	-
Net Staffing Expense	**433,417**	**363,661**	**430,205**	**453,384**	**500,133**
Maintenance & Utilities	-	242	-	300	300
Supplies & Services	1,893,590	560,281	894,982	804,300	1,072,044
Internal Service Fees	29,153	29,789	27,155	25,829	28,344
Insurance	33,681	739,328	1,083,622	945,000	1,227,713
Net Operating Expense	**1,956,424**	**1,329,640**	**2,005,759**	**1,775,429**	**2,328,401**
Transfers out to other funds					
Trsfr to Gen Fund - Police Purchase	-	-	-	-	-
Trsfr to Gen Fund - Cost Allocation	318,006	327,546	327,546	327,546	337,372
Total Transfers Out	**318,006**	**327,546**	**327,546**	**327,546**	**337,372**
Total Expenditures	**$2,707,847**	**$2,020,847**	**$2,763,510**	**$2,556,359**	**$3,165,906**
Net Change	**653,133**	**1,433,380**	**$510,249**	**$933,893**	**($46,395)**
Ending Working Capital Balance	**$574,077**	**$2,007,457**	**$2,517,706**	**$2,941,350**	**$2,471,311**

FY 2015 Significant Budget Changes:

1. Deletion of 1.0 FTE Deputy City Attorney II (FY14 Mid-Year).
2. Addition of 1.0 FTE Assistant City Attorney (FY14 Mid-Year).

CITY OF HAYWARD
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Fund Summary | **City Manager Department**
Fund: 224 | Special Revenue Fund

Neighborhood Stabilization Grant Program

Description: Stabilize communities that have suffered from foreclosures and abandonment.

	FY 2011 Actual	FY2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Beginning Working Capital Balance	**275,567**	**(166,191)**	**95,121**	-	-
REVENUES					
Revenue					
Grant	37,197	1,298,481	-	-	-
Principal Payments	-	-	-	-	-
Interest Payments	-	161	-	-	-
Other Revenue	782,837	518,447	35,000	-	-
Total Revenue	**820,034**	**1,817,089**	**35,000**	-	-
Total Revenues	**820,034**	**1,817,089**	**35,000**	-	-
EXPENDITURES					
Expenditures					
Salary					
Regular	-	-	-	-	-
Overtime	-	-	-	-	-
Benefits					
Fringe Benefits (Med., Dent., etc.)	-	-	-	-	-
Retiree Medical	-	-	-	-	-
PERS	-	-	-	-	-
Charges (to)/from other programs	40,378	36,467	16,405	-	-
Net Staffing Expense	**40,378**	**36,467**	**16,405**	-	-
Supplies & Services	12,138	13,366	3	-	-
Grants & Loans	1,209,275	1,505,944	113,853	-	-
Net Operating Expense	**1,221,413**	**1,519,310**	**113,856**	-	-
Total Expenditures	**1,261,791**	**1,555,777**	**130,262**	-	-
Net Change	**(441,758)**	**261,312**	**(95,262)**	-	-
Ending Working Capital Balance	**(166,191)**	**95,121**	**(141)**	-	-

FY 2015 Significant Budget Changes:

1. None.

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Development Services Department

Department Overview

The Development Services Department is comprised of the Administration, Building, and Planning Divisions and assists Council in planning for and regulating development in Hayward, in order to assure the economic and environmental health of the community and a high quality of life for its residents. Within 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 and near-term General Plan Program Implementation schedule within Plan timeframes and 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, Plumbing Code and Green Building 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
- Inspect all life and safety violations by end of next business day and all other violations within five business days

Performance Goal

- Strive to achieve a healthy balance between facilitating approved and desired building projects and enforcement of City Ordinances and other applicable municipal rules and regulations.

Development Services Department

Planning Division

The Planning Division is responsible for implementing City policies that direct the physical development of the City; and for assuring that the Zoning Ordinance and other municipal land use regulations are updated regularly in support of Council priorities and direction. The Planning Division is comprised of:

Current Planning Section, which reviews development applications associated with a wide variety of projects from a land use and physical design perspective for consistency with the City's General Plan and various regulations, including the Zoning Ordinance and Subdivision Ordinance, and in compliance with state and federal regulations, including the California Environmental Quality Act. Also, the section provides information about planning, land use/zoning and landscape architecture requirements to the public; and assists with enforcement of various city codes and ordinances relating to property and land use. Also, staff prepares annual budgets and recommended assessments each fiscal year for the City's landscape and lighting assessment district and maintenance districts.

Advanced or Long-Range Planning Section completes special planning studies and prepares recommendations for amendments to the General Plan, Zoning Ordinance, and other City regulations related to land use.

Performance Measures

- Comply with the established review time-frames for planning application submittals of thirty calendar days for initial reviews and fifteen days for re-submittals 90% of the time
- Process to completion each planning application involving an administrative decision within six weeks of determining application to be complete, and each application involving hearings within twelve weeks of determining application to be complete
- Provide comments on Building Permit application plan checks within established time frames 90% of the time

FY 2014 Department Performance/Accomplishments

1. Completed on schedule and under budget the development of a new General Plan.

2. Processed to adoption the Mission Boulevard Corridor Specific Plan and Form-Based Code, representing the second form-based code in Hayward.

3. Processed to completion a comprehensive revision to the City's alcohol establishment regulations.

4. Developed to completion new regulations associated with internet gaming establishments.

5. Developed a comprehensive set of new regulations related to tobacco and tobacco-related retail sales establishments.

6. Processed to adoption new building and construction-related codes.

7. Maintained a 97% 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 2014.

8. Complied with established time-frames for building permit application reviews at least 47% of the time for FY 2014.

9. Completed processing of planning applications involving administrative decisions within established time-frames 87% of the time, and 83% of the time for projects involving public hearings, for FY 2014.

FY 2015 Core Service Objectives/Goals

1. Develop a new Downtown Specific Plan.

2. Comprehensively update the Zoning Ordinance.

3. Revise the City's Sign Ordinance.

4. Update the City's Subdivision Ordinance.

5. Implement the Permitting Component of the City's new MUNIS computer system.

6. Improve process review efficiencies; including developing a comprehensive set of written procedures for all development applications, and implementing an electronic plan submittal/plan check review system.

7. Meet established review time-frames for planning and building applications at least 95% of the time.

Significant Changes Planned for FY 2015

In order to address the critical demands related to implementation of new General Plan programs and improving development review efficiencies, three new positions are proposed for the Development Services Department for Fiscal Year 2015 – in addition to the two positions added during the FY 2014 Mid-Year Review.

FY 2014 Mid-Year Approved Changes

- 1.0 FTE new Assistant Planner
- 1.0 FTE new Development Review Specialist

FY 2015 Proposed Change

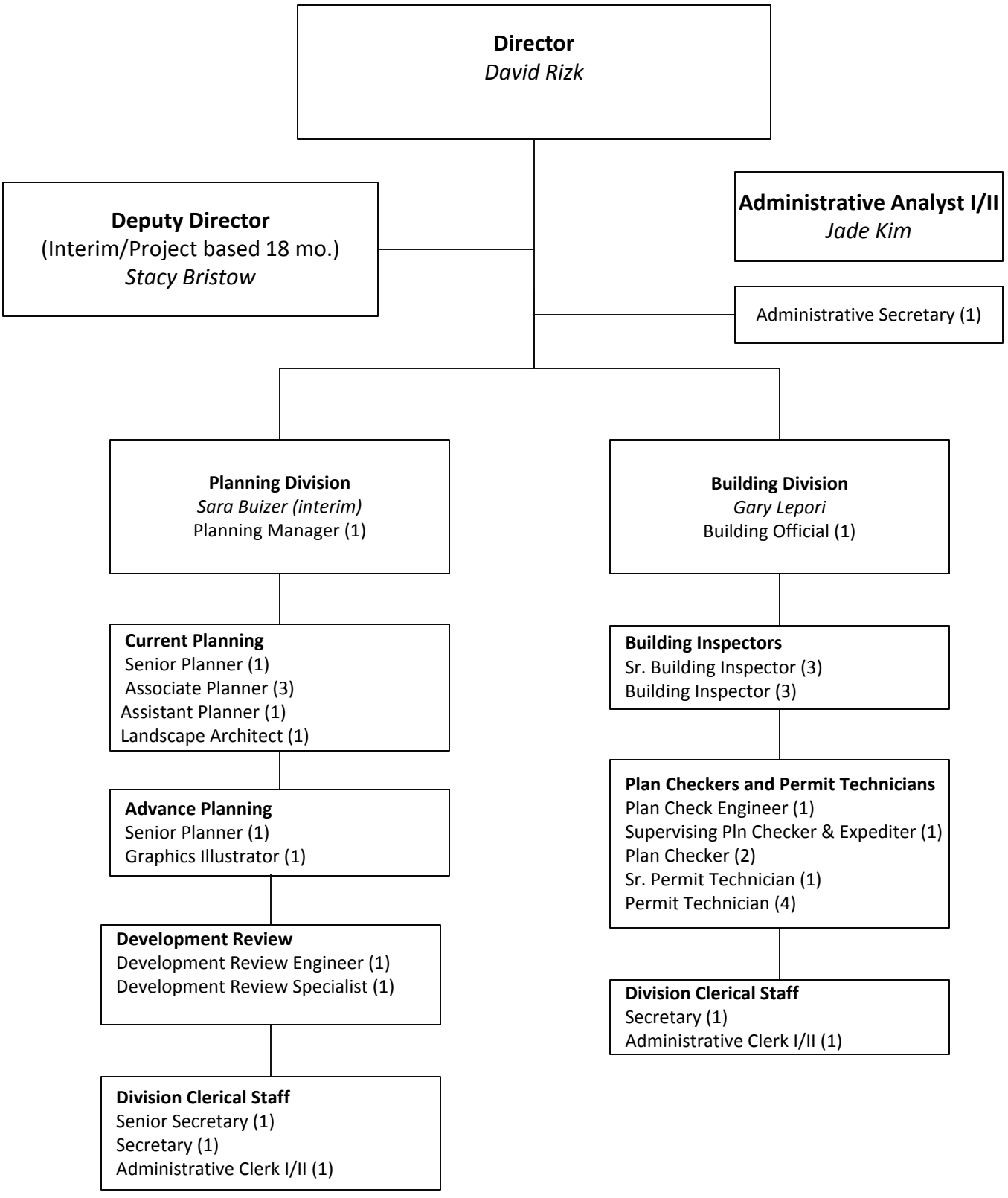
- 1.0 FTE new Deputy Director (two-year, project-based position)
- 1.0 FTE new Supervising Plan Checker (offset by savings from Senior Plan Checker position)
- 1.0 FTE new Administrative Clerk
- $250,000 – Document Scanning and Management Services
- $150,000 – One-time consultant services for Zoning Ordinance Update EIR
- $127,000 – One-time consultant services for plan checking and planning services
- $75,000 – One-time match for $1.1 million Downtown Specific Plan Grant

The new Deputy Director of Development Services is an incremental increase as the salary for the Neighborhood Partnership Manager will be transferred into Development Services and used to help fund the Deputy position.

Two other positions are still under discussion: a new Principal Planner (or Senior Planner) position and funding for the Senior Plan Checker position (funding was eliminated to create the Supervising Plan Checker postion). Decisions will be made on these positions during the FY 2015 mid-year budget review process, or sooner.

FY 2015 STAFFING
36.00 FTE

Development Services



CITY OF HAYWARD
HEART OF THE BAY

Development Services Staffing Summary					
	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014	Adopted 2015
General Fund					
Development Services Director	1	1	1	1	1
Deputy Director of Develop Services[3]	0	0	0	0	1
City Building Official	1	1	1	1	1
Planning Manager	1	1	1	1	1
Landscape Architect	0	1	1	1	1
Development Review Engineer	1	1	1	1	1
Supervising Plan Checker & Expeditor[5]	0	0	0	0	1
Supervising Building Inspector	1	0	0	0	0
Supervising Housing Inspector	1	1	0	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[6]	1	1	1	1	0
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 I/II	1	0.75	0	1	1
Plan Checker	2	2	2	2	2
Senior Housing Inspector	0	0	0	0	0
Development Review Specialist [1]	1	0	0	0	1
Building Inspector	4	3	3	3	3
Assistant Planner [2]	0	0	0	0	1
Housing Inspector	3	2	0	0	0
Senior Permit Technician	1	1	1	1	1
Administrative Secretary	1	1	1	1	1
Graphics/Planning Illustrator	0.5	0.5	1	1	1
Permit Technician	3	4	4	4	4
Senior Secretary	2	1	1	1	1
Secretary	2	2	2	2	2
Administrative Clerk I/II [4]	2	0	0	1	2
	38.5	**33.25**	**30**	**32**	**36**

Staffing Changes to Proposed FY 2015:

1. Addition of 1.0 FTE Development Review Specialist (FY14 Mid-Year).
2. Addition of 1.0 FTE Assistant Planner (FY14 Mid-Year)
3. Addition of 1.0 FTE Deputy Director of Development Services (Interim/Program based 18 months)
4. Addition of 1.0 FTE Administrative Clerk I/II.
5. Addition of 1.0 FTE Supervising Plan Checker & Expediter.
6. Deletion of 1.0 FTE Senior Plan Checker.

All Funds Summary - By Category

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

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
General Fund Revenue	4,401,366	3,834,153	3,741,420	4,096,827	4,432,300
Park Districts	654,913	371,698	180,579	3,700,518	2,235,906
Energy Efficiency Conserv. Block Grant	233,898	793,167	-	-	-
	5,290,178	**4,999,018**	**3,921,999**	**7,797,345**	**6,668,206**
(Contribution)/Use of Fund Balance					
Park District Funds	(429,867)	143,043	1,336,178	(573,337)	402,910
	(429,867)	**143,043**	**1,336,178**	**(573,337)**	**402,910**
Fund Subsidy					
General Fund Subsidy	**1,032,209**	**1,225,323**	**649,726**	**789,986**	**1,872,758**
Total Revenues	**5,892,519**	**6,367,384**	**5,907,903**	**8,013,994**	**8,943,874**
EXPENDITURES					
Expenditures					
Salary					
Regular	3,284,048	3,088,430	2,873,425	3,009,756	3,368,274
Overtime	5,122	8,343	7,158	2,700	2,700
Benefits					
Fringe Benefits (Med., Dent., etc.)	654,954	688,353	589,084	760,217	769,588
Retiree Medical	85,059	61,302	54,090	57,600	64,800
PERS	658,637	771,949	500,280	589,047	742,128
Charges (to)/from other programs	(335,492)	(509,900)	(651,586)	(659,852)	(514,601)
Net Staffing Expense	**4,352,327**	**4,108,477**	**3,372,452**	**3,759,468**	**4,432,889**
Maintenance & Utilities	12,897	8,879	4,856	8,650	7,700
Supplies & Services	513,629	705,559	1,976,619	3,685,192	3,835,987
Internal Service Fees	760,269	751,302	553,976	560,684	648,398
Capital	19,500	-	-	-	18,900
Projects	233,898	793,167	-	-	-
Net Operating Expense	**1,540,193**	**2,258,907**	**2,535,451**	**4,254,526**	**4,510,985**
Transfers Out to Other Funds	**-**	**-**	**-**	**-**	**-**
Total Expenditures	**5,892,520**	**6,367,384**	**5,907,903**	**8,013,994**	**8,943,874**

All Funds Summary - By Program

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

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Administration	-	-	-	-	-
Building	4,183,575	3,582,297	3,435,848	3,533,153	3,863,000
Planning	217,791	251,856	305,572	563,674	569,300
Energy Efficiency Conserv. Block Grant	233,898	793,167	-	-	-
Park Districts	654,913	371,698	180,579	3,700,518	2,235,906
	5,290,178	**4,999,018**	**3,921,999**	**7,797,345**	**6,668,206**
(Contribution)/Use of Fund Balance					
Park District Funds	(429,867)	143,043	1,336,178	(573,337)	402,910
	(429,867)	**143,043**	**1,336,178**	**(573,337)**	**402,910**
Fund Subsidy					
General Fund Subsidy	**1,032,209**	**1,225,323**	**649,726**	**789,986**	**1,872,758**
Total Revenues	**5,892,519**	**6,367,384**	**5,907,903**	**8,013,994**	**8,943,874**
EXPENDITURES					
Expenditures					
Administration	377,282	392,525	384,261	510,073	733,238
Building	3,463,715	3,250,503	2,922,838	3,163,177	3,242,167
Planning	1,592,579	1,416,448	1,084,047	1,213,563	2,329,653
Energy Efficiency Conserv. Block Grant	233,898	793,167	-	-	-
Park Districts	225,046	514,741	1,516,756	3,127,181	2,638,816
Total Expenditures	**5,892,520**	**6,367,384**	**5,907,903**	**8,013,994**	**8,943,874**

Department Summary **Development Services Department**
Department: 100-3600 General Fund

Development Services - General Fund Summary

Description: Administration, Building, and Planning.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Licenses & Permits	1,585,285	1,418,978	1,634,789	1,758,876	1,920,000
From Other Agencies	-	-	-	-	-
Fees & Service Charges	2,798,437	2,413,429	2,105,891	2,337,506	2,512,000
Other Revenue	17,644	1,746	740	445	300
Total Revenues	**4,401,366**	**3,834,153**	**3,741,420**	**4,096,827**	**4,432,300**
EXPENDITURES					
Expenditures					
Salary					
Regular	3,284,048	3,088,430	2,873,425	3,009,756	3,368,274
Overtime	5,122	8,343	7,158	2,700	2,700
Benefits					
Fringe Benefits (Med., Dent., etc.)	654,954	688,353	589,084	760,217	769,588
Retiree Medical	85,059	61,302	54,090	57,600	64,800
PERS	658,637	771,949	500,280	589,047	742,128
Charges (to)/from other programs	(339,971)	(517,411)	(660,047)	(665,052)	(519,801)
Net Staffing Expense	**4,347,848**	**4,100,966**	**3,363,990**	**3,754,268**	**4,427,689**
Maintenance & Utilities	12,897	8,879	4,856	8,650	7,700
Supplies & Services	293,062	198,329	468,324	563,211	1,202,371
Internal Service Fees	760,269	751,302	553,976	560,684	648,398
Capital	19,500	-	-	-	18,900
Net Operating Expense	**1,085,728**	**958,510**	**1,027,157**	**1,132,545**	**1,877,369**
Total Expenditures	**5,433,576**	**5,059,476**	**4,391,146**	**4,886,813**	**6,305,058**
General Fund Subsidy	**1,032,209**	**1,225,323**	**649,726**	**789,986**	**1,872,758**

Program Summary **Development Services Department**

Program: 100 - 4601 General Fund

Administration

Description: Department Administration.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Other Revenue		-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**
EXPENDITURES					
Expenditures					
Salary					
Regular	308,842	308,344	235,132	322,590	482,394
Overtime		-	-	-	-
Benefits					
Fringe Benefits (Med., Dent., etc.)	59,738	62,121	41,409	74,860	86,550
Retiree Medical	6,543	5,409	3,606	5,400	7,200
PERS	62,789	66,174	45,002	63,415	106,431
Charges (to)/from other programs	(107,167)	(100,629)	22,674	-	-
Net Staffing Expense	**330,745**	**341,419**	**347,822**	**466,265**	**682,575**
Maintenance & Utilities	508	1,200	1,294	500	1,200
Supplies & Services	6,530	10,920	8,966	16,738	16,040
Internal Service Fees	39,499	38,986	26,179	26,570	33,423
Capital	-	-	-	-	-
Net Operating Expense	**46,537**	**51,106**	**36,439**	**43,808**	**50,663**
Total Expenditures	**377,282**	**392,525**	**384,261**	**510,073**	**733,238**
General Fund Subsidy	**377,282**	**392,525**	**384,261**	**510,073**	**733,238**

FY 2015 Significant Budget Changes:

1. Addition of 1.0 FTE Deputy Director of Development Services (Interim/Project Based 18 months).

Division Summary **Development Services Department**
Division: 100 - 2700 General Fund

Building

Description: Building Inspection.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Licenses & Permits	1,534,270	1,351,168	1,574,611	1,758,876	1,920,000
Fees & Service Charges	2,646,500	2,230,214	1,860,528	1,774,277	1,943,000
Other Revenue	2,805	915	709	-	-
Total Revenues	**4,183,575**	**3,582,297**	**3,435,848**	**3,533,153**	**3,863,000**
EXPENDITURES					
Expenditures					
Salary					
Regular	1,821,735	1,735,357	1,598,620	1,584,205	1,575,303
Overtime	4,261	4,384	4,522	2,200	2,200
Benefits					
Fringe Benefits (Med., Dent., etc.)	380,932	431,695	373,496	445,950	442,153
Retiree Medical	47,982	36,060	30,651	32,400	32,400
PERS	364,568	449,513	277,375	309,768	347,559
Charges (to)/from other programs	91,704	7,801	(19,910)	(39,750)	(39,602)
Net Staffing Expense	**2,711,182**	**2,664,810**	**2,264,754**	**2,334,773**	**2,360,013**
Maintenance & Utilities	10,761	6,783	3,227	6,500	6,000
Supplies & Services	265,019	133,113	323,469	487,061	481,561
Internal Service Fees	457,252	445,797	331,388	334,843	388,593
Capital	19,500	-	-	-	6,000
Net Operating Expense	**752,533**	**585,693**	**658,084**	**828,404**	**882,154**
Total Expenditures	**3,463,715**	**3,250,503**	**2,922,838**	**3,163,177**	**3,242,167**
General Fund Subsidy	**(719,860)**	**(331,794)**	**(513,010)**	**(369,976)**	**(620,833)**

FY 2015 Significant Budget Changes:

1. Addition of 1.0 FTE Supervising Plan Checker & Expediter.
2. Deletion of 1.0 FTE Senior Plan Checker.

Division Summary **Development Services Department**
Division: 100 - 1500 General Fund

Planning

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

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Licenses & Permits	51,015	67,810	60,178	-	-
From Other Agencies	-	-	-	-	-
Fees & Service Charges	151,938	183,215	245,363	563,229	569,000
Other Revenue	14,838	831	31	445	300
Total Revenues	**217,791**	**251,856**	**305,572**	**563,674**	**569,300**
EXPENDITURES					
Expenditures					
Salary					
Regular	1,153,470	1,044,729	1,039,673	1,102,961	1,310,577
Overtime	861	3,959	2,637	500	500
Benefits					
Fringe Benefits (Med., Dent., etc.)	214,284	194,537	174,179	239,407	240,885
Retiree Medical	30,534	19,833	19,833	19,800	25,200
PERS	231,279	256,262	177,902	215,864	288,138
Charges (to)/from other programs	(324,507)	(424,583)	(662,811)	(625,302)	(480,199)
Net Staffing Expense	**1,305,921**	**1,094,737**	**751,414**	**953,230**	**1,385,101**
Maintenance & Utilities	1,627	896	336	1,650	500
Supplies & Services	21,513	54,296	135,889	59,412	704,770
Internal Service Fees	263,518	266,519	196,409	199,271	226,382
Capital	-	-	-	-	12,900
Net Operating Expense	**286,658**	**321,711**	**332,634**	**260,333**	**944,552**
Total Expenditures	**1,592,579**	**1,416,448**	**1,084,047**	**1,213,563**	**2,329,653**
General Fund Subsidy	**1,374,788**	**1,164,592**	**778,475**	**649,889**	**1,760,353**

FY 2015 Significant Budget Changes:

1. Addition of 1.0 FTE Development Review Specialist (FY14 Mid-Year).
2. Addition of 1.0 FTE Administrative Clerk I/II.
3. Addition of 1.0 FTE Assistant Planner (FY14 Mid-Year).

Fund Summary **Development Services Department**

Fund: 261, 262, 263, 264, 265 Special Revenue Fund

Park Districts

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

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Beginning Working Capital Balance	**2,712,040**	**3,141,907**	**2,998,864**	**2,749,037**	**1,375,862**
REVENUES					
Revenue					
Interest and Rents	52,836	5,970	4,962	-	-
Other Revenue	602,077	365,728	175,617	3,700,518	2,235,906
Total Revenues	**654,913**	**371,698**	**180,579**	**3,700,518**	**2,235,906**
EXPENDITURES					
Expenditures					
Salary		-	-	-	-
Regular		-	-	-	-
Overtime		-	-	-	-
Benefits					
Fringe Benefits (Med., Dent., etc.)	-	-	-	-	-
Retiree Medical	-	-	-	-	-
PERS	-	-	-	-	-
Charges (to)/from other programs	4,479	7,511	8,462	5,200	5,200
Net Staffing Expense	**4,479**	**7,511**	**8,462**	**5,200**	**5,200**
Supplies & Services	220,567	507,230	1,508,295	3,121,981	2,633,616
Net Operating Expense	**220,567**	**507,230**	**1,508,295**	**3,121,981**	**2,633,616**
Fund Transfers Out to Other Funds					
RDA TABS - Capital Fund		-	-	-	-
	-	**-**	**-**	**-**	**-**
Total Expenditures	**225,046**	**514,741**	**1,516,756**	**3,127,181**	**2,638,816**
Net Change	**429,867**	**(143,043)**	**(1,336,178)**	**573,337**	**(402,910)**
Ending Fund Balance	**3,141,907**	**2,998,864**	**1,375,862**	**3,322,374**	**972,952**

FY 2015 Significant Budget Changes:

1. Project related revenue and expenditures in FY2015, including Regency Square and Camden Place.

Grant Program **Development Services Department**

Program: 233-5057 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 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Grant	233,898	793,167	-	-	-
Total Revenues	**233,898**	**793,167**	**-**	**-**	**-**
EXPENDITURES					
Expenditures					
Projects	233,898	793,167	-	-	-
Net Operating Expense	**233,898**	**793,167**	**-**	**-**	**-**
Total Expenditures	**-**	**-**	**-**	**-**	**-**
Net Change	**-**	**-**	**-**	**-**	**-**

Finance Department

Department Overview

The Finance Department is responsible for safeguarding the City's financial assets, administering the financial activities of the City and its corporate bodies, and for preparing the annual budget. 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 in compliance with recommended industry standards. The Department is committed to quality customer service and providing accurate, timely and complete financial information.

Division/Program Summary

Administration & Budget Division

This program area represents the department's Administration & Budget Division, which provides department leadership, policy direction, and administrative support to all other department divisions – as well as fiscal support to other City departments. Program area responsibilities include managing the city-wide Operating Budget and Ten-Year Financial Plans; managing the City's investment portfolio; providing support to the City Council Budget & Finance Committee, as well as the City's Deferred Compensation and Investment Advisory Committees; and providing critical support to the City's labor negotiations team. Another key program responsibility is managing and implementing the City's financial management system and related workflow processes.

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 & Payroll Division

This program area is responsible for the City's general accounting functions: management of the general ledger, debt portfolio, 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, fixed assets, and special assessment administration. Accounting staff record all City financial transactions in compliance with Generally Accepted Accounting Principles (GAAP) and are responsible for overseeing the annual financial and compliance audits performed by external auditors, as well as preparing the City's Comprehensive Annual Financial Report (CAFR).

In addition, Accounting staff assists with component unit financial statements, provides interim financial and management reports, and assists other City departments and agencies in preparing and

interpreting financial data. 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.

Performance Measures

- Meet federal, state and local financial reporting deadlines 100% of the time.
- Complete the annual audit processes and Comprehensive Annual Financial Report before December 15th of each year; complete federal Single Audit by March 31 of each year; submit and obtain the national GFOA award for financial reporting.
- Provide timely payment of City obligations, including payroll, benefits, taxes, contracts, vendors and debt service 100% of the time.
- Successfully update and implement financial policies by July 2015.

Revenue Billing & Collections Division

The division is responsible for the City's cashiering services, billing & collection (various City tax programs, which include Business License Tax, Excise Tax, Transient Occupancy Tax, and Transfer Tax), various permit issuances, administration of parking citations, as well as the Municipal Code revenue and taxation sections. The division provides debt collection for City accounts receivable, utility payments, miscellaneous taxes, returned checks, and liens.

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 & General Services Division (citywide procurement & mail services)

The Purchasing Division is responsible for supporting 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, and includes 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.

Finance Department

FY 2014 Department Performance/Accomplishments

1. Implemented city-wide Enterprise Resource Planning (ERP) system for core financial (chart of accounts, general ledger, accounts payable & receivable and procurement).

2. Commenced implementation of the balance of the citywide ERP, including payroll, new business license, permitting, utility billing and work order systems that will be fully implemented by December 2015. As part of the ERP, conducted comprehensive system improvement analysis for utility billing and business license processes.

3. Continued development and refinement of the City's ten-year financial plans in accordance with Council policies and priorities.

4. Supported the City Manager and the Human Resources Departments in constant and on-going labor contract negotiations.

5. Developed credit card & procurement policies, and implemented the Cal Card system for credit card procurement.

6. Completed a review and update of the City's Cost Allocation Plan.

7. Completed comprehensive review and presentation to City Council of the City's benefit liabilities and the funding status.

8. Successfully completed all FY 2013 annual audits and resultant FY 2013 Comprehensive Annual Financial Report (CAFR) – and transmitted to appropriate federal and state agencies.

9. Received Government Finance Officers Association (GFOA) awards for Excellence in Budgeting and Excellence in Financial Reporting.

10. Completed a comprehensive cash flow analysis, rebalanced the City's investment portfolio, and updated the City's Statement of Investment Policy.

11. Supported the City Manager's Office in the complex reporting and financial accounting for the dissolution of the Redevelopment Agency and maintenance of the Successor Agency.

12. Completed successful refinancing of Special Tax Refunding Bonds, Series 2013 (The Community Facilities District No. 1, Eden Shores), issuing Special Tax Refunding Bonds of $7,076,294 to refund the outstanding balance of the Special Tax Bonds, Series 2002. Refinancing resulted in securing a lower interest rate and will achieve savings of about $1 million over the remaining life of the bond.

13. Completed successful refinancing of 2013 Water Revenue Refunding Bonds, issuing Water Revenue Bonds of $7,245,000 to refund the District's outstanding Public Financing Authority 1996 Revenue Bonds, 2001 Water System Improvement Project Certificates of Participation and 2004 Water System Improvement Project Certificates of Participation. The refinancing resulted in securing a lower interest rate and will achieve savings to the Water Fund of about $700,000 over the remaining life of the bond.

14. Completed rating reviews with several rating agencies, receiving positive rating results:
    - Standard & Poors raised its rating of the City's $26.1 million 2007 refunding of its certificates of participation (COPs) for the Civic Center building and other capital improvement projects from "A+" to "AA"; Fitch Ratings assigned the same COPs with a AA rating and an implied General Obligation rating of AA+.
    - Standard and Poor's Rating Services (S&P) reviewed Hayward's series 2001 and 2004 COPs for water improvement projects (outstanding debt totaling $8.1 million) and assigned a AA+ rating with a Stable Outlook.

FY 2015 Core Service Objectives/Goals

1. Successfully implement the payroll/human resources, utility billing, and business license modules of the new ERP system. In coordination with the Human Resources Department, lead a citywide training for the payroll/human resources system.

2. Conduct and implement a citywide Master Fee Study.

3. Coordinate and secure financing for the new Fire Station #7 and the Fire Station Clinic.

4. Complete comprehensive documentation of accounting policies and procedures, focused on internal controls.

5. Publish the Comprehensive Annual Financial Report in a timely manner, submit and obtain the national GFOA award for financial reporting; and develop and implement the City budget, as well as publish Adopted Operating Budget and submit for GFOA award program for Excellence in Budgeting.

6. Complete and implement citywide purchasing policies & procedures and present policies for adoption by City Council.

7. Complete and implement a citywide cash handling procedure.

8. Commence Business License Tax ordinance review.

9. Draft and issue a Request for Proposal for banking and cash management services.

10. Implement Vendor Registration in MUNIS to reduce the need to print vendor applications. Online self-service registration will enable vendors to manage their files electronically and automatically notify them when bids are entered for the commodity/service they supply.

11. Update the Finance Department website to include posting of bids and bid results; interactive on-line bill payment, etc.

12. Provide on-going comprehensive procurement system training (procurement cards, internal automation, software training, etc.).

13. Maintain or exceed service level goals for all aspects of department operations.

Significant Changes Planned for FY 2015

The Finance Department continues to manage its staffing resources to meet increased service demands, while remaining efficient and effective. In response to continued audit findings regarding the department's low staffing levels and resultant high use of temporary employees, the department is enhancing oversight and increasing resources in critical areas (fiscal analysis and accounting). Most of these changes were approved by City Council as part of the FY 2014 Mid-Year Update.

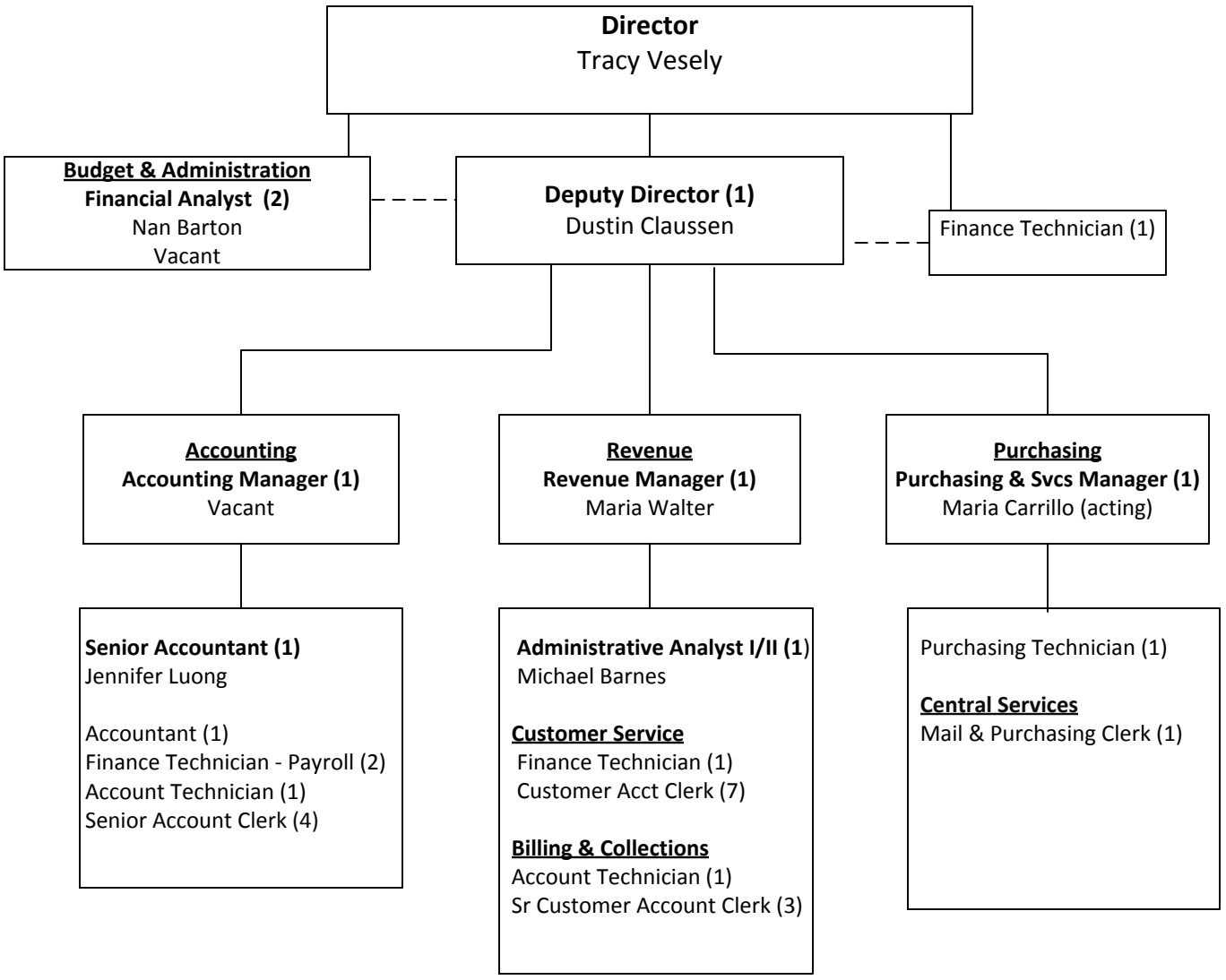
FY 2014 Mid-Year Approved Changes

- 1.0 FTE new Financial Analyst position
- 2.0 FTE new Senior Account Clerk positions
- Upgrade of 1.0 FTE Senior Accounting Technician to an Accountant
- Upgrade of 1.0 FTE Accounting Technician to a Finance Technician
- Downgrade of 1.0 FTE Finance Supervisor to an Administrative Analyst I/II
- Title change for 1.0 FTE Senior Accounting Technician to Finance Technician

FY 2015 Proposed Change

- Upgrade 1.0 FTE Accounting Technician to Finance Technician
- Upgrade 1 FTE Customer Account Clerk to Senior Customer Account Clerk

FY 2015 STAFFING
32.00 FTE



CITY OF HAYWARD
HEART OF THE BAY

Finance Staffing Summary

	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014	Adopted 2015
General Fund					
Director Of Finance	1	1	1	1	1
Deputy Director of Finance	0	0	0	1	1
Finance Operations Manager	1	0	0	0	0
Purchasing & Services Manager	1	1	1	1	1
Accounting Manager	0	1	1	1	1
Budget Officer	1	1	0	0	0
Revenue Manager	0	0	0	1	1
Revenue Officer	1	0	0	0	0
Financial Analyst [1]	0	0	2	1	2
Finance Supervisor [2]	0	1	1	1	0
Senior Accountant	1	1	1	1	1
Accountant [3]	0	0	0	0	1
Administrative Analyst I/II [4]	0	0	0	0	1
Finance Technician [6]	0	0	1	2	4
Senior Accounting Technician [5]	4	2	2	2	0
Administrative Secretary	1	1	0	0	0
Accounting Technician	1	3	3	2	1
Purchasing Assistant	1	0	0	0	0
Purchasing Technician	0	1	1	1	1
Senior Account Clerk [7]	2	2	2	2	4
Senior Customer Account Clerk[10]	1	1	1	1	2
Customer Account Clerk[11]	2.75	2	2.5	3	2
Mail & Purchasing Clerk	1	1	1	1	1
	19.75	**19**	**20.5**	**22**	**25**
Water Fund					
Finance Technician[8]	0	0	0	0	1
Senior Accounting Technician	1	1	1	0	0
Accounting Technician[9]	0	0	0	1	0
Senior Customer Account Clerk	2	2	2	2	2
Customer Account Clerk	3.5	3.5	3.5	4	4
Administrative Clerk I	0	0	0.4	0	0
	6.5	**6.5**	**6.9**	**7**	**7**

All Funds Summary - By Category

Funding: General Fund and Water funds.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue and Transfers In From Other Funds					
General Fund Revenue	3,667,273	3,972,819	4,196,850	4,171,000	4,386,000
	3,667,273	**3,972,819**	**4,196,850**	**4,171,000**	**4,386,000**
Fund Subsidy					
General Fund Subsidy	(550,284)	(1,020,667)	(965,581)	(823,110)	(630,754)
Water Fund Subsidy	892,996	957,274	1,132,185	1,208,940	1,263,369
	342,711	**(63,393)**	**166,603**	**385,830**	**632,615**
Total Revenues	**4,009,984**	**3,909,426**	**4,363,453**	**4,556,830**	**5,018,615**
EXPENDITURES					
Expenditures By Category					
Salary					
Regular	1,906,416	1,845,459	2,123,599	2,360,264	2,559,764
Overtime	11,874	8,961	14,519	8,000	8,000
Benefits					
Fringe Benefits (Med., Dent., etc.)	379,217	435,929	441,893	614,871	673,930
Retiree Medical	58,887	46,878	52,287	52,200	57,600
PERS	353,864	424,612	363,530	459,644	563,800
Charges (to)/from other programs	(14,452)	4,230	(16,179)	(110,497)	(70,860)
Net Staffing Expense	**2,695,805**	**2,766,069**	**2,979,648**	**3,384,482**	**3,792,234**
Maintenance & Utilities	4,156	6,842	6,733	6,845	4,558
Supplies & Services	800,587	601,453	852,816	633,921	649,066
Internal Service Fees	390,572	398,958	368,237	369,618	404,811
Postage	118,156	136,104	156,018	161,964	167,946
Capital	708	-	-	-	-
Net Operating Expense	**1,314,179**	**1,143,357**	**1,383,804**	**1,172,348**	**1,226,381**
Total Expenditures	**4,009,984**	**3,909,426**	**4,363,453**	**4,556,830**	**5,018,615**
Net Change		**-**	**-**	**-**	**-**

All Funds Summary - By Program

Funding: General Fund and Water funds.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
General Fund	3,667,273	3,972,819	4,196,850	4,171,000	4,386,000
	3,667,273	**3,972,819**	**4,196,850**	**4,171,000**	**4,386,000**
Fund Subsidy					
General Fund Subsidy	(550,284)	(1,020,667)	(965,581)	(823,110)	(630,754)
Water Fund Subsidy	892,996	957,274	1,132,185	1,208,940	1,263,369
	342,711	**(63,393)**	**166,603**	**385,830**	**632,615**
Total Revenues	**4,009,984**	**3,909,426**	**4,363,453**	**4,556,830**	**5,018,615**
EXPENDITURES					
Expenditures By Program					
Administration	742,503	552,008	933,484	787,464	1,023,131
Accounting	1,189,012	1,188,003	1,128,594	1,205,146	1,449,363
Purchasing	513,722	536,490	494,193	553,099	483,913
Revenue	671,751	675,651	674,997	802,181	798,839
Utility Billing	892,996	957,274	1,132,185	1,208,940	1,263,369
Total Expenditures	**4,009,984**	**3,909,426**	**4,363,453**	**4,556,830**	**5,018,615**
Net Change	-	-	-	-	-

Finance - General Fund Summary

Description: Administration, Accounting, Purchasing, and Revenue.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Business Tax	2,388,857	2,483,442	2,493,454	2,711,000	2,652,000
Transient Occupancy Tax	1,252,797	1,465,937	1,678,589	1,460,000	1,734,000
Other Revenue	25,620	23,440	24,807	-	-
Total Revenues	**3,667,273**	**3,972,819**	**4,196,850**	**4,171,000**	**4,386,000**
EXPENDITURES					
Expenditures					
Salary					
Regular	1,531,776	1,472,180	1,587,006	1,923,062	2,123,797
Overtime	10,722	7,566	10,621	2,000	2,000
Benefits					
Fringe Benefits (Med., Dent., etc.)	314,444	342,650	345,815	494,583	541,319
Retiree Medical	43,620	34,257	37,863	39,600	45,000
PERS	281,414	329,375	285,811	374,731	467,612
Charges (to)/from other programs	(96,240)	(57,686)	(97,321)	(322,279)	(290,119)
Net Staffing Expense	2,085,736	2,128,342	2,169,795	2,511,697	2,889,609
Maintenance & Utilities	2,301	5,180	3,190	2,000	2,500
Supplies & Services	649,001	443,793	691,925	455,548	454,206
Internal Service Fees	337,540	345,703	315,160	319,487	348,931
Postage	41,702	29,134	51,198	98,458	60,000
Capital	708	-	-	-	-
Net Operating Expense	1,031,252	823,810	1,061,474	836,193	865,637
Total Expenditures	**3,116,989**	**2,952,152**	**3,231,268**	**3,347,890**	**3,755,246**
General Fund Subsidy	**(550,284)**	**(1,020,667)**	**(965,581)**	**(823,110)**	**(630,754)**

CITY OF HAYWARD
HEART OF THE BAY

Program Summary **Finance Department**

Program: 100-1711 General Fund

Administration

Description: Department Administration.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
EXPENDITURES					
Expenditures					
Salary					
Regular	301,487	265,524	329,353	492,664	593,469
Overtime	9,635	4,570	2,646	-	-
Benefits					
Fringe Benefits (Med., Dent., etc.)	17,263	51,577	63,037	105,506	122,893
Retiree Medical	6,543	5,409	7,212	7,200	9,000
PERS	43,037	53,575	60,774	96,848	130,477
Charges (to)/from other programs	1,332	10,822	3,682	(96,642)	(58,642)
Net Staffing Expense	379,297	391,477	466,704	605,576	797,197
Maintenance & Utilities	529	1,061	1,246	1,200	1,700
Supplies & Services	325,668	124,210	430,064	144,800	189,306
Internal Service Fees	36,300	35,260	35,470	35,888	34,928
Capital	708	-	-	-	-
Net Operating Expense	363,206	160,531	466,780	181,888	225,934
Total Expenditures	**742,503**	**552,008**	**933,484**	**787,464**	**1,023,131**
General Fund Subsidy	**742,503**	**552,008**	**933,484**	**787,464**	**1,023,131**

FY 2015 Significant Budget Changes:

1. Addition of 1.0 FTE Financial Analyst (FY14 Mid-Year).

CITY OF HAYWARD
HEART OF THE BAY

Division Summary **Finance Department**

Division: 100-1720 General Fund

Accounting

Description: Accounting program.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Other Revenue	25,491	21,573	24,807	-	-
Total Revenues	**25,491**	**21,573**	**24,807**	**-**	**-**
EXPENDITURES					
Expenditures					
Salary					
Regular	646,388	605,622	607,519	644,280	764,386
Overtime	-	1,395	1,207	2,000	2,000
Benefits					
Fringe Benefits (Med., Dent., etc.)	159,254	140,273	129,234	164,555	214,307
Retiree Medical	17,448	14,424	14,424	14,400	18,000
PERS	122,706	127,779	103,047	125,001	168,645
Charges (to)/from other programs	(23,062)	(7,100)	(6,854)	-	-
Net Staffing Expense	922,734	882,393	848,577	950,236	1,167,338
Maintenance & Utilities	1,417	2,647	806	500	500
Supplies & Services	162,879	199,997	182,728	156,656	160,050
Internal Service Fees	101,982	102,966	96,483	97,754	121,475
Net Operating Expense	266,278	305,610	280,017	254,910	282,025
Total Expenditures	**1,189,012**	**1,188,003**	**1,128,594**	**1,205,146**	**1,449,363**
General Fund Subsidy	**1,163,521**	**1,166,430**	**1,103,788**	**1,205,146**	**1,449,363**

FY 2015 Significant Budget Changes:

1. Addition of 2.0 FTE Senior Account Clerk (FY14 Mid-Year).
2. Addition of 1.0 FTE Accountant (FY14 Mid-Year).
3. Deletion of 1.0 FTE Senior Accounting Technician (FY14 Mid-Year).

Purchasing and Central Services

Description: Purchasing and Central Services.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Other Revenue	128	1,867	-	-	-
Total Revenues	**128**	**1,867**	**-**	**-**	**-**
EXPENDITURES					
Expenditures					
Salary					
Regular	249,062	250,933	258,474	249,723	234,437
Overtime	-	-	-	-	-
Benefits					
Fringe Benefits (Med., Dent., etc.)	43,918	49,091	47,309	51,100	48,357
Retiree Medical	6,543	5,409	5,409	5,400	5,400
PERS	48,464	60,141	47,860	48,264	51,725
Charges (to)/from other programs	(3,989)	(488)	-	-	-
Net Staffing Expense	343,999	365,086	359,051	354,487	339,919
Maintenance & Utilities	354	1,472	1,139	300	300
Supplies & Services	52,069	38,604	13,078	75,438	22,250
Internal Service Fees	117,301	131,328	120,925	122,874	121,444
Capital	-	-	-	-	-
Net Operating Expense	169,724	171,404	135,142	198,612	143,994
Total Expenditures	**513,722**	**536,490**	**494,193**	**553,099**	**483,913**
General Fund Subsidy	**513,594**	**534,623**	**494,193**	**553,099**	**483,913**

FY 2015 Significant Budget Changes:

1. Decrease in Supplies & Services due to Copier Lease Payments being distributed to departments.

Revenue

Description: Revenue collection program.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Business Tax	2,388,857	2,483,442	2,493,454	2,711,000	2,652,000
Transient Occupancy Tax	1,252,797	1,465,937	1,678,589	1,460,000	1,734,000
Total Revenues	**3,641,653**	**3,949,379**	**4,172,043**	**4,171,000**	**4,386,000**
EXPENDITURES					
Expenditures					
Salary					
Regular	334,839	350,101	391,661	536,395	531,505
Overtime	1,086	1,601	6,768	-	-
Benefits					
Fringe Benefits (Med., Dent., etc.)	94,009	101,709	106,235	173,422	155,762
Retiree Medical	13,086	9,015	10,818	12,600	12,600
PERS	67,207	87,880	74,131	104,618	116,765
Charges (to)/from other programs	(70,520)	(60,920)	(94,149)	(225,637)	(231,477)
Net Staffing Expense	439,707	489,386	495,462	601,398	585,155
Maintenance & Utilities	-	-	-	-	-
Supplies & Services	108,385	80,982	66,055	78,654	82,600
Internal Service Fees	81,957	76,149	62,282	62,971	71,084
Postage	41,702	29,134	51,198	59,158	60,000
Capital	-	-	-	-	-
Net Operating Expense	232,044	186,265	179,535	200,783	213,684
Total Expenditures	**671,751**	**675,651**	**674,997**	**802,181**	**798,839**
General Fund Subsidy	**(2,969,902)**	**(3,273,728)**	**(3,497,046)**	**(3,368,819)**	**(3,587,161)**

FY 2015 Significant Budget Changes:

1. Addition of 1.0 FTE Administrative Analyst I/II (FY14 Mid-Year).
2. Deletion of 1.0 FTE Finance Supervisor (FY14 Mid-Year).

CITY OF HAYWARD
HEART OF THE BAY

Program Summary **Finance Department**

Program: 621-1732 Enterprise Fund

Utility Billing

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

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
EXPENDITURES					
Expenditures					
Salary					
Regular	374,639	373,279	536,593	437,202	435,967
Overtime	1,152	1,395	3,897	6,000	6,000
Benefits					-
Fringe Benefits (Med., Dent., etc.)	64,773	93,279	96,078	120,288	132,611
Retiree Medical	15,267	12,621	14,424	12,600	12,600
PERS	72,450	95,237	77,719	84,913	96,188
Charges (to)/from other programs	81,787	61,916	81,142	211,782	219,259
Net Staffing Expense	610,069	637,727	809,854	872,785	902,625
Maintenance & Utilities	1,855	1,662	3,543	4,845	2,058
Supplies & Services	151,586	157,660	160,891	178,373	194,860
Internal Service Fees	53,032	53,255	53,077	50,131	55,880
Postage	76,454	106,970	104,820	102,806	107,946
Net Operating Expense	282,927	319,547	322,331	336,155	360,744
Total Expenditures	**892,996**	**957,274**	**1,132,185**	**1,208,940**	**1,263,369**
Water Fund Subsidy	**892,996**	**957,274**	**1,132,185**	**1,208,940**	**1,263,369**

FY 2015 Significant Budget Changes:

1. Addition of 1.0 FTE Finance Technician.
2. Deletion of 1.0 FTE Accounting Technician.

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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. The Division has technical responsiblilty for implementing disaster response and management training throughout the municipal organization. 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
- Assure that all City employees have received and maintain up-to-date the appropriate level of disaster response and management training.

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.

- 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).
  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 52 graduates /year in conjunction with web-based resources

FY 2014 Department Performance/Accomplishments

1. Provided emergency services to citizens of Hayward and Fairview Fire Protection District, responding to over 17,400 alarms.

2. Provided mutual aid to Northern and Southern California wild-fires, providing over 4,648 hours of manpower with a reimbursement of $381,000.

3. Acquired grant funds ($20,000) for Community Emergency Response Team (CERT) training, made available from UASI.

4. Provided Community Response Team disaster training to 52 citizens at a fraction of the cost of past CERT training, fully reimbursed by FEMA.

5. Acquired $88,500 in federal grant dollars from the California Fire Safe Council from the USDA Forest Service (FS). The project is funded via Cooperative Forestry Assistance, specifically in the Ziele Creek Drainage area.

6. Continued to refine the City's disaster preparedness web site: http://www.hayward-caca.gov/departmants/fire/DP/disaster

7. Provided ICS 300/400 to 39 employees, as well as ICS 100/200/700/800 to 638 employees.

8. Provided fire safety program to 3rd and 4th graders within Hayward and Fairview area.

9. Provided fire protection education and information to more than 2,500 students and adults.

10. Worked cooperatively with the Human Resources Department, developed and administered exams for all HFD personnel classifications minimizing vacancies and saving overtime.

11. Conducted two recruit academies to maintain full staffing capacities and control of overtime expenses

12. Worked with PW Director and CIP committee to develop 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.

13. Worked with Alameda County Department of Public Health and have acquired funding for Fire Station Health Portal (Fire Station Clinic).

FY 2015 Core Service Objectives/Goals

Operations

1. Conduct two recruit academies to maintain full staffing capacities and reduce overtime expenses.

Special Operations

2. Coordinate community disaster preparedness through support of Community Emergency Response Team (CERT) and web-based resources (Access-Hayward – Disaster Preparedness). Coordinate Personal Emergency Preparedness (PEP) Workshops, which focuses on personal emergency preparedness. Provide CERT disaster training in Spanish.

3. Prepare specifications and identify funding for replacement of Self Contained Breathing Apparatus (SCBA) – with non-General Fund financing if possible – which is necessary to meet standards established by the Department of Transportation.

4. Implement Smoke Detector Program, which provides smoke detectors to citizens in need. Completely funded from Hayward Rotary and Case Compactors.

Departmental

5. Develop City tabletop disaster exercise; including scheduling and planning are complete for a full, inter-agency field exercise.

6. Implement and oversee, along with Public Works, the construction of Fire Station 7; complete project within schedule and budget.

7. Continue to pursue critical renovations of Fire Stations 2, 3, 4, 5 and 6; develop replacement plan for Fire Station 9.

8. Develop and recommend for City Council approval a Community Paramedicine Pilot program that minimizes risk to the City and maximizes service to the community.

9. Continue to support and pursue litigation pending with CSUEB (Currently being considered by CA Supreme Court)

10. Maintain Fairview Fire Protection District contract.

11. Pursue funding from Federal Assistance to Firefighters Grant program for Department wide Rescue Systems Certifications and Training. Participate in California Urban Search and Rescue (USAR) Task Force 4.

12. Integrate new technologies to enhance incident mitigation, and improve operational span of control. In coordination with the Information Technology Department, conduct effectiveness and reliability review of connectivity (DNI).

13. Implement state-of-the-art mass notification system, in which HFD is the lead on a UASI grant for $300,000.

14. Obtain California State Fire Marshal Firefighter II certification for all sworn personnel.

15. Establish a permanent static Emergency Operations Center (EOC) at City Hall.

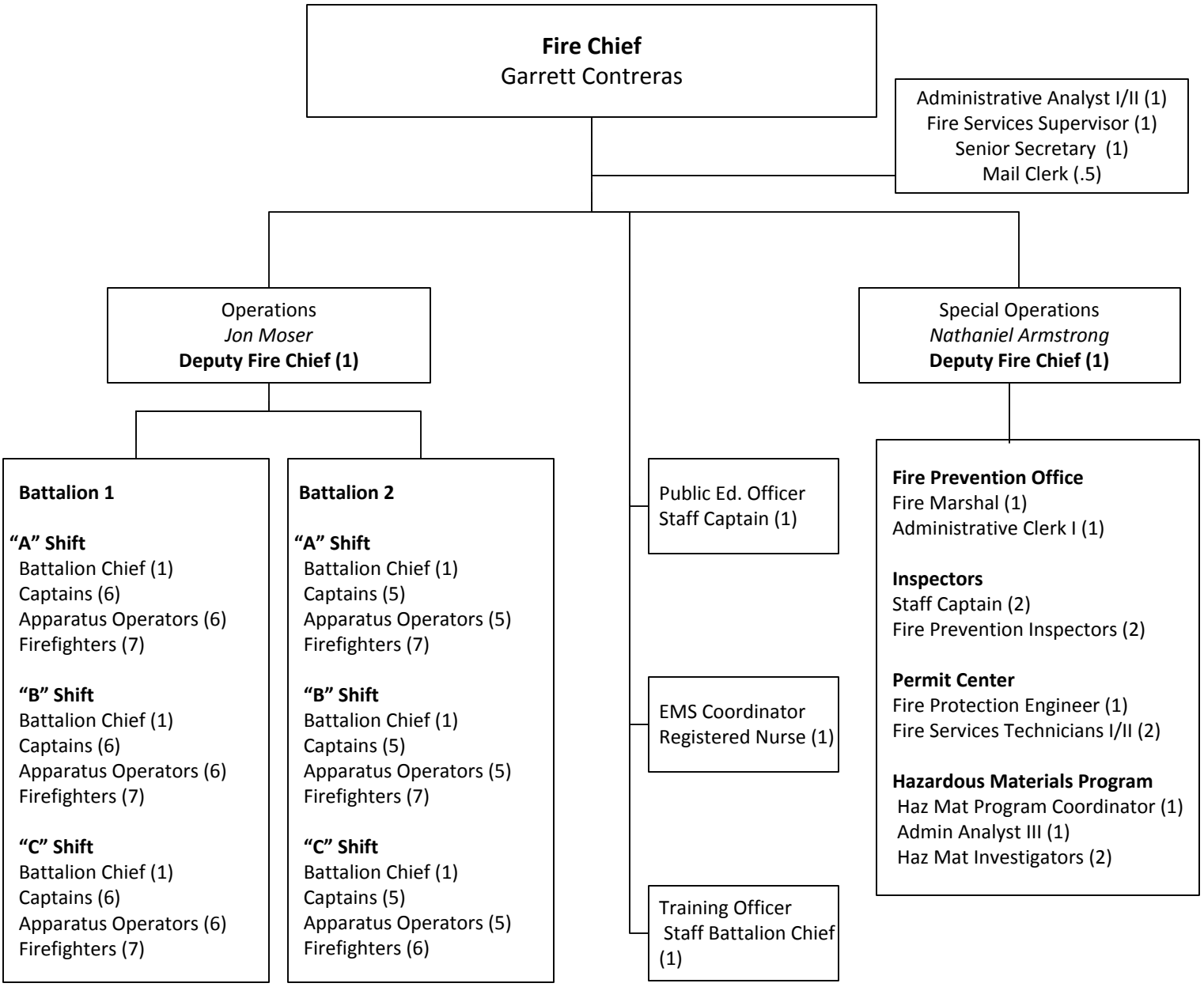
16. Find long term storage for recently received Disaster Medicine Cache's, as well as identify treatment sites. Explore moving one Cache to the Historical Building on Main Street, and converting that building into a Health Portal, Disaster Treatment site, and disaster education facility.

Significant Changes Planned for FY 2015

During the FY 2014 Mid-Year Review, City Council approved the addition of 1.0 FTE Administrative Analyst I/II. Given the size of the department's operating budget and the number of grants secured by the department, this position will provide critically needed fiscal and analytical support to the department.

FY 2015 STAFFING
135.5 FTE

Fire



CITY OF HAYWARD
HEART OF THE BAY

Fire Staffing Summary

	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014	Adopted 2015
General Fund					
Fire Chief	1	1	1	1	1
Deputy Fire Chief	2	2	2	2	2
Fire Marshal	1	1	1	1	1
Fire Training Officer	1	1	1	1	1
Staff Fire Captain	2	2	2	3	3
Battalion Chief (56 Hr)	6	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)	41	41	41	41	41
Hazardous Materials Program Coordinator	1	1	1	1	1
Fire Protection Engineer	1	1	1	1	1
Emergency Medical Services Coordinator	1	1	1	1	1
Fire Prevention Inspector	2	2	2	2	2
Fire Services Supervisor	0	0	1	1	1
Administrative Analyst III[4]	1	1	1	1	0
Environmental Specialist[5]	0	0	0	0	1
Administrative Analyst II [1]	0	0	0	0	1
Hazardous Materials Investigator	2	2	2	2	2
Administrative Secretary	1	1	0	0	0
Permit Technician	2	2	0	0	0
Fire Services Technician I/II [2]	0	0	3	3	2
Senior Secretary [3]	1	1	0	0	1
Secretary	1	1	0	0	0
Administrative Clerk I/II	1	0	1	1	1
Mail Clerk	0.5	0.5	0.5	0.5	0.5
	134.5	**133.5**	**133.5**	**134.5**	**135.5**

Staffing Changes to Proposed FY 2015:

1. Addition of 1.0 FTE Administrative Analyst I/II (FY14 Mid-Year).
2. Deletion of 1.0 FTE Fire Services Technician I/II (FY14 Mid-Year).
3. Addition of 1.0 FTE Senior Secretary (FY14 Mid-Year).
4. Deletion of 1.0 FTE Administrative Analyst III.
5. Addition of 1.0 FTE Environmental Specialist.

CITY OF HAYWARD
HEART OF THE BAY

Department Summary | **Fire Department**
General Fund - Summary By Category | General Fund

Fire - General Fund Summary

Description: Administration, Special Operations, and Operations.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Licenses & Permits	1,226,697	1,327,009	1,168,197	1,645,177	1,368,568
Fees & Service Charges	933,397	687,460	800,092	756,895	797,839
Fairview FPD Reimbursement	2,222,787	2,449,534	2,575,392	2,634,000	2,700,000
EMS Reimbursement	353,869	471,825	476,543	501,000	501,000
Mutual Aid Reimbursement	74,530	39,787	89,505	390,000	390,000
Mt Eden Fire Services	39,440	39,942	-	-	-
Other Revenue	265,865	316,876	2,680	193	-
Total Revenues	**5,116,584**	**5,332,433**	**5,112,409**	**5,927,265**	**5,757,407**
EXPENDITURES					
Expenditures					
Salary					
Regular	16,820,438	16,953,509	16,550,976	17,560,980	17,610,811
Overtime	1,887,308	2,104,502	3,182,616	2,523,646	2,523,646
Vacancy Savings*	-	-	-	(350,000)	(250,000)
Benefits					
Fringe Benefits (Med., Dent., etc)	3,685,162	3,881,639	3,816,427	4,177,941	4,537,455
Retiree Medical	516,588	696,662	696,662	796,500	665,100
PERS	4,673,352	4,767,910	4,647,643	4,937,931	5,490,462
Charges (to)/from other programs	(2,532)	(12,176)	(11,914)	19,875	19,801
Net Staffing Expense	27,580,315	28,392,046	28,882,410	29,666,873	30,597,275
Maintenance & Utilities	78,631	69,812	86,607	59,000	67,200
Supplies & Services	667,133	634,528	581,823	585,690	563,272
Internal Service Fees	1,680,299	1,654,162	1,637,313	1,663,653	2,328,643
Capital	3,140	2,759	-	-	-
Net Operating Expense	2,429,204	2,361,261	2,305,744	2,308,343	2,959,115
Total Expenditures	**30,009,518**	**30,753,307**	**31,188,154**	**31,975,216**	**33,556,390**
General Fund Subsidy	**24,892,934**	**25,420,874**	**26,075,745**	**26,047,951**	**27,798,983**

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

General Fund - Summary By Program

Description: Administration, Special Operations, and Operations.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Administration	38,475	-	-	-	-
Special Operations	2,161,137	2,018,351	1,970,969	2,402,265	2,166,407
Operations	2,916,972	3,314,082	3,141,441	3,525,000	3,591,000
Total Revenues	**5,116,584**	**5,332,433**	**5,112,409**	**5,927,265**	**5,757,407**
EXPENDITURES					
Expenditures					
Administration	617,179	793,013	641,044	643,196	822,029
Special Operations	2,389,008	2,390,898	2,381,939	2,754,022	2,862,950
Operations	27,003,332	27,868,928	28,165,171	28,577,998	29,871,411
Total Expenditures	**30,009,518**	**31,052,839**	**31,188,154**	**31,975,216**	**33,556,390**
General Fund Subsidy	**24,892,934**	**25,720,406**	**26,075,745**	**26,047,951**	**27,798,983**

Division Summary **Fire Department**
Division: 100-1910 General Fund

Administration

Description: Department Administration.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Other Revenue	38,475	-	-	-	-
Total Revenues	**38,475**	**-**	**-**	**-**	**-**
EXPENDITURES					
Expenditures					
Salary					
Regular	325,168	517,582	387,342	386,682	479,979
Overtime	-	651	21	-	-
Benefits					
Fringe Benefits (Med., Dent., etc)	56,490	57,183	50,844	49,932	86,480
Retiree Medical	8,397	9,139	9,139	9,900	10,500
PERS	106,426	130,938	117,108	116,460	135,745
Charges (to)/from other programs	-	(6,674)	-	-	-
Net Staffing Expense	496,481	708,819	564,454	562,974	712,704
Maintenance & Utilities	1,088	-	5,969	500	-
Supplies & Services	59,087	28,081	33,667	29,719	31,100
Internal Service Fees	60,524	56,113	36,954	50,003	78,225
Capital	-	-	-	-	-
Net Operating Expense	120,699	84,194	76,590	80,222	109,325
Total Expenditures	**617,179**	**793,013**	**641,044**	**643,196**	**822,029**
General Fund Subsidy	**578,704**	**793,013**	**641,044**	**643,196**	**822,029**

FY 2015 Significant Budget Changes:

1. Addition of 1.0 FTE Administrative Analyst I/II (FY14 Mid-Year).

CITY OF HAYWARD
HEART OF THE BAY

Division Summary **Fire Department**
Division: 100-1920 General Fund

Special Operations

Description: Hazardous Materials and Fire Prevention programs.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Licenses & Permits	1,226,697	1,327,009	1,168,197	1,645,177	1,368,568
Fees & Service Charges	933,397	687,460	800,092	756,895	797,839
Other Revenue	1,043	3,882	2,680	193	-
Total Revenues	**2,161,137**	**2,018,351**	**1,970,969**	**2,402,265**	**2,166,407**
EXPENDITURES					
Expenditures					
Salary					
Regular	1,470,529	1,387,397	1,406,498	1,602,442	1,662,878
Overtime	33,726	68,203	60,359	35,000	35,000
Benefits					
Fringe Benefits (Med., Dent., etc)	298,313	304,432	310,895	412,935	405,120
Retiree Medical	35,769	42,089	40,286	52,200	45,000
PERS	341,514	379,785	340,479	403,861	454,331
Charges (to)/from other programs	-	-	9,415	19,875	19,801
Net Staffing Expense	2,179,852	2,181,906	2,167,932	2,526,313	2,622,130
Maintenance & Utilities	1,841	1,485	1,523	500	-
Supplies & Services	41,873	53,628	59,148	72,557	51,330
Internal Service Fees	165,442	153,879	153,336	154,652	189,490
Net Operating Expense	209,156	208,992	214,007	227,709	240,820
Total Expenditures	**2,389,008**	**2,390,898**	**2,381,939**	**2,754,022**	**2,862,950**
General Fund Subsidy	**227,871**	**372,547**	**410,970**	**351,757**	**696,543**

FY 2015 Significant Budget Changes:

1. Position moved from Operations to Special Operations.
2. Addition of 1.0 FTE Environmental Specialist.
3. Deletion of 1.0 FTE Administrative Analyst III.

CITY OF HAYWARD
HEART OF THE BAY

Division Summary **Fire Department**
Division: 100-1930 General Fund

Operations

Description: Fire Operations.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Fairview FPD Reimbursement	2,222,787	2,449,534	2,575,392	2,634,000	2,700,000
EMS Reimbursement	353,869	471,825	476,543	501,000	501,000
Mutual Aid Reimbursement	74,530	39,787	89,505	390,000	390,000
Mt Eden Fire Services	39,440	39,942	-	-	-
Other Revenue	226,346	312,994	-	-	-
Total Revenues	**2,916,972**	**3,314,082**	**3,141,441**	**3,525,000**	**3,591,000**
EXPENDITURES					
Expenditures					
Salary					
Regular	15,024,740	15,048,530	14,757,136	15,571,856	15,467,954
Overtime	1,853,582	2,335,180	3,122,236	2,488,646	2,488,646
Vacancy Savings*	-	-	-	(350,000)	(250,000)
Benefits					
Fringe Benefits (Med., Dent., etc)	3,330,359	3,520,024	3,454,688	3,715,074	4,045,855
Retiree Medical	472,422	645,434	647,237	734,400	609,600
PERS	4,225,412	4,257,187	4,190,056	4,417,610	4,900,386
Charges (to)/from other programs	(2,532)	(5,502)	(21,329)	-	-
Net Staffing Expense	24,903,983	25,800,853	26,150,025	26,577,586	27,262,441
Maintenance & Utilities	75,702	68,327	79,115	58,000	67,200
Supplies & Services	566,173	552,819	489,008	483,414	480,842
Internal Service Fees	1,454,333	1,444,170	1,447,023	1,458,998	2,060,928
Capital	3,140	2,759	-	-	-
Net Operating Expense	2,099,349	2,068,075	2,015,146	2,000,412	2,608,970
Total Expenditures	**27,003,332**	**27,868,928**	**28,165,171**	**28,577,998**	**29,871,411**
General Fund Subsidy	**24,086,359**	**24,554,846**	**25,023,730**	**25,052,998**	**26,280,411**

FY 2015 Significant Budget Changes:

1. Position moved from Operations to Special Operations.

**Target Vacancy Savings*

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

Human Resources Department

Department Overview

The Human Resources Department serves the Hayward community's need for a diverse, well qualified, and dedicated workforce through the development and implementation of strategies in the areas of Benefits Administration, Employee and Labor Relations, Workplace Safety, Workers Compensation, Employee Development and Training, Recruitment and Selection, and Classification and Compensation. In collaboration with our internal and external partners, the team is committed to fostering a healthy, safe and productive work environment, and to maximize individual and organizational potential. The team prides itself on its commitment to values, providing excellent customer service, and making the City of Hayward an employer of choice. cultivating positive working relationships with our internal and external customers.

Division/Program Summary

Benefits Administration

This program entails administration of insured and self-insured employee benefit plans city-wide. Administration and oversight in this program area include verification of employee and dependent eligibility, new hire set-up, sponsoring and facilitating an annual open enrollment event, benefit contract management, COBRA administration, legal compliance, and daily support for employees and retirees.

Performance Measures

- Provide high quality health and welfare benefits at competitive rates.
- Issue eligibility notices within legal timelines 100% of the time.

Employee and Labor Relations

The Human Resources Director serves as the Chief Negotiator for the City with all employee groups. In addition, the Human Resources team, in coordination with the Finance Department, 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 the management team that reflects 95% of the time work products met or exceeded expectations 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 2015 and FY 2016.

Workers Compensation and Leave Administration
This program provides oversight of the City's Worker's Compensation and Leave Programs, which includes supporting and coordinating employee benefits, ensuring the City is in compliance with State and Federal law, facilitating training, and providing efficient and high quality service to employees.

Performance Measures

- Reduce lost days by 5%
- Reduce reporting delays by 25%

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.
- Complete Citywide Training Needs Assessment
- Complete training needs to support a quality succession plan for key positions throughout the organization.

Recruitment and Selection
This is a comprehensive program designed to provide support for internal and external recruitment efforts. It includes administration of online recruitment tools related to applicant tracking, test selection procedures, 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, Memoranda 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.
- On an annual basis, revise Salary Plan for Council adoption and revise the Classification Plan for Commission approval.

FY 2014 Department Performance/Accomplishments

1. Hosted the City's first job fair. Over 1,000 people attended the event. City staff reviewed resumes and provided professional counseling and career advice to over 300 attendees.

2. Fully implemented a Return to Work program administered by Norm Peterson and Associates.

3. Completed internal audits of dependent eligibility for medical, dental and vision benefits, which resulted in a savings of approximately $130,000.

4. Successfully negotiated a five year agreement with Local 1909, Fire Officers, and Fire Chiefs that resulted in substantial long-term savings.

5. Improved recruitment outreach strategies. Conducted seventy-one recruitments, with approximately 8,900 applicants in FY 2014.

6. Continued to update the City of Hayward's Classification Plan. Revised and updated forty-eight job specifications.

7. Hosted a free Flu Shot Clinic in partnership with Kaiser Hospital. Over fifty employees receive free influenza vaccinations.

8. With the support of the Mayor, City Manager, and other City Department Directors and staff, hosted the City of Hayward's second annual "Take our Sons/Daughters to Work" Day. The event was well attended with approximately forty children and many City employees participating.

Human Resources Department

FY 2015 Core Service Objectives/Goals

1. Perform research and prepare to engage in full contract bargaining. Successfully reach agreement with all represented employee groups.

2. Complete two HR core function programmatic assessments with recommendations for increased efficiencies, cost effectiveness, and development of performance metrics.

3. Conduct and/or facilitate Compliance Training needed for organization.

4. Provide leadership and support to the organization for a comprehensive succession planning effort to prepare for upcoming retirements from key positions within the organization.

5. Prepare project plan prioritizing the review and revision of administrative rules related to employment rules and programs, including a comprehensive update.

6. Review job classifications as vacancies occur; update and align with the Citywide Classification Plan.

7. Pursue employee benefit plan redesign that maintains benefit levels and achieves savings.

8. Continue implementation of outcomes of the Workers' Compensation Programmatic Assessment.

9. Continue to create and revise internal department standard operating procedures to increase accuracy, quality and document institutional knowledge.

10. Actively participate to ensure successful implementation of a city-wide ERP system.

Significant Changes Planned for FY 2015

City Council approved three new positions to address increased service demands of the department as part of the FY 2014 Mid-Year Update.

FY 2014 Mid-Year Approved Changes

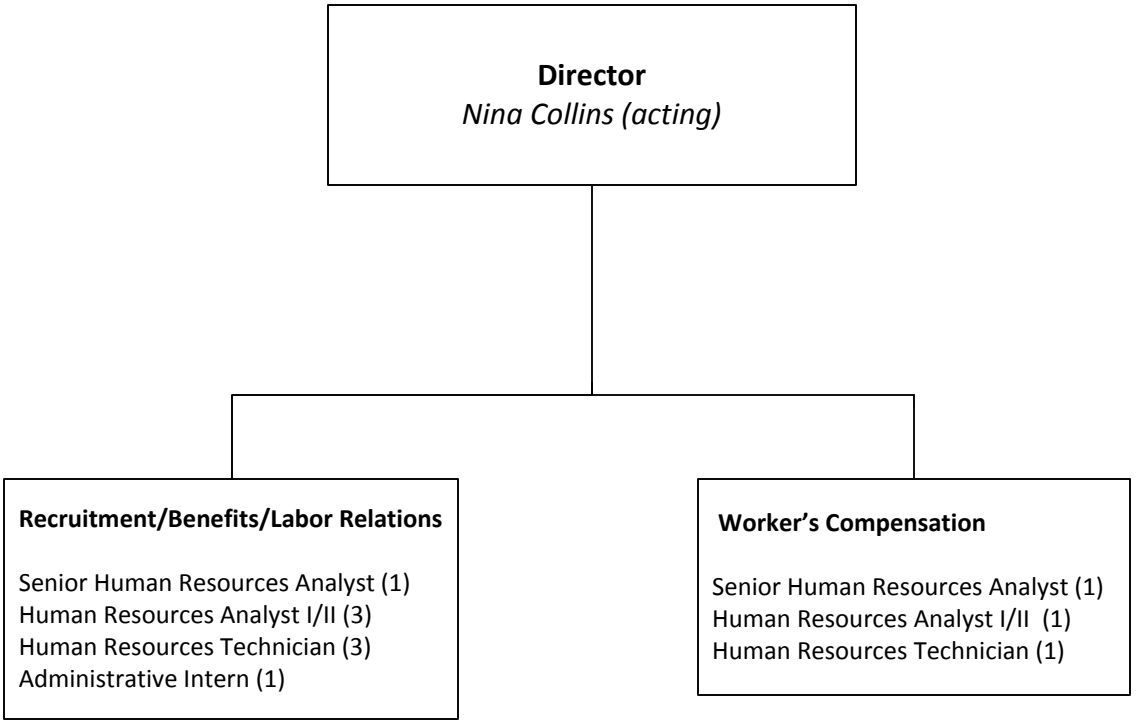
- 1.0 FTE new Human Resources Technician
- 1.0 FTE new Administrative Intern
- 1.0 FTE new Senior Human Resources Analyst (Workers' Compensation Program)
- Downgrade 1.0 FTE Human Resources Manager to Senior Human Resources Analyst

FY 2015 Proposed Changes

- Reduce allocation for the City's self-insured Unemployment Insurance Benefit program from $390,000 to $150,000 per year based on a five-year average of unemployment benefit payments. In recent years, these excess benefit funds have been used to fund critical programs and services related to labor negotiations, employee development, mandatory training, and professional service contracts. This budget proposes to permanently reallocate $100,000 toward these program areas within the Human Resources Department's operating budget. The remaining $140,000 will be a savings to the General Fund budget.

FY 2015 STAFFING
12.00 FTE

Human Resources



Human Resources Staffing Summary					
	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014	Adopted 2015
General Fund					
Human Resources Director	1	1	1	1	1
Human Resources Manager [1]	1	1	1	1	0
Senior Human Resources Analyst [2]	0	0	0	0	1
Human Resources Analyst I/II	3	3	3	3	3
Human Resources Administrative Secretary	1	0	1	0	0
Human Resources Technician [3]	0.75	1	1	2	3
Administrative Intern [4]	0	0	0	0	1
	6.75	**6**	**7**	**7**	**9**
Worker's Compensation Fund					
Senior Human Resources Analyst [5]	0	0	0	0	1
Employee Benefits Administrator	1	0	0	0	0
Human Resources Analyst I/II	0	1	1	1	1
Human Resources Technician	1	1	1	1	1
	2	**2**	**2**	**2**	**3**

Staffing Changes to Proposed FY 2015:

1. Deletion of 1.0 FTE Human Resources Manager (FY14 Mid-Year).
2. Addition of 1.0 FTE Senior Human Resources Analyst (FY14 Mid-Year).
3. Addition of 1.0 FTE Human Resources Technician (FY14 Mid-Year).
4. Addition of 1.0 FTE Administrative Intern (FY14 Mid-Year).
5. Addition of 1.0 FTE Senior Human Resources Analyst (FY14 Mid-Year).

All Funds Summary - By Category

Funding: General Fund and Internal Service funds.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue and Transfers In from Other Funds					
General Fund Revenue	26,354	29,626	-	-	-
Worker's Compensation Fund	5,499,980	6,042,798	6,212,160	6,197,627	6,000,681
Employee Benefits Fund	2,539,657	3,027,162	2,632,337	2,631,526	2,567,400
	8,065,991	**9,099,586**	**8,844,497**	**8,829,153**	**8,568,081**
(Contributions)/Use of Fund Balance					
Worker's Compensation	202,073	(1,412,344)	159,605	(271,789)	80,293
Employee Benefits	(171,688)	(474,849)	(136,412)	(34,118)	30,008
	30,385	**(1,887,193)**	**23,193**	**(305,907)**	**110,301**
Fund Subsidy					
General Fund Subsidy	**1,140,531**	**965,845**	**1,281,400**	**1,768,306**	**1,782,076**
Total Revenues	**9,236,908**	**8,178,238**	**10,149,091**	**10,291,552**	**10,460,458**
EXPENDITURES					
Expenditures By Expense Category					
Salary					
Regular	779,764	615,324	739,723	827,763	1,008,657
Overtime	2,046	2,355	5,788	-	-
Benefits					
Fringe Benefits (Med., Dent., etc.)	168,788	129,331	128,603	178,568	194,394
Retiree Medical	19,629	14,424	16,227	16,200	19,800
PERS	142,562	109,419	124,957	161,258	214,365
Unemployment Insurance	-	-	-	-	150,000
Charges (to)/from other programs	(106,775)	(455)	(9,912)	-	-
Net Staffing Expense	**1,006,014**	**870,398**	**1,005,386**	**1,183,789**	**1,587,216**
Worker's Compensation Expense	4,842,917	3,508,712	5,145,551	4,900,530	4,900,530
Retiree Medical Benefits	2,367,969	2,552,313	2,495,925	2,597,408	2,597,408
Maintenance & Utilities	1,738	2,059	1,246	500	2,550
Supplies & Services	747,451	966,554	1,208,428	1,317,052	1,025,002
Internal Service Fees	116,842	119,487	133,839	133,425	182,261
Capital	-	-	-	-	-
Net Operating Expense	**8,076,917**	**7,149,125**	**8,984,989**	**8,948,915**	**8,707,751**
Transfers Out To Other Funds	**153,976**	**158,715**	**158,715**	**158,848**	**165,491**
Total Expenditures	**9,236,908**	**8,178,238**	**10,149,091**	**10,291,552**	**10,460,458**
Net Change	**-**	**-**	**-**	**-**	**-**

All Funds Summary - By Program

Funding: General Fund and Internal Service funds.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue and Transfers In from Other Funds					
General Fund	26,354	29,626	-	-	-
Worker's Compensation Fund	5,499,980	6,042,798	6,212,160	6,197,627	6,000,681
Employee Benefits Fund	2,539,657	3,027,162	2,632,337	2,631,526	2,567,400
	8,065,991	**9,099,586**	**8,844,497**	**8,829,153**	**8,568,081**
(Contributions)/Use of Fund Balance					
Worker's Compensation	202,073	(1,412,344)	159,605	(271,789)	80,293
Employee Benefits	(171,688)	(474,849)	(136,412)	(34,118)	30,008
	30,385	**(1,887,193)**	**23,193**	**(305,907)**	**110,301**
Fund Subsidy					
General Fund Subsidy	**1,140,531**	**965,845**	**1,281,400**	**1,768,306**	**1,782,076**
Total Expenditures	**9,236,908**	**8,178,238**	**10,149,091**	**10,291,552**	**10,460,458**
EXPENDITURES					
Expenditures and Transfer Out to Other Funds By Program					
HR - General Fund	1,166,885	995,471	1,281,400	1,768,306	1,782,076
Worker's Compensation	5,702,053	4,630,454	6,371,765	5,925,838	6,080,974
Employee Benefits	2,367,969	2,552,313	2,495,925	2,597,408	2,597,408
Total Expenditures	**9,236,908**	**8,178,238**	**10,149,091**	**10,291,552**	**10,460,458**
Net Change	**-**	**-**	**-**	**-**	**-**

Department Summary **Human Resources Department**

Department: 100-1600 General Fund

Human Resources

Description: Human Resources.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Medicare Part D Subsidy	26,354	29,639	-	-	-
Interim Supplement Impv Tax	-	(28)	-	-	-
HR Outside Training	-	15	-	-	-
Total Revenues	**26,354**	**29,626**	**-**	**-**	**-**
EXPENDITURES					
Expenditures					
Salary					
Regular	632,814	463,277	584,428	671,409	749,364
Overtime	768	1,382	1,984	-	-
Benefits					
Fringe Benefits (Med., Dent., etc.)	125,832	84,461	88,802	138,039	133,191
Retiree Medical	15,267	10,818	12,621	12,600	14,400
PERS	113,468	82,588	96,323	130,522	157,622
Unemployment Insurance	-	-	-	-	150,000
Charges (to)/from other programs	(106,775)	(118,817)	(52,725)	(58,951)	(53,472)
Net Staffing Expense	**781,374**	**523,709**	**731,433**	**893,619**	**1,151,105**
Maintenance & Utilities	1,738	2,059	1,246	500	2,550
Supplies & Services	293,249	378,322	445,642	769,838	477,788
Internal Service Fees	90,524	91,381	103,079	104,349	150,633
Capital Outlay		-	-	-	-
Net Operating Expense	**385,511**	**471,762**	**549,967**	**874,687**	**630,971**
Fund Transfers Out to					
Worker's Compensation Fund					
l Transfers Out	**-**	**-**	**-**	**-**	**-**
Total Expenditures	**1,166,885**	**995,471**	**1,281,400**	**1,768,306**	**1,782,076**
General Fund Subsidy	**1,140,531**	**965,845**	**1,281,400**	**1,768,306**	**1,782,076**

FY 2015 Significant Budget Changes:

1. Addition of 1.0 FTE Human Resources Technician (FY14 Mid-Year).
2. Addition of 1.0 FTE Senior HR Analyst (FY14 Mid-Year).
3. Deletion of 1.0 FTE Human Resources Manager (FY14 Mid-Year).
4. Unemployment Benefit moved to Benefits from Supplies & Services.

Fund Summary **Human Resources Department**

Fund: 710 Internal Service Fund

Worker's Compensation

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

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Beginning Working Capital Balance	**(3,618,872)**	**(3,376,867)**	**(1,964,523)**	**(1,640,579)**	**(2,124,128)**
REVENUES					
Revenue					
Worker's Compensation Premium	5,460,049	5,716,504	5,897,258	5,847,627	6,000,681
Interest	10,257	9,109	4,902	40,000	-
Other Revenue	29,674	7,185	-	-	-
Total Revenue	**5,499,980**	**5,732,798**	**5,902,160**	**5,887,627**	**6,000,681**
Fund Transfers In from					
General Fund	-	310,000	310,000	310,000	-
Total Transfers In	**-**	**310,000**	**310,000**	**310,000**	**-**
Total Revenues	**5,499,980**	**6,042,798**	**6,212,160**	**6,197,627**	**6,000,681**
EXPENDITURES					
Fund Expenditures					
Salary					
Regular	146,950	152,047	155,295	156,354	259,293
Overtime	1,278	973	3,804	-	-
Benefits					
Fringe Benefits (Med., Dent., etc.)	42,956	44,870	39,801	40,529	61,203
Retiree Medical	4,362	3,606	3,606	3,600	5,400
PERS	29,095	26,831	28,633	30,736	56,743
Charges (to)/from other programs	-	118,362	42,814	58,951	53,472
Net Staffing Expense	**224,640**	**346,689**	**273,953**	**290,170**	**436,111**
Worker's Compensation Expense	4,842,917	3,508,712	5,145,551	4,900,530	4,900,530
Maintenance & Utilities	-	-	-	-	-
Supplies & Services	454,202	588,232	762,786	547,214	547,214
Internal Service Fees	26,318	28,106	30,760	29,076	31,628
Capital Outlay		-	-	-	-
Net Operating Expense	**5,323,437**	**4,125,050**	**5,939,097**	**5,476,820**	**5,479,372**
Fund Transfers Out to					
General Fund - Cost Allocation	147,998	152,438	152,438	152,438	157,011
Liability Insurance Premium	5,978	6,277	6,277	6,410	8,480
Total Transfers Out	**153,976**	**158,715**	**158,715**	**158,848**	**165,491**
Total Expenditures	**5,702,053**	**4,630,454**	**6,371,765**	**5,925,838**	**6,080,974**
Net Change	**(202,073)**	**1,412,344**	**(159,605)**	**271,789**	**(80,293)**
Ending Working Capital Balance	**(3,376,867)**	**(1,964,523)**	**(2,124,128)**	**(1,368,790)**	**(2,204,421)**

FY 2015 Significant Budget Changes:

1. Addition of 1.0 FTE Senior HR Analyst (FY14 Mid-Year).

Fund Summary **Human Resources Department**

Fund: 740 Internal Service Fund

Employee Benefits

Description: Funds employee retiree medical expense.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Beginning Working Capital Balance	**(36,067)**	**210,402**	**685,251**	**719,369**	**821,663**
REVENUES					
Revenue					
General Fund Subsidy	-	-	-	-	-
Interest	1,730	2,461	811	-	-
Fire - Payroll Contribution	76,511	157,258	-	-	-
Police - City Paid 1%	-	-	-	-	-
Retiree Medical Premium	2,461,416	2,867,443	2,631,526	2,631,526	2,567,400
	2,539,657	**3,027,162**	**2,632,337**	**2,631,526**	**2,567,400**
Fund Transfers In					
Transfer from General Fund	-	-	-	-	-
	-	**-**	**-**	**-**	**-**
Total Revenues	**2,539,657**	**3,027,162**	**2,632,337**	**2,631,526**	**2,567,400**
EXPENDITURES					
Expenditures					
Empl bene - 1909 1% Retiree Mdcl	76,511	157,258	-	-	-
Retiree Insurance Benefit	659,093	706,101	739,975	-	-
Admin Fee	54,016	54,729	46,833	82,688	-
Police	651,452	694,851	746,176	973,440	519,482
Fire	480,216	484,919	494,580	757,120	1,558,444
Misc	446,682	454,455	468,360	784,160	519,482
Retiree Medical Expense	**2,367,969**	**2,552,313**	**2,495,925**	**2,597,408**	**2,597,408**
Total Expenditures	**2,367,969**	**2,552,313**	**2,495,925**	**2,597,408**	**2,597,408**
Net Change	**171,688**	**474,849**	**136,412**	**34,118**	**(30,008)**
Ending Working Capital Balance	**210,402**	**685,251**	**821,663**	**753,487**	**791,655**

FY 2015 Significant Budget Changes:

1. None.

Information Technology Department

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, service recipients, 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 maintains and supports the citywide Enterprise Resource Planning (ERP) system, as well as the City's Public Safety Computer Aided Dispatch/Records Management System (CAD/RMS) and related mobile computing environment. This includes managing and maintaining the citywide network and server infrastructure, supporting the citywide VOIP telephone system, maintaining the Downtown wireless hotspot, 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 2014 Department Performance/Accomplishments

1. Supported successful go-live of Core Finance modules of new citywide ERP system.

2. Provided project management for the continuing ERP system implementation.

3. Replaced approximately 100 desktop computers with new systems at the Police Department.

4. Completed configuration and distribution of 140 netbook computers to Police Department staff.

5. Completed citywide upgrade to Windows 7 and Office 2010.

6. Integrated new traffic management system into citywide network.

7. Upgraded/moved technology to new Airport Administration Building and temporary Fire Station.

8. Upgraded free WiFi at Main Library.

FY 2015 Core Service Objectives/Goals

1. Complete implementation of citywide ERP system, including online access for city customers.

2. In cooperation with the Communications Officer, launch redesigned City website.

3. In coordination with Economic Development, implement a contract to begin providing broadband services to key industrial areas of the City.

4. Begin implementation of citywide network infrastructure refresh.

5. Work with stakeholders to evaluate and select a replacement agenda management system for implementation in FY 2016.

6. Replace 100 desktop computers with new systems at City Hall and other city offices.

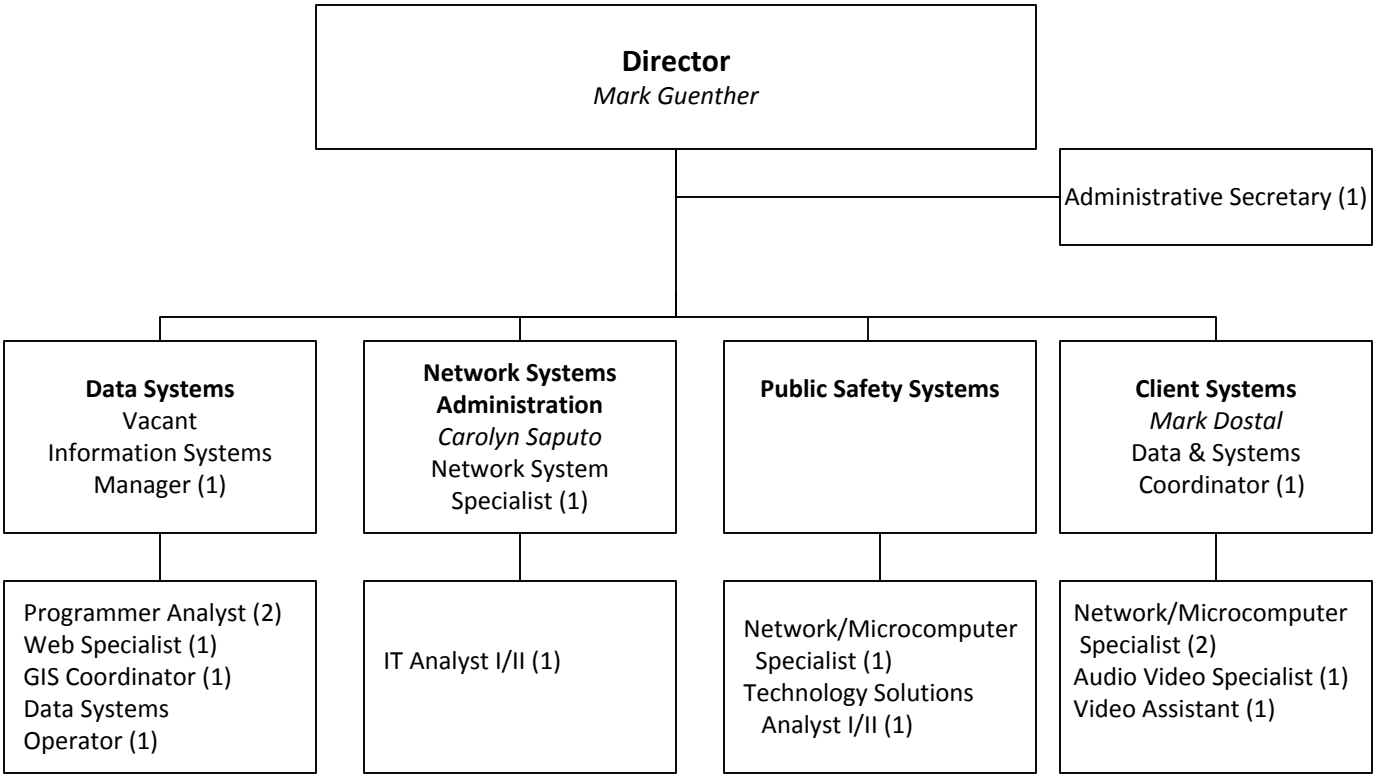
7. Continue to support the organization with the highest service level possible.

Significant Changes Planned for FY 2015

There are no significant staffing or organizational changes included in the FY 2015 adopted budget. However, an on-going staffing study will be completed by mid-July 2015. Based on the outcome of this study, staff will bring any recommended staffing changes to Council consistent with results of the study, including the possible addition of 1 FTE Network/Microcomputer Specialist.

FY 2015 STAFFING
17.00 FTE

Information Technology



Information Technology Staffing Summary					
	Adjusted 2011	**Adopted 2012**	**Adopted 2013**	**Adopted 2014**	**Adopted 2015**
Information Technology Fund					
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	2	1	1	1	1
Technology Solutions Analyst I/II	0	0	0	1	1
Geographic Info Systems Coordinator	1	1	1	1	1
Programmer Analyst	2	2	2	2	2
IT Analyst I/II	0	0	1	1	1
Web Specialist	1	1	1	1	1
Network/Microcomputer Specialist	4	4	3	3	3
Administrative Secretary	1	1	1	1	1
Audio Video Specialist	1	1	1	1	1
Secretary (Conf)	0	0	0	0	0
Data Systems Operator	1	1	1	1	1
Technical Assistant	0.5	0.5	0	0	0
Video Assistant	0	0	0.5	1	1
	16.5	**15.5**	**15.5**	**17**	**17**

Staffing Changes to Proposed FY 2015:

1. None.

CITY OF HAYWARD
HEART OF THE BAY

Fund Summary **Information Technology Department**

Fund: 730 Internal Service Fund

Information Technology

Description: Citywide Information Technology Services.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Information Technology Internal Service Fee	4,072,640	3,937,886	4,038,968	4,061,453	4,997,119
Fund Interest	(6,339)	9,140	5	6,000	6,000
PEG Revenue	226,697	256,791	261,863	220,000	220,000
Other Revenue	33,039	34,925	29,291	32,000	32,000
Total Revenue	**4,326,037**	**4,238,742**	**4,330,127**	**4,319,453**	**5,255,119**
Fund Transfers In from					
General Fund	467,485	379,692	-	130,000	-
Total Transfers In	**467,485**	**379,692**	**-**	**130,000**	**-**
Total Revenues	**4,793,522**	**4,618,434**	**4,330,127**	**4,449,453**	**5,255,119**
EXPENDITURES					
Expenditures					
Salary					
Regular	1,559,787	1,561,129	1,444,457	1,626,263	1,642,858
Overtime	52,093	66,395	94,797	41,000	90,000
Benefits					
Fringe Benefits (Med., Dent., etc.)	268,759	297,409	291,877	387,799	400,171
Retiree Medical	34,896	28,848	28,848	30,600	30,600
PERS	295,481	366,136	275,601	305,370	344,950
Charges (to)/from other programs	(1,265)	1,272	(12,309)	-	-
Net Salary & Benefits	2,209,751	2,321,189	2,123,271	2,391,032	2,508,579
Maintenance & Utilities	720,382	708,340	696,595	628,720	1,343,720
Supplies & Services	550,395	539,850	626,177	628,401	656,887
Internal Service Fees	119,317	140,511	142,412	129,674	138,213
Debt Svc Computer Equip	111,480	115,976	115,976	103,486	-
Debt Svc VOIP	262,055	-	-	-	-
Debt Svc CAD/RMS	467,485	379,692	405,226	397,669	390,113
Capital	5,498	(463,535)	(11,009)	-	-
Net Operating Expense	2,236,612	1,420,834	1,975,377	1,887,950	2,528,933
Fund Transfers Out to					
General Fund - Cost Allocation	127,877	131,713	131,713	131,713	135,664
Cap Proj Transf To Tech Replacement	-	759,591	-	-	-
Fleet Replacement Capital Fund	-	-	-	-	32,000
Information Technology Capital Fund	-	20,265	-	-	-
Liability Insurance Premium	53,492	56,167	56,178	61,816	54,037
	181,369	**967,736**	**187,891**	**193,529**	**221,701**
Total Expenditures	**4,627,732**	**4,709,759**	**4,286,539**	**4,472,511**	**5,259,213**
Net Change	**165,790**	**(91,325)**	**43,588**	**(23,058)**	**(4,094)**

FY 2015 Significant Budget Changes:

1. Increase software maintenance $415,000.
2. Increase network infrastructure maintenance $100,000.
3. Website redesign $125,000.
4. Increase software license $100,000.

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Library and Community Services Department

DEPARTMENT OVERVIEW

The mission of the Library and Community Services Department is to deliver equal opportunity in education to every Hayward resident, and to preserve and enhance the quality of life for the Hayward community. In every service we provide, our goal is to transform lives and contribute to the health and success of our community.

The Library and Community Services Department is responsible for:

- ✓ **Public Library Services** including books, technology access, and reading programs;
- ✓ **Education Services** including adult literacy training, homework tutoring for K-12 students, and early childhood education and parenting programs;
- ✓ **Community Grant Programs** including Community Development Block Grant (CDBG), Social Services Program grants, and Arts/Music funding;
- ✓ **Housing Rehabilitation Programs** to enable seniors and people who have disabilities to live independently in their homes; and
- ✓ **Paratransit Services** to provide transportation alternatives to seniors and others who have mobility issues that prevent them from taking regular public transit.

DIVISION/PROGRAM SUMMARY

Administration

The Library and Community Services Administration Division is responsible for:

1) Delivering excellent customer service;
2) Establishing department goals and performance measures;
3) Managing, implementing, and evaluating department programs and activities;
4) Developing and monitoring the department budget;
5) Providing leadership and development of department staff and programs, including volunteers;
6) Coordinating department activities with other City departments and external agency partners;
7) Securing grants and other external resources to support City programs and services;
8) Providing staff support to the Library Commission and the Community Services Commission and;
9) Serving as the primary City - Community liaison for the department.

Performance Measures

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

Library Operations

The Library Operations Division is responsible for:

1) Delivering excellent customer service;
2) Managing two brick-and-mortar public library facilities and eight satellite service delivery locations;
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 patron records database); and
6) Managing the billing and collection of library fines and fees.

Performance Measures

- Fulfill 90% of library patrons' materials requests within four business days
- Increase customer use of self-service systems by 10%
- Increase circulation of library materials 5%, reflecting increased customer satisfaction with the quality and selection of library collections
- Receive quality feedback from customers and the community that reflects above average customer satisfaction with division services 90% of the time

Education Services

The Education 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) Providing early childhood education and parenting programs to improve reading skills kindergarten readiness among Hayward children ages 0-5.

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
- Receive quality feedback from customers and the community that reflects above average customer satisfaction with division services 90% of the time

Community Services

The Community Services Division is responsible for:

1) Delivering excellent customer service;
2) Administering the Community Development Block Grant (CDBG), Social Services Grant, and Art/Music Funding programs;
3) Providing technical assistance with resource development, grants administration, and capacity-building to community service organizations (e.g. nonprofits) that serve Hayward residents;
4) Helping low-income Hayward residents, especially seniors and people with disabilities, to live independently in their homes longer through housing rehabilitation projects; and
5) Delivering 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.

Performance Measures

- Meet federal CDBG reporting deadlines 100% of the time
- Maintain 100% compliance with program regulations, procurement regulations, labor standards regulations, and environmental review
- Complete 24 housing rehabilitation projects to improve accessibility and make health/safety repairs for income-eligible homeowners, including seniors and people who have disabilities
- Maintain 100% compliance with Alameda County Transportation Commission (ACTC) contract guidelines for Paratransit service performance and financial reporting
- Receive feedback from customers that reflect above average customer satisfaction with division services 90% of the time.

FY 2014 DEPARTMENT PERFORMANCE/ACCOMPLISHMENTS

1. Operated five volunteer programs with 325 volunteers. Volunteers contributed over 25,000 hours of service in support of department activities including homework centers, adult literacy services, senior outreach services, summer reading programs, and fundraising. Total volunteer hours served in FY 2014 exceeded FY 2013 volunteer hours served by 20%.

2. Worked in partnership with Hayward Unified School District to create City-operated homework support centers in ten local schools with quality homework tutoring, technology access, and library book vending machines.

3. 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.

4. Administered $1.3 million in Community Development Block Grant funding (CDBG) to various nonprofit and governmental organizations in support of fifteen projects (construction and program services) that serve low income Hayward residents in identified CDBG priority areas. Funded projects in FY 2014 included the Housing Rehabilitation Program, the Mural Art Program, community facility improvements, food distribution programs, and critical funding for homeless shelter programs, fair housing counseling services, legal assistance, and workforce development projects.

5. Administered $332,000 in General Fund monies allocated to provide Social Services Program grant funding to private, nonprofit, and public social services agencies for twenty-five projects that serve disadvantaged low-income Hayward residents. Funded agencies included Community Resources for Independent Living (CRIL), Alameda County Community Food Bank, Legal Assistance for Seniors, and the SAVE – COPS Program.

6. Made twenty housing rehabilitation grants for income-eligible homeowners, including seniors and people with disabilities.

7. Completed the preliminary design of the 21st Century Library & Community Learning Center and Hayward's Historic Library Park Restoration projects, in partnership with the Public Works Department and the project architect.

8. Coordinated the volunteer community outreach effort to collect Hayward residents' input for the development of the Measure C half cent sales tax.

FY 2015 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 build a new Library and Community Learning Center facility and restore Hayward's historic Library Park should Measure C be passed by the voters.

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 a total of ten Hayward schools in partnership with HUSD and the community.

5. Complete twenty-four housing rehabilitation projects for low-income residents aged sixty-five or older and/or persons with disabilities.

6. Develop and present to Council for their consideration, updated policies and program goals for the CDBG program.

7. Develop and recommend to Council a comprehensive strategy to address the issue of hunger and homelessness in the Hayward community in partnership with local community organizations and key stakeholder agencies, e.g. Hayward Police, Hayward Fire, Alameda County Social Services and EveryOne Home.

8. Augment and improve library / education services to Spanish-speaking Hayward residents, especially to children and job-seekers.

9. Develop systems and programs to expand library services to underserved neighborhoods, e.g. by partnering with HUSD to create jointly operated school-public library locations on one or more public school sites.

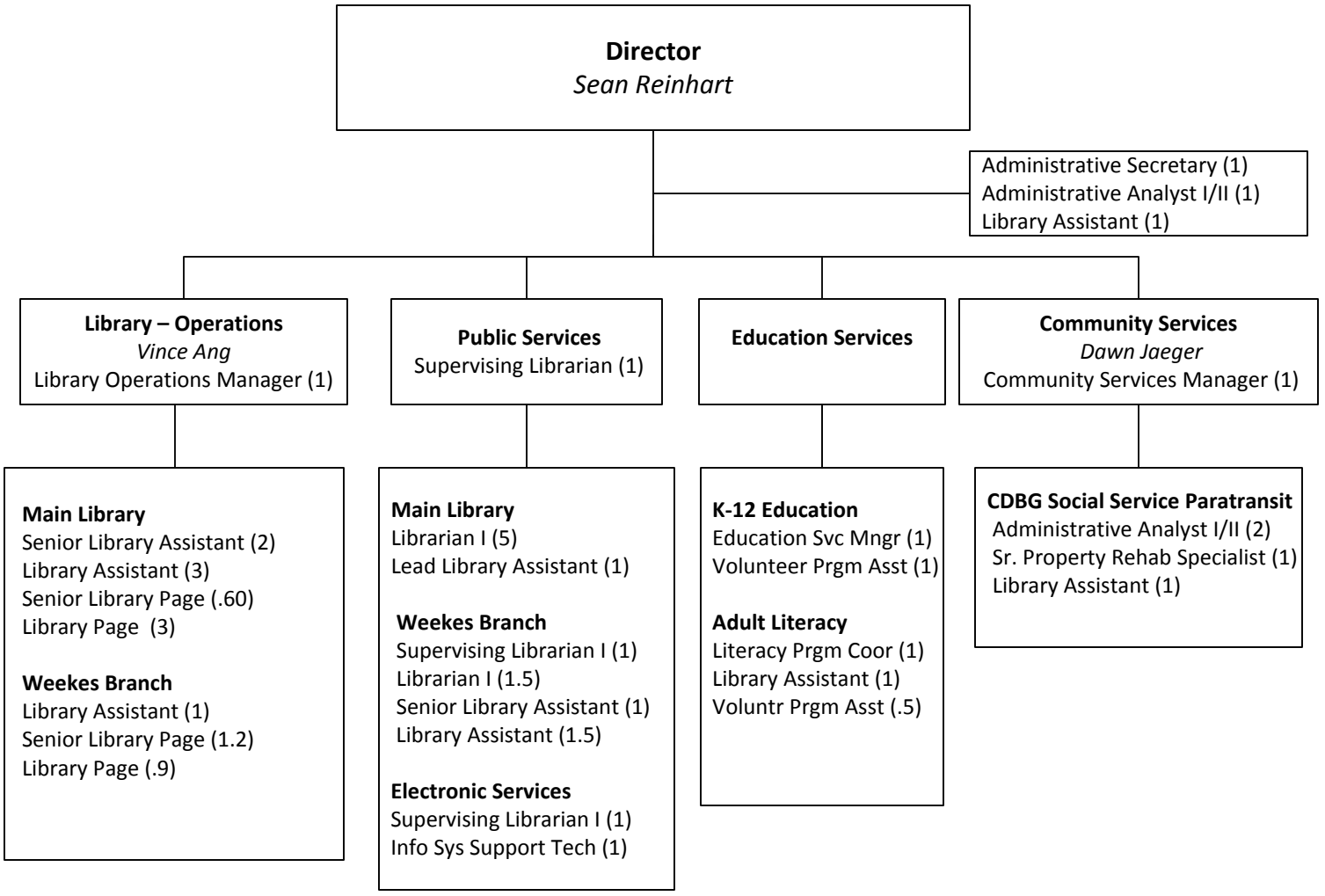
Significant Changes Planned for FY 2015

PROPOSED

1) Add 1.0 FTE Education Services Manager (new position)
2) Delete 1.0 FTE Education Services Coordinator
3) Add 1.5 FTE Volunteer Program Assistant
4) Delete 0.25 FTE Administrative Clerk
5) Delete 0.6 FTE Senior Library Page
6) Add 1.0 FTE Library Assistant (Measure B – Paratransit)

FY 2015 STAFFING
40.20 FTE

Library & Community Services



CITY OF HAYWARD
HEART OF THE BAY

Library & Community Services Staffing Summary

	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014	Adopted 2015
General Fund					
Library & Neighborhood Services Director	0	0	0	0	0
Library & Community Services Director	1	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	3	3	3	3
Administrative Secretary	1	1	1	1	1
Information Systems Support Technician	1	1	1	1	1
Librarian I [1]	8	6.5	6.5	6.5	6.5
Education Services Manager[2]	0	0	0	0	1
Educational Services Coordinator[3]	0	0	1	1	0
Literacy Program Coordinator	1	1	1	1	1
Volunteer Program Assistant [4]	0	0	0	0	1.5
Lead Library Assistant	3	2	1	1	1
Senior Library Assistant	3	3	3	3	3
Library Assistant	8	7.5	7.5	7.5	7.5
Administrative Clerk I/II[5]	0.25	0.25	0.25	0.25	0
Senior Library Page[6]	3	2.4	2.4	2.4	1.8
Library Page	4.2	4.2	3.9	3.9	3.9
	38.45	**33.85**	**33.55**	**33.55**	**34.2**
Housing Revolving Loan Program					
Senior Property Rehabilitation Specialist	1	1	0	0	0
Administrative Analyst I/II	0	0	1	0	0
Secretary	1	1	1	0	0
	0	**0**	**2**	**0**	**0**
Community & Economic Development Block Grant Fund					
Community Services Manager	0	0	0	1	1
Social Services Planning Manager	1	1	1	0	0
Property Rehabilitation Specialist	0	0	0	0	0
Community Programs Specialist	1	1	0	0	0
Administrative Analyst I/II	0	0.25	1	3	3
	2	**2.25**	**2**	**4**	**4**

Library & Community Services Staffing Summary					
	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014	Adopted 2015
Paratransit Fund					
Senior Property Rehabilitation Specialist	0	0	1	1	1
Paratransit Coordinator	1	1	0	0	0
Library Assistant[7]	0	0	0	0	1
	1	**1**	**1**	**1**	**2**

Staffing Changes to Proposed FY 2015:

1. Deletion of 1.0 FTE Librarian I; Increase 2 - 0.5 FTE Librarian I to 1.0 FTE Librarian I (FY14 Mid-Year).
2. Addition of 1.0 FTE Educational Services Manager
3. Deletion of 1.0 FTE Educational Services Coordinator
4. Addition of 1.5 FTE Volunteer Program Assistant
5. Deletion of 0.25 FTE Administrative Clerk I/II
6. Deletion of 0.60 FTE Senior Library Page
7. Addition of 1.0 FTE Library Assistant

All Funds Summary - By Category

Funding: General and Special Revenue funds.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue and Transfers In From Other Funds					
General Fund Revenue	401,085	152,931	95,718	83,231	83,231
Community & Econ Block Grant	1,787,308	2,815,112	1,428,731	1,728,728	1,729,463
Paratransit Program	811,007	685,441	735,665	728,000	786,474
Hayward Promise Neighborhood Grant	-	-	-	156,704	186,802
Community & Economic Block - Stimulus Grants	70,964	-	-	-	-
Homeless Prev Rapid Housing - Stimulus Grants	-	-	-	-	-
	3,070,364	**3,653,484**	**2,260,114**	**2,696,663**	**2,785,970**
(Contribution)/Use of Fund Balance					
Community & Econ Block Grant	1,845,841	(1,468,736)	(84,353)	239,478	886,660
Paratransit Program	(317,296)	(189,252)	(181,676)	274,835	803,810
Community & Economic Block - Stimulus Grants	57,401	-	-	-	-
Homeless Prev Rapid Housing - Stimulus Grants	293,666	-	-	-	-
	1,879,612	**(1,657,988)**	**(266,029)**	**514,313**	**1,690,470**
Fund Subsidy					
General Fund Subsidy	**4,588,853**	**4,609,697**	**4,594,397**	**4,727,230**	**5,005,518**
Total Revenues	**9,538,830**	**6,605,193**	**6,588,482**	**7,938,206**	**9,481,958**
EXPENDITURES					
Expenditures					
Salary					
Regular	2,705,269	2,612,028	2,557,930	2,607,271	2,722,873
Overtime	-	-	5,508	-	-
Benefits					
Fringe Benefits (Med., Dent. etc.)	540,011	592,031	554,602	608,242	698,772
Retiree Medical	139,584	106,377	100,968	100,800	100,800
PERS	507,578	619,031	454,769	487,539	576,780
Charges (to)/from other programs	46,357	25,197	(72,768)	(86,484)	(30,194)
Net Staffing Expense	**3,938,799**	**3,954,664**	**3,601,008**	**3,717,368**	**4,069,031**
Maintenance & Utilities	117,305	184,940	183,712	177,627	110,485
Supplies & Services	3,609,138	1,210,114	1,737,015	3,018,420	4,042,950
Stimulus Grant	422,031	-	-	-	-
Grants	441,400	302,038	388,255	339,100	411,950
Internal Service Fees	717,342	716,754	607,627	614,224	714,721
Project Costs	-	-	-	-	10,000
Capital	28,784	-	-	-	54,064
Net Operating Expense	**5,336,000**	**2,413,846**	**2,916,609**	**4,149,371**	**5,344,170**
Transfers to Other Funds	**264,031**	**236,683**	**70,865**	**64,654**	**68,757**
Total Expenditures	**9,538,830**	**6,605,193**	**6,588,482**	**7,931,393**	**9,481,958**
Net Change	**-**	**-**	**-**	**6,813**	**-**

All Funds Summary - By Program

Funding: General and Special Revenue funds.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue and Transfers in from Other Funds					
General Fund Revenue	401,085	152,931	95,718	83,231	83,231
Community & Econ Block Grant	1,787,308	2,815,112	1,428,731	1,728,728	1,729,463
Paratransit Program	811,007	685,441	735,665	728,000	786,474
Community & Economic Block - Stimulus Grants	70,964	-	-	-	-
Hayward Promise Neighborhood Grant	-	-	-	156,704	186,802
Homeless Prev Rapid Housing - Stimulus Grants	-	-	-	-	-
	3,070,364	**3,653,484**	**2,260,114**	**2,696,663**	**2,785,970**
(Contribution)/Use of Fund Balance					
Community & Econ Block Grant	1,817,331	(1,418,736)	(84,353)	239,478	989,501
Paratransit Program	(317,296)	(189,252)	(181,676)	274,835	803,810
Community & Economic Block - Stimulus Grants	57,401	-	-	-	-
Homeless Prev Rapid Housing - Stimulus Grants	293,666	-	-	-	-
	1,851,102	**(1,607,988)**	**(266,029)**	**514,313**	**1,793,311**
Fund Subsidy					
General Fund Subsidy	**4,588,853**	**4,609,697**	**4,594,397**	**4,727,230**	**5,005,518**
Total Revenues	**9,510,320**	**6,655,193**	**6,588,482**	**7,938,206**	**9,584,799**
EXPENDITURES					
Expenditures and Transfers Out to Other Funds					
Administration	431,569	410,664	393,023	494,262	623,706
Library Services	4,065,137	3,964,550	3,770,395	3,780,176	3,911,562
Community Services	493,232	387,414	526,697	536,023	553,481
Community & Econ Block Grant	3,633,149	1,346,376	1,344,378	1,968,206	2,616,123
Paratransit Program	493,712	496,189	553,989	1,002,835	1,590,284
Community & Economic Block - Stimulus Grants	128,365	-	-	-	-
Hayward Promise Neighborhood Grant	-	-	-	156,704	186,802
Homeless Prev Rapid Housing - Stimulus Grants	293,666	-	-	-	-
Total Expenditures	**9,538,830**	**6,605,193**	**6,588,482**	**7,938,206**	**9,481,958**
Net Change	**(28,510)**	**50,000**	**-**	**-**	**102,841**

Library - General Fund Summary

Description: Administration, Library, and Community Services.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Library Fines	112,486	110,461	94,373	83,231	83,231
Grants	288,599	45,849	1,309	-	-
Other Revenue	-	(3,379)	36	-	-
Total Revenues	**401,085**	**152,931**	**95,718**	**83,231**	**83,231**
EXPENDITURES					
Expenditures					
Salary					
Regular	2,152,379	2,087,844	2,188,031	2,122,938	2,160,223
Overtime	-	-	5,508	-	-
Benefits					
Fringe Benefits (Med., Dent. etc.)	421,904	471,679	472,208	493,270	553,067
Retiree Medical	126,498	95,559	91,953	91,800	90,000
PERS	395,524	486,343	386,479	392,739	453,071
Charges (to)/from other programs	34,158	(53,504)	(8,473)	130,530	166,071
Net Staffing Expense	3,130,462	3,087,921	3,135,706	3,231,277	3,422,432
Maintenance & Utilities	117,198	184,940	183,664	177,627	107,985
Supplies & Services	597,743	512,201	410,696	483,030	481,428
Grants	441,400	302,038	388,255	339,100	411,950
Internal Service Fees	674,351	675,528	571,794	579,427	664,954
Capital	28,784	-	-	-	-
Net Operating Expense	1,859,476	1,674,707	1,554,409	1,579,184	1,666,317
Total Expenditures	**4,989,938**	**4,762,628**	**4,690,115**	**4,810,461**	**5,088,749**
General Fund Subsidy	**4,588,853**	**4,609,697**	**4,594,397**	**4,727,230**	**5,005,518**

Program Summary **Library & Community Services Department**

Program: 100-3331 General Fund

Administration

Description: Department administration.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Grants	-	3,944	1,309	-	-
Total Revenues	**-**	**3,944**	**1,309**	**-**	**-**
EXPENDITURES					
Expenditures					
Salary					
Regular	262,445	244,238	244,078	290,587	294,086
Overtime	-	-	-	-	-
Benefits					
Fringe Benefits (Med., Dent. etc.)	65,408	63,182	59,100	59,828	74,956
Retiree Medical	6,543	5,409	5,409	5,400	5,400
PERS	53,365	53,160	45,818	57,124	64,884
Charges (to)/from other programs	-	363	(2,515)	41,933	36,628
Net Staffing Expense	387,761	366,352	351,890	454,872	475,954
Maintenance & Utilities	92	1,200	1,246	-	3,250
Supplies & Services	2,244	86	1,076	-	97,372
Internal Service Fees	41,472	43,026	38,811	39,390	47,130
Capital	-	-	-	-	-
Net Operating Expense	43,808	44,312	41,133	39,390	147,752
Total Expenditures	**431,569**	**410,664**	**393,023**	**494,262**	**623,706**
General Fund Subsidy	**431,569**	**406,720**	**391,714**	**494,262**	**623,706**

FY 2015 Significant Changes:

1. None.

Division Summary **Library & Community Services Department**

Division: 100-3310 General Fund

Library Services

Description: Library services.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Library Fines	112,486	110,461	94,373	83,231	83,231
Grants	288,599	41,905	-	-	-
Other Revenue	-	(3,379)	36	-	-
Total Revenues	**401,085**	**148,987**	**94,409**	**83,231**	**83,231**
EXPENDITURES					
Expenditures					
Salary					
Regular	1,889,934	1,843,606	1,943,953	1,832,351	1,866,137
Overtime	-	-	5,508	-	-
Benefits					
Fringe Benefits (Med., Dent. etc.)	356,496	408,497	413,108	433,442	478,111
Retiree Medical	119,955	90,150	86,544	86,400	84,600
PERS	342,158	433,183	340,661	335,615	388,187
Charges (to)/from other programs	(14,498)	(57,233)	(71,180)	(48,451)	(12,088)
Net Staffing Expense	2,694,046	2,718,203	2,718,594	2,639,357	2,804,947
Maintenance & Utilities	117,106	183,740	182,418	177,577	104,735
Supplies & Services	219,412	84,680	64,448	144,307	108,642
Books & Materials	372,910	345,425	271,952	278,898	275,414
Internal Service Fees	632,879	632,502	532,983	540,037	617,824
Capital	28,784	-	-	-	-
Net Operating Expense	1,371,091	1,246,347	1,051,801	1,140,819	1,106,615
Total Expenditures	**4,065,137**	**3,964,550**	**3,770,395**	**3,780,176**	**3,911,562**
General Fund Subsidy	**3,664,052**	**3,815,563**	**3,675,986**	**3,696,945**	**3,828,331**

FY 2015 Significant Changes:

1. Deletion of 1.0 FTE Librarian I (FY14 Mid-Year).
2. Increase two 0.5 FTE Librarian I to two 1.0 FTE Librarian I (FY14 Mid-Year).

Division Summary **Library & Community Services Department**

Division: 100-3320 General Fund

Community Services

Description: Social Services Program.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
None	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**
EXPENDITURES					
Expenditures					
Salary					
Regular	-	-	-	-	-
Overtime	-	-	-	-	-
Benefits					
Fringe Benefits (Med., Dent. etc.)	-	-	-	-	-
Retiree Medical	-	-	-	-	-
PERS	-	-	-	-	-
Charges (to)/from other programs	48,656	3,366	65,222	137,048	141,531
Net Staffing Expense	48,656	3,366	65,222	137,048	141,531
Maintenance & Utilities	-	-	-	50	-
Supplies & Services	3,177	82,010	73,220	59,825	-
Grants	441,400	302,038	388,255	339,100	411,950
Net Operating Expense	444,577	384,048	461,475	398,975	411,950
Total Expenditures	**493,232**	**387,414**	**526,697**	**536,023**	**553,481**
General Fund Subsidy	**493,232**	**387,414**	**526,697**	**536,023**	**553,481**

FY 2015 Significant Changes:

1. None.

Fund Summary **Library & Community Services Department**

Funds: 223, 225, 227, 229, 230, 231 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 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Beginning Working Capital Balance	**1,825,532**	**893,797**	**2,362,533**	**2,597,033**	**2,446,886**
REVENUES					
Revenue					
Grants	1,201,712	2,316,606	1,049,977	1,356,206	1,420,271
Delayed Loan Payments	233,333	141,819	147,976	182,500	175,000
Principal Payments	144,888	169,095	161,141	138,600	115,280
Interest Earned	10,212	23,164	(2,177)	50,330	9,216
Other Revenue	12,776	10,136	71,814	1,092	9,696
	1,602,921	**2,660,820**	**1,428,731**	**1,728,728**	**1,729,463**
Transfers In From Other Funds					
From Revlvg Loan to Com Econ Dev Blk Grant	62,707	119,007	-	-	-
From HRLP Loan to HRLP Admin	-	-	-	-	-
From Sm Bus Loan to Sm Bus Loan Delivery	121,680	35,285	-	-	-
	184,387	**154,292**	**-**	**-**	**-**
Total Revenues	**1,787,308**	**2,815,112**	**1,428,731**	**1,728,728**	**1,729,463**
EXPENDITURES					
Expenditures					
Salary					
Regular	467,222	437,047	274,137	380,360	313,778
Overtime	-	-	-	-	-
Benefits					
Fringe Benefits (Med., Dent. etc.)	99,614	99,209	64,023	100,519	62,343
Retiree Medical	10,905	9,015	7,212	7,200	5,400
PERS	94,818	109,811	50,469	74,771	68,800
Charges (to)/from other programs	14,096	27,309	(27,662)	(235,594)	(78,884)
Net Staffing Expense	**686,655**	**682,391**	**368,179**	**334,069**	**371,437**
Maintenance & Utilities	107	-	-	-	-
Supplies & Services	38,537	175,879	30,607	61,820	205,851
Internal Service Fees	35,550	34,024	23,098	20,134	42,854
Grants	2,622,066	231,669	865,899	1,501,866	1,944,343
Project Costs	-	-	-	-	-
Net Operating Expense	**2,696,260**	**441,572**	**919,604**	**1,583,820**	**2,193,048**
Fund Transfers Out to					
From Revlvg Loan to Com Econ Dev Blk Grant	62,707	-	-	-	-
From HRLP Loan to HRLP Admin	-	119,007	-	-	-
From Sm Bus Loan to Sm Bus Loan Delivery	121,680	35,285	-	-	-
Cost Allocation to General Fund	50,901	52,428	44,040	44,040	45,361
Liability Insurance Premium	14,946	15,693	12,555	6,277	6,277
	250,234	**222,413**	**56,595**	**50,317**	**51,638**
Total Expenditures	**3,633,149**	**1,346,376**	**1,344,378**	**1,968,206**	**2,616,123**
Net Difference Gain (Use) of Fund Bal	**(1,845,841)**	**1,468,736**	**84,353**	**(239,478)**	**(886,660)**
Ending Working Capital Balance	**893,797**	**2,362,533**	**2,446,886**	**2,357,555**	**1,560,226**

FY 2015 Significant Changes:

1. Deletion of 1.0 FTE Administrative Analyst I/II (Relocated to Paratransit 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 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Beginning Working Capital Balance		**1,825,532**	**893,797**	**2,312,533**	**2,547,033**	**2,396,886**
REVENUES						
Revenue						
223	Revolving Loan Program - Admin	63,010	68,704	154,946	-	-
225	Comm Econ Dev Blk Grant	1,040,436	1,933,084	1,092,232	1,311,298	1,430,867
227	Small Business Loan Delivery	121,521	184,889	181,553	-	-
229	Revolving Loan Program	224,645	383,684	-	175,000	175,000
231	Small Business Revolving Loan	366,206	194,751	-	242,430	123,596
	Total Revenues	**1,815,818**	**2,765,112**	**1,428,731**	**1,728,728**	**1,729,463**
EXPENDITURES						
Expenditures						
223	Revolving Loan Program - Admin	80,419	122,784	164,297	-	-
225	Comm Econ Dev Blk Grant	3,006,074	694,953	1,180,081	1,293,206	1,556,436
227	Small Business Loan Delivery	190,115	170,290	-	-	-
229	Revolving Loan Program	62,858	123,093	-	175,000	513,260
231	Small Business Revolving Loan	293,683	235,256	-	500,000	649,268
	Total Expenditures	**3,633,149**	**1,346,376**	**1,344,378**	**1,968,206**	**2,718,964**
Net Difference Gain (Use) of Fund Bal		**(1,817,331)**	**1,418,736**	**84,353**	**(239,478)**	**(989,501)**
Ending Working Capital Balance		**893,797**	**2,312,533**	**2,396,886**	**2,307,555**	**1,407,385**

FY 2015 Significant Changes:

1. Deletion of 1.0 FTE Administrative Analyst I/II (Relocated to Paratransit Fund).

Fund Summary **Library & Community Services Department**

Fund: 246 Special Revenue Fund

Measure B - Paratransit Program

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

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Beginning Working Capital Balance	**275,459**	**592,755**	**782,007**	**497,259**	**963,683**
REVENUES					
Revenue					
Interest	-	2,510	1,274	3,000	3,000
Measure B	811,007	682,931	734,391	725,000	723,874
Other Revenue	-	-	-	-	59,600
Total Revenues	**811,007**	**685,441**	**735,665**	**728,000**	**786,474**
EXPENDITURES					
Expenditures					
Salary					
Regular	85,668	87,137	95,762	103,973	248,872
Overtime	-	-	-	-	-
Benefits					
Fringe Benefits (Med., Dent. etc.)	18,493	21,143	18,371	14,453	83,362
Retiree Medical	2,181	1,803	1,803	1,800	5,400
PERS	17,237	22,877	17,821	20,029	54,909
Charges (to)/from other programs	(1,897)	51,392	(36,633)	18,580	(123,815)
Net Staffing Expense	**121,682**	**184,352**	**97,123**	**158,835**	**268,728**
Maintenance & Utilities	-	-	48	-	2,500
Supplies & Services	350,792	290,365	429,813	815,000	1,270,024
Internal Service Fees	7,441	7,202	12,735	14,663	6,913
Capital	-	-	-	-	25,000
Net Operating Expense	**358,233**	**297,567**	**442,596**	**829,663**	**1,304,437**
Fund Transfers Out					
Cost Allocation to GF	10,808	11,132	11,132	11,132	11,466
Liability Insurance Premium	2,989	3,138	3,138	3,205	5,653
Total Transfers Out	**13,797**	**14,270**	**14,270**	**14,337**	**17,119**
Total Expenditures	**493,712**	**496,189**	**553,989**	**1,002,835**	**1,590,284**
Net Difference Gain (Use) of Fund Bal	**317,296**	**189,252**	**181,676**	**(274,835)**	**(803,810)**
Ending Working Capital Balance	**592,755**	**782,007**	**963,683**	**222,424**	**159,873**

FY 2015 Significant Changes:

1. Addition of 1.0 FTE Library Assistant.
2. Addition of 1.0 FTE Administrative Analyst I/II (Relocated from CDBG).

Grant Program Summary **Library & Community Services Department**

Fund: 221-5051, 5053-5055 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 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Interest	4,049	-	-	-	-
Grant	59,515	-	-	-	-
Other Revenue	7,400	-	-	-	-
Total Revenues	**70,964**	**-**	**-**	**-**	**-**
EXPENDITURES					
Expenditures					
Salary	-	-	-	-	-
Regular	-	-	-	-	-
Overtime					
Benefits					
Fringe Benefits (Med., Dent. etc.)	-	-	-	-	-
Retiree Medical	-	-	-	-	-
PERS	-	-	-	-	-
Charges (to)/from other programs	-	-	-	-	-
Net Staffing Expense	-	-	-	-	-
Projects (Grants and Loans)	128,365	-	-	-	-
Net Operating Expense	128,365	-	-	-	-
Total Expenditures	**128,365**	**-**	**-**	**-**	**-**
Net Change	**57,401**	**-**	**-**	**-**	**-**

FY 2015 Significant Changes:

1. None.

Grant Program Summary **Library & Community Services Department**

Fund: 232-5056 Special Revenue Fund

Homeless Prev Rapid Housing - Stimulas Grants

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

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Interest	-	-	-	-	-
Grant	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**
EXPENDITURES					
Expenditures					
Salary					
Regular	-	-	-	-	-
Overtime	-	-	-	-	-
Benefits					
Fringe Benefits (Med., Dent. etc.)	-	-	-	-	-
Retiree Medical	-	-	-	-	-
PERS	-	-	-	-	-
Charges (to)/from other programs	-	-	-	-	-
Net Staffing Expense	-	-	-	-	-
Projects (Grants and Loans)	293,666	-	-	-	-
Net Operating Expense	293,666	-	-	-	-
Total Expenditures	**293,666**	**-**	**-**	**-**	**-**
Net Change	**293,666**	**-**	**-**	**-**	**-**

FY 2015 Significant Changes:

1. None.

Grant Program Summary **Library & Community Services Department**

Fund: 235-5401, 5402, 5403, 5404, 5405, 5406 Special Revenue Fund

Hayward Promise Neighborhood Grant

Description:

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Project Revenue	-	-	-	156,704	143,302
Grant	-	-	-	-	43,500
Total Revenues	**-**	**-**	**-**	**156,704**	**186,802**
EXPENDITURES					
Expenditures					
Salary					
Regular	-	-	-	-	-
Overtime	-	-	-	-	-
Benefits					
Fringe Benefits (Med., Dent. etc.)	-	-	-	-	-
Retiree Medical	-	-	-	-	-
PERS	-	-	-	-	-
Charges (to)/from other programs	-	-	-	-	6,434
Net Staffing Expense	-	-	-	-	6,434
Supplies & Services	-	-	-	156,704	141,304
Capital	-	-	-	-	29,064
Projects (Grants and Loans)	-	-	-	-	10,000
Net Operating Expense	-	-	-	156,704	180,368
Total Expenditures	**-**	**-**	**-**	**156,704**	**186,802**
Net Change	**-**	**-**	**-**	**-**	**-**

FY 2015 Significant Changes:

1. None.

Maintenance Services Department

Department Overview

The Maintenance Services Department provides front line services that are visible to residents and contribute to the public's perception of a safe, clean, and green community, consistent with Council's priorities. 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-way; 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 programs. Administration priorities are: 1) To set the overall direction of the department; 2) Oversee implementation of department programs and completion of projects on time and within budget; 3) Develop and monitor the overall 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 the City Public Works Department for major capital projects. The Streets Maintenance Division includes the Streets Maintenance Program, Traffic Program, Street Sweeping Program, and Stormwater Maintenance Program.

Performance Measures

- Continue providing an above-average response 95% of the time as measured by the CRM system (Access Hayward).
- 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 – Staff 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 abates graffiti on the public right-of-way 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 – Staff 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.

Street Sweeping – Staff 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 the maintenance and cleaning over 3,000 storm drains, and 80 storm drain trash capture devices 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.

Performance Measures

- Continue providing an above-average response 95% of the time as measured by the CRM system (Access Hayward).
- Secure all hazardous landscape conditions within 24 hours.
- Respond and/or inspect all CRM requests within 48 hours.
- Additional water conservation practices, using Bay Friendly practices and installation of no less than on Calsense irrigation unit in City owned landscape areas.

- Plant a minimum of 400 new trees in the City right of way annually

Landscape Maintenance – Staff maintains landscape areas in street medians, along the side of streets, downtown, and around public buildings. City landscaping responsibilities include the main thoroughfares of Jackson Street, Mission Boulevard, and Foothill Boulevard. An example of areas maintained by Landscape Maintenance include City Hall, Main Library grounds, Mission Boulevard greenway, medians on Jackson, Foothill, Mission, Harder, Tennyson, Industrial Parkway, Hesperian Boulevard, A and D Street, Winton Avenue, and City roundabouts.

Tree Maintenance – Staff maintains 30,000 street trees in a healthy and safe condition. Tree trimming is done to minimize safety hazards and provide clearance for vehicles and pedestrians. It is also done to improve the health of trees and control their shape and size. Tree inventory software is updated to track the history of work done on each public tree. The Street Tree Ordinance (Hayward Municipal Code Section 7-2.50 – 7-2.65) explains the responsibilities of the City and the public regarding street trees.

Water Conservation – Staff maintains low-water usage irrigation and backflow devices in City right-of-ways, medians, and City owned areas. Work includes installation, maintenance, and upgrades to systems including water conservation devices. Calsense irrigation controllers are installed at 33 City sites, including 13 in the new Route 238 Corridor Project area.

Landscape and Lighting Districts (LLD) and Maintenance Districts (MD) – Staff manages landscape maintenance contracts for LLDs and MDs. These services are funded by property tax assessments charged to benefited parties, where each benefit zone has a separate budget pertaining to its respective maintained improvements.

Facilities Management Division

The Facilities Management Division is responsible for the overall maintenance of thirty-five City structures. These structures include: City Hall, Libraries, Police Department, Fire Stations, and City Corporation Yard. Staff also maintains four fountains (two at City Hall, one on Jackson/Silva, one at Blanche/Mission), along with three lighting sites at Newman Park, Guiliani Park, and along B Street (Foothill to Main Street).

Facility management includes contract services for security and janitorial services. Facility maintenance includes maintenance and replacement of flooring, 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 fifteen City emergency generators and corresponding underground fuel storage tanks, and periodic inspection of fire sprinkler systems in City buildings. Other tasks include design/construction services of remodeling to City facilities, the City Hall volunteer station, and booking and facilitating the

use of City Council Chambers, Rotunda, and City Hall Plaza. The Eden Youth Center lease is administered by facilities.

Revenue for this program is generated by internal service 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 service rates to the facilities capital improvement fund.

Performance Measures

- Continue providing an above-average response 95% of the time as measured by the CRM system (Access Hayward).
- Complete all CIP project on schedule and within budget
- Upgrade Facilities with improved lighting and electrical systems, to reduce energy usage and greenhouse gasses.
- Exercise major Emergency Generators monthly, and service annually.
- Respond to HVAC issues within 24 hours.

Fleet Management Division

The Fleet Management Division provides for the acquisition, operation, maintenance, repair, and disposal for the City's 420 vehicles and pieces of equipment. The division is responsible for performing preventative maintenance services, vehicle repairs, State mandated inspections, and complying with all applicable hazardous materials regulations.

Revenue for this program is generated by internal service fees charged to user departments for the operation, maintenance, and repair of vehicles. Funding for new vehicle acquisition is accomplished with a combination of bank loans and City cash resources.

Performance Measures

- Ensure 100% of emergency road service calls are responded to within thirty minutes during business hours and within one hour after hours.
- Introduce an Administrative Rule, “Anti Idling policy” with a goal of 5% fuel reduction
- 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.
- Replace vehicles with Hybrid or electric vehicles where operationally possible.

FY 2014 Department Performance/Accomplishments

1. Street Maintenance –Responded to over 1,400 reports of trash and debris (illegal dumping), removing 5,800 cubic yards of debris from City streets and right-of-ways in FY 2014.

2. Street Maintenance – Continued to implement the Community Preservation and Improvement Ordinance, Article 5.7 (Illegal Dumping). Issued 44 notices to abate; 26 in which the property owner complied and removed the items, 18 cases in which City staff abated.

3. Street Maintenance – Responded to over 775 graffiti removal requests, and painted out 65,000 square feet of graffiti in FY 2014.

4. Street Maintenance – Utilized surveillance cameras to deter illegal dumping and graffiti activity by rotating cameras to various locations and posting "Illegal Dumping is a Crime" signs.

5. Street Maintenance –Removed over 2,000 cubic yards of debris in FY 2014 through the Weekend Litter Program.

6. Street Maintenance - Supported the Mural Art Program by installing new anti-graffiti coating and removing graffiti on new/existing mural art projects throughout the City.

7. Street Maintenance – 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 – Participated in the annual "City of Hayward Clean-Up Day" event at Weekes Park, in coordination with the Public Works Department, where over 200 volunteers came out and picked up a total of 100 cubic yards of trash and recyclables.

7. Street Maintenance – Expanded the Street Sweeping Program by posting twenty-two additional streets to improve the effectiveness of street sweeping. Continued enforcement of posted streets to ensure streets were available to be cleaned during bi-weekly street sweeping.

8. Street Maintenance – Provided service and support to Public Works Department for major capital improvement projects including: painting of all continental and piano type crosswalks throughout the Route 238 Corridor Project, along with striping and legend work on annual slurry, pavement rehab, and pavement reconstruction projects.

9. Landscape Maintenance – Completed a median enhancement on Tennyson Boulevard (Mission Boulevard to Pacific Avenue). Large shrubs, rocks and trees were removed, 400 plants were re-planted, the irrigation system was upgraded, and wood chips were spread.

10. Landscape Maintenance – Completed a beautification project at Jackson Street and Soto Road. Planted flowers, shrubs, and palm trees. Existing trees were trimmed and decorative rocks and wood chips were added. A new park bench and a decorative walkway were also installed.

11. Landscape Maintenance – Completed a beautification project on Whitman Avenue. City staff and neighborhood volunteers planted 48 Swamp Myrtle trees and 17 Oleander shrubs, placed decorative boulders, and placed recycled bark mulch.

12. Landscape Maintenance – Completed two beautification projects in Fairway Park and Huntwood neighborhoods, where City staff and neighborhood volunteers planted trees.

13. Landscape Maintenance - Held the 27th Arbor Day on May 30, 2013 and qualified for Hayward's 28th recognition as a Tree City USA (in 2013).

14. Landscape Maintenance – Provided a public landscaping update to the Hayward City Council Sustainability Committee. The report highlighted landscape's accomplishments and goals.

15. Landscape Maintenance – Continued the "Free Tree Giveaway" to encourage residents to request free trees to be planted in their public right-of-ways. Planted 400 new trees in public right-of-ways in FY 2014 with this on-going program.

16. Landscape Maintenance – Completed twenty Memorial Tree Plantings in areas such as City Hall, Giuliani Plaza, Main Library, and various other City-owned landscaped areas.

17. Landscape Maintenance – Ensured Integrated Pest Management (IPM) policies and practices were followed on City properties, and reported monthly usage to the Alameda County Agricultural Department. Ensured City landscape contractors were in compliance by receiving monthly reports of chemical usage.

18. Landscape Maintenance – Installed Calsense irrigation controllers on City Hall grounds and at Prominence LLD. The system automatically monitors and adjusts water usage based on daily weather data.

19. Facilities Management –Remodeled the Police Department north substation, formerly occupied by the Hayward Historical Society Building.

20. Facilities Management – Completed the Heating Ventilating Air-Conditioning (HVAC) upgrade at City Hall and the Police Department, funded by a no interest PGE loan.

21. Facilities Management – Managed and completed the following FY 2014 facility projects:

    1. City Hall
        1. Replaced City Hall security camera system.
        2. Replaced City Hall fire sprinkler heads.
        3. Installed City Hall ceiling insulation on the fourth floor.
        4. Replaced Code Enforcement Office heating coil.

    2. Animal Control
        1. Replaced Animal Control HVAC unit.
        2. Installed air-conditioning system at the original ward section of Animal Control.
        3. Installed concrete stairs outside Animal Control.

    3. Police Department
        1. Replaced two chillers at the Police Department.
        2. Replaced Police Department front corridor carpet.
        3. Replaced Police Department women's locker room carpet.
        4. Remodeled Police Chief's office and conference room.

    4. Fire Stations
        1. Replaced window coverings at Fire stations 1, 5, 9.
        2. Replaced shutters and flooring at Fire Station Training Tower.
        3. Replaced driveway at Fire Station 4.

    5. Library
        1. Painted Main Library children's room.
        2. Created Main Library sorter room.

    6. Corporation Yard
        1. Replaced HVAC unit at Landscape office.
        2. Installed apparatus bay heater and insulated ceiling in Traffic office.
        3. Installed new cool roof, roof hatch, and ladder at Fleet building.
        4. Installed bird prevention netting in the Property storage area.
        5. Installed electrical opener for Barnes Court roll-up doors.

    7. Centennial Hall Parking Deck/Safeway Rooftop
        1. Seal coated the parking deck atop the roof.

22. 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, and other events.)

23. Fleet Management – Ensured police and fire vehicles were given priority service to minimize impact on public safety.

24. Fleet Management - Completed 100% of mandatory State inspections; including smog, aerial certifications, and Biennial Inspection of Terminals (BIT) inspections.

25. Fleet Management - Worked with City departments to develop specifications for the purchase of vehicles and equipment that will best fit the operational needs for each department.

26. Fleet Management – Purchased 27 vehicles and pieces of equipment in FY 2014. The Fire Department donated one used Fire Engine to the Hayward Regional Occupation Program. The Police Department received a donation of a 1998 Ford Aerostar Van. Fleet Management staff completed all necessary paperwork for transfer of vehicles. The following is a list of FY 2014 vehicle placements:
    a. Police– 12 vehicles (6 Patrol vehicles, 2 Investigation Sedans, 4 Traffic Motorcycles).
    b. Fire– 3 vehicles (2 Fire Engines (one pass to FFPD), 1 Truck).
    c. Public Works – 5 vehicles (1 Truck, 1 Loader, 1 Utility Truck, 1 Van, 1 Vactor Truck)
    d. Maintenance Services – 6 vehicles (1 Street Sweeper, 1 Loader, 1 Paint Truck, 1 Facilities Truck, 2 Solar Message Boards).
    e. Code Enforcement – 1 vehicle (1 Hybrid Car).

27. Fleet Management – Updated fleet replacement plan.

FY 2015 Core Service Objectives/Goals

1. Street Maintenance - Abate illegal dumping in public right-of-ways within 72 hours.

2. Street Maintenance- Continue enforcement of Community Preservation and Improvement Ordinance Article 5.7 (Illegal Dumping Ordinance).

3. Street Maintenance - Abate graffiti on public right-of-ways within 48 hours.

4. Street Maintenance – Complete anti-graffiti coating/sealant and graffiti removal on Mural Art Program projects.

5. Street Maintenance - Assist KHCG, Adopt-A-Block, and other City volunteer groups by attending meetings and removing collected debris at clean-up events.

6. Street Maintenance – Participate in annual "City of Hayward Clean-Up Day Event" at Weekes Park, in conjunction with the Public Works Department.

7. Street Maintenance - Post additional streets for street sweeping, in an effort to better clean problem areas in which vehicles frequently do not move.

8. Landscape Maintenance - Hold the 28th Arbor Day (May 2014) and qualify for the 29th recognition as a Tree City USA (submit application December 2014).

9. Landscape Maintenance – Manage and maintain the City's Public Tree Inventory of 30,000 trees and update information in tree management software.

10. Landscape Maintenance - Plant 400 new street trees citywide.

11. Facilities Management – Complete facility capital improvement projects.

12. Facilities Management – Maintain and update facilities replacement plan.

13. Fleet Management – Ensure police and fire vehicles are given priority service to minimize impact on public safety.

14. Fleet Management - Complete 100% of mandatory State inspections, including smog, aerial certifications, and BIT inspections.

15. Fleet Management – Complete purchase of vehicles and equipment funded in the Fleet Capital Improvement Project budget.

16. Fleet Management – Analyze City fleet to ensure excess vehicles are identified and either sold or reassigned where best utilized.

17. Fleet Management – Evaluate alternative-fuel vehicle options, including Compressed Natural Gas (CNG), hybrids, E85 fuel and electric vehicles when purchasing new vehicles.

18. Fleet Management - Maintain and update fleet replacement plan.

Significant Changes Planned for FY 2015

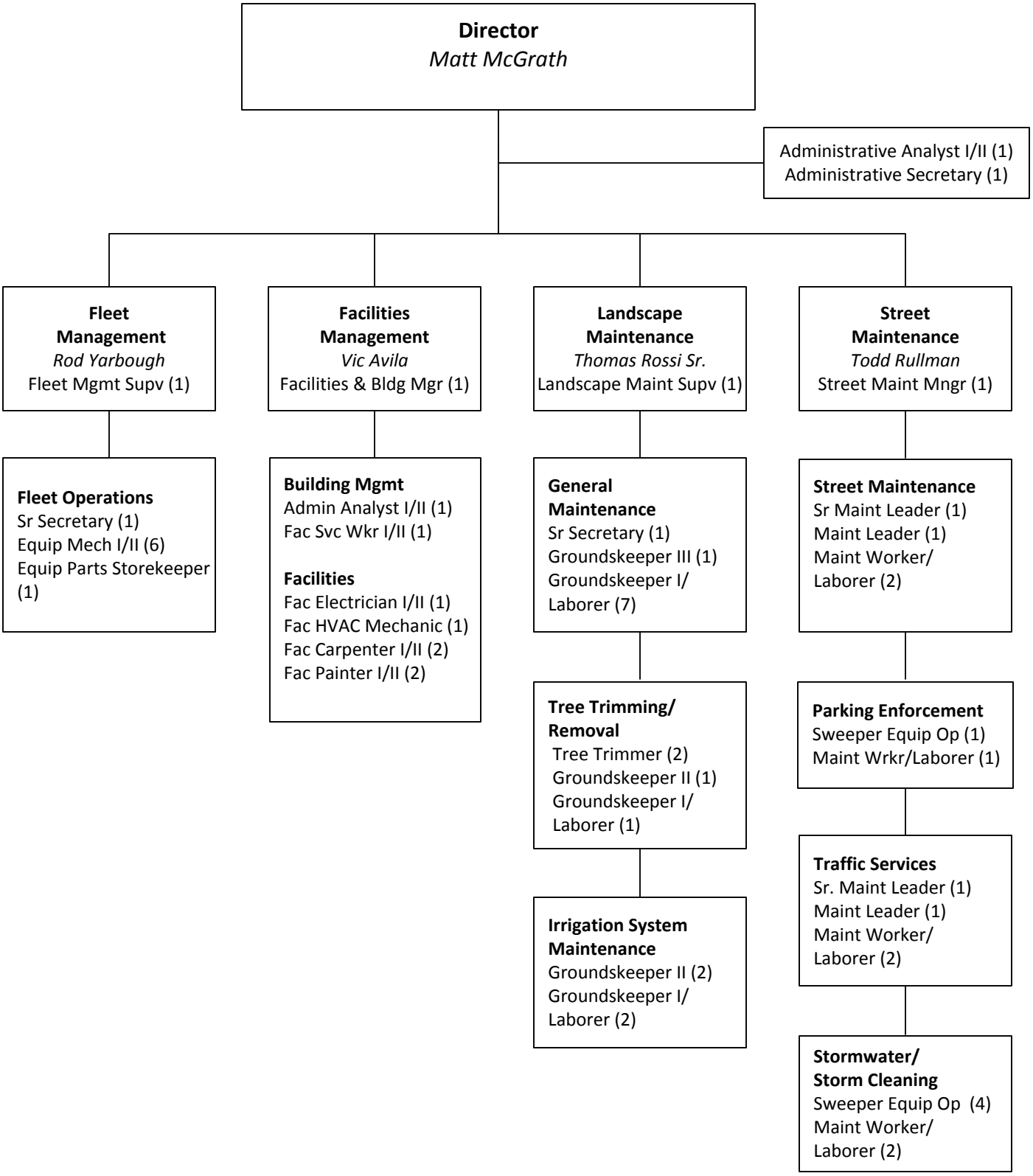
In the past five years, the Maintenance Services Department staffing has been reduced by 30% (53.0 in FY 2014, compared to 75.5 in FY 2009). We are recommending that an Equipment Mechanic I, be

added to the Fleet Management Division; the cost being 100% offset by department overtime reductions, and reductions of supply budgets in Fleet Management. We are recommending that an HVAC Mechanic be added to the Facilities Management Division; the cost being offset by a $90,000 reduction in contract services for HVAC. We are recommending that a laborer position be added to the Street Maintenance Division; the cost being offset by continued revenue from the Street Sweeping Parking Compliance Program.

The Department is moving to replace the presently contracted-out HVAC maintenance and repair with in-house staff. This is being done because of the overwhelming need for consistent and intense preventative maintenance, which will help reduce overall repair costs. Further, the HVAC system in City Hall requires constant attention to keep the air balanced and employee working environment comfortable. Therefore, it has become much more cost effective and efficient to hire in-house staff.

FY 2015 STAFFING
56.0 FTE

Maintenance Services



CITY OF HAYWARD
HEART OF THE BAY

Maintenance Services Staffing Summary

	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014	Adopted 2015
General Fund					
Director Of Maintenance Services	1	1	1	1	1
Landscape Maintenance Manager	1	0	0	0	0
Streets Maintenance Manager [1]	0	0	0	0	1
Streets Maintenance Supervisor [2]	1	1	1	1	0
Landscape Maintenance Supervisor	0	1	1	1	1
Administrative Analyst II	1	1	1	1	1
Senior Maintenance Leader	1	1	1	2	2
Groundskeeper III	1	1	1	1	1
Administrative Secretary	1	1	1	1	1
Tree Trimmer	3	3	2	2	2
Maintenance Leader	2	2	2	2	2
Groundskeeper II	1	0	1	1	1
Maintenance Worker/Laborer[6]	7	4	4	3	4
Sweeper Equipment Operator	0	1	1	1	1
Groundskeeper I/Laborer	10	8	8	8	8
Senior Secretary [3]	0	0	0	0	1
Secretary [4]	0	1	1	1	0
	30	**26**	**26**	**26**	**27**
Stormwater Fund					
Lead Sweeper Equipment Operator	1	0	0	0	0
Senior Sweeper Equipment Operator	0	1	1	0	0
Sweeper Equipment Operator	3	3	3	4	4
Maintenance Worker	2	2	2	3	3
	6	**6**	**6**	**7**	**7**
Water Fund					
Groundskeeper II	2	2	2	2	2
Groundskeeper I	2	2	2	2	2
	4	**4**	**4**	**4**	**4**

Maintenance Services Staffing Summary					
	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014	Adopted 2015
Facilities Fund					
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
HVAC Mechanic[5]	0	0	0	0	1
Facilities Painter II	1	1	1	1	1
Facilities Carpenter II	2	2	2	2	2
Facilities Painter I	1	1	1	1	1
Storekeeper - Expediter	1	0	0	0	0
Facilities Service Worker II	1	1	1	1	1
	9	**8**	**8**	**8**	**9**
Fleet Fund					
Equipment Manager	1	0	0	0	0
Fleet Management Supervisor	0	1	1	1	1
Equipment Mechanic I/II[7]	7	6	6	5	6
Senior Secretary	1	1	1	1	1
Equipment Parts Storekeeper	1	1	1	1	1
	10	**9**	**9**	**8**	**9**

Staffing Changes to Proposed FY 2015:

1. Addition of 1.0 FTE Streets Maintenance Manager (FY14 Mid-Year).
2. Deletion of 1.0 FTE Streets Maintenance Supervisor (FY14 Mid-Year).
3. Addition of 1.0 FTE Senior Secretary (FY14 Mid-Year).
4. Deletion of 1.0 FTE Secretary (FY14 Mid-Year).
5. Addition of 1.0 FTE HVAC Mechanic
6. Addition of 1.0 FTE Maintenance Worker/Laborer
7. Addition of 1.0 FTE Equipment Mechanic I/II

All Funds Summary - By Category

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

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
General Fund Revenue	323,388	460,642	716,846	420,000	900,000
Stormwater Revenue	12,259	13,462	-	-	-
Facilities Revenue	3,240,013	3,808,976	3,546,630	3,495,244	3,747,254
Fleet Revenue	7,784,057	4,837,206	4,608,721	5,495,889	5,416,126
LLD/MD	729,910	826,131	894,890	836,357	993,230
	12,089,627	**9,946,417**	**9,767,087**	**10,247,490**	**11,056,610**
(Contribution)/Use of Fund Balance					
Facilities	(525,332)	(501,281)	(87,405)	64,114	71,277
Fleet Management	(304,122)	(83,322)	(130,610)	146,254	288,665
LLD/MD	(136,724)	(18,478)	(48,653)	(25,219)	14,957
	(966,178)	**(603,081)**	**(266,668)**	**185,149**	**374,899**
Fund Subsidy					
General Fund Subsidy - Maint Svc	3,460,742	3,369,190	2,931,640	3,615,507	3,449,190
General Fund Subsidy - Facilities	-	-	-	-	-
Stormwater Fund Subsidy - Streets	1,452,214	1,370,249	1,480,615	1,597,594	1,672,491
Water Fund Subsidy - Landscape	682,293	746,142	783,479	839,567	873,547
	5,595,249	**5,485,581**	**5,195,734**	**6,052,668**	**5,995,228**
Transfers In From Other Funds	**898,780**	**184,456**	**8,733**	**-**	**-**
Total Revenues	**17,617,478**	**15,013,373**	**14,704,886**	**16,485,307**	**17,426,737**
EXPENDITURES					
Expenditures					
Salary					
Regular	4,095,372	3,770,572	3,733,024	3,925,043	4,187,299
Overtime	264,389	402,201	648,681	449,778	369,778
Benefits					
Fringe Benefits (Med., Dent., etc.)	1,284,677	1,365,560	1,374,187	1,502,071	1,473,745
Retiree Medical	128,679	95,559	95,559	95,400	100,800
PERS	794,401	946,294	721,486	770,758	919,755
Charges (to)/from other programs	(199,361)	(394,264)	(537,459)	(105,540)	(98,506)
Net Staffing Expense	**6,368,158**	**6,185,922**	**6,035,478**	**6,637,510**	**6,952,871**
Maintenance & Utilities	2,255,656	2,285,071	2,277,404	2,600,727	2,599,168
Supplies & Services	2,414,824	2,468,593	2,787,267	2,603,692	2,959,513
Internal Service Fees	1,593,832	1,523,026	1,551,697	1,532,978	1,729,745
Debt Service	1,463,547	1,360,361	1,105,190	1,253,155	1,403,361
Capital Outlay	-	-	-	-	-
Net Operating Expense	**7,727,859**	**7,637,051**	**7,721,558**	**7,990,552**	**8,691,787**
Transfers Out to Other Funds	**3,521,461**	**1,190,400**	**947,850**	**1,857,245**	**1,782,079**
Total Expenditures	**17,617,478**	**15,013,373**	**14,704,886**	**16,485,307**	**17,426,737**
Net Change	**-**	**-**	**-**	**-**	**-**

All Funds Summary - By Program

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

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Administration - General Fund	-	-	-	-	-
Landscape - General Fund	33,483	35,875	6,192	-	-
Streets - General Fund	289,906	424,767	710,654	420,000	900,000
Streets - Stormwater	12,259	13,462	-	-	-
Facilities - Internal Svc Fund	3,860,543	3,808,976	3,546,630	3,495,244	3,747,254
Fleet Management - Internal Svc Fund	7,784,057	4,837,206	4,608,721	5,495,889	5,416,126
LLD/MD - Special Revenue Fund	729,910	826,131	894,890	836,357	993,230
	12,710,157	9,946,417	9,767,087	10,247,490	11,056,610
(Contribution)/Use of Fund Balance					
Facilities	(525,332)	(501,281)	(87,405)	64,114	71,277
Fleet Management	(304,122)	(83,322)	(130,610)	146,254	288,665
LLD/MD	(136,724)	(18,478)	(48,653)	(25,219)	14,957
	(966,178)	(603,081)	(266,668)	185,149	374,899
Fund Subsidy					
Gen Fund Subsidy - Maint Svc	3,460,742	3,369,190	2,931,640	3,615,507	3,449,190
Gen Fund Subsidy - Facilities	-	-	-	-	-
Transfers In - Fleet Management	278,250	184,456	8,733	-	-
Water Fund Subsidy - Landscape	682,293	746,142	783,479	839,567	873,547
Stormwater Subsidy - Streets	1,452,214	1,370,249	1,480,615	1,597,594	1,672,491
	5,873,499	5,670,037	5,204,467	6,052,668	5,995,228
Total Revenues	**17,617,478**	**15,013,373**	**14,704,886**	**16,485,307**	**17,426,737**
EXPENDITURES					
Expenditures					
Administration - Gen Fund	191,648	204,277	19,732	65,677	95,883
Landscape - Gen Fund	2,198,725	2,181,254	2,176,813	2,376,022	2,465,239
Landscape - Water Fund	682,293	746,142	783,479	839,567	873,547
Streets - Gen Fund	1,393,758	1,444,301	1,451,941	1,593,808	1,788,068
Streets - Stormwater Fund	1,464,472	1,383,711	1,480,615	1,597,594	1,672,491
Facilities	3,335,211	3,307,695	3,459,225	3,559,358	3,818,531
Fleet	7,758,185	4,938,340	4,486,844	5,642,143	5,704,791
LLD/MD	593,186	807,653	846,237	811,138	1,008,187
Total Expenditures	**17,617,478**	**15,013,373**	**14,704,886**	**16,485,307**	**17,426,737**
Net Change	**-**	**-**	**-**	**-**	**-**

Maintenance Services - General Fund Summary

Description: Administration, Landscape Maintenance, and Street Maintenance.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Interest & Rents	-	-	-	-	-
Fines & Forfeitures	257,286	387,158	-	-	-
Fees & Service Charges	12,410	12,563	692,065	420,000	900,000
Other Revenue	53,692	60,921	24,781	-	-
Total Revenues	**323,388**	**460,642**	**716,846**	**420,000**	**900,000**
EXPENDITURES					
Expenditures					
Salary					
Regular	1,950,078	1,826,148	1,847,308	1,940,345	2,032,003
Overtime	132,956	195,278	340,779	285,778	235,778
Benefits					
Fringe Benefits (Med., Dent., etc.)	638,440	671,509	683,318	720,462	677,408
Retiree Medical	65,430	46,878	46,878	46,800	48,600
PERS	373,380	456,835	355,964	381,435	446,941
Charges (to)/from other programs	(703,155)	(630,555)	(932,400)	(688,317)	(669,850)
Net Staffing Expense	**2,457,130**	**2,566,093**	**2,341,847**	**2,686,503**	**2,770,880**
Maintenance & Utilities	193,468	183,379	202,342	238,118	268,654
Supplies & Services	204,308	209,542	216,905	220,410	272,405
Internal Service Fees	929,225	870,818	887,392	890,476	1,037,251
Net Operating Expense	**1,327,001**	**1,263,739**	**1,306,639**	**1,349,004**	**1,578,310**
Total Expenditures	**3,784,131**	**3,829,832**	**3,648,486**	**4,035,507**	**4,349,190**
General Fund Subsidy	**3,460,742**	**3,369,190**	**2,931,640**	**3,615,507**	**3,449,190**

Program Summary **Maintenance Services Department**

Program: 100-3501, 100-2657 General Fund

Administration

Description: Department administration.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
None	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**
EXPENDITURES					
Expenditures					
Salary					
Regular	266,138	289,201	339,747	342,368	344,309
Overtime	603	1,864	4,756	-	-
Benefits					
Fringe Benefits (Med., Dent., etc.)	46,406	48,928	65,415	61,108	53,543
Retiree Medical	6,543	5,409	5,409	5,400	5,400
PERS	52,272	59,128	57,799	67,303	75,537
Charges (to)/from other programs	(223,707)	(223,480)	(474,336)	(438,514)	(413,355)
Net Staffing Expense	**148,256**	**181,050**	**(1,210)**	**37,665**	**65,434**
Maintenance & Utilities	508	1,200	1,247	2,400	2,400
Supplies & Services	3,045	466	737	6,515	6,515
Internal Service Fees	39,839	21,561	18,958	19,097	21,534
Capital Outlay	-	-	-	-	-
Net Operating Expense	**43,391**	**23,227**	**20,942**	**28,012**	**30,449**
Total Expenditures	**191,648**	**204,277**	**19,732**	**65,677**	**95,883**
General Fund Subsidy	**191,648**	**204,277**	**19,732**	**65,677**	**95,883**

FY 2015 Significant Budget Changes:

1. None.

Division Summary **Maintenance Services Department**

Division: 100-2400 General Fund

Street Maintenance

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

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Interest & Rents	-	-	-	-	-
Fines & Forfeitures	257,286	387,158	-	-	-
Fees & Service Charges	12,206	12,402	692,065	420,000	900,000
Other Revenue	20,414	25,207	18,589	-	-
Total Revenues	**289,906**	**424,767**	**710,654**	**420,000**	**900,000**
EXPENDITURES					
Expenditures					
Salary					
Regular	684,371	630,009	642,014	662,093	729,084
Overtime	107,937	155,350	258,743	224,778	174,778
Benefits					
Fringe Benefits (Med., Dent., etc.)	262,168	253,154	270,231	266,007	264,942
Retiree Medical	23,991	16,227	16,227	16,200	18,000
PERS	134,684	161,577	126,269	130,155	160,370
Charges (to)/from other programs	(358,467)	(289,414)	(402,322)	(248,083)	(250,851)
Net Staffing Expense	**854,685**	**926,903**	**911,162**	**1,051,150**	**1,096,323**
Maintenance & Utilities	45,772	40,629	56,079	58,618	30,854
Supplies & Services	140,758	153,763	151,900	150,879	181,174
Internal Service Fees	352,543	323,006	332,800	333,161	479,717
Capital Outlay	-	-	-	-	-
Net Operating Expense	**539,073**	**517,398**	**540,779**	**542,658**	**691,745**
Total Expenditures	**1,393,758**	**1,444,301**	**1,451,941**	**1,593,808**	**1,788,068**
General Fund Subsidy	**1,103,852**	**1,019,534**	**741,287**	**1,173,808**	**888,068**

FY 2015 Significant Budget Changes:

1. Upgrade of 1.0 FTE Streets Maintenance Supervisor to 1.0 FTE Streets Maintenance Manager (FY14 Mid-Year).
2. Addition of 1.0 FTE Maintenace Worker/Laborer.
3. Increase in Street Sweeping Citation Revenue.
4. Inclustion of debt service payment in Fleet ISF Rate

Division Summary **Maintenance Services Department**

Division: 100-2300 General Fund

Landscape Maintenance

Description: General fund landscape and tree maintenance.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Fees & Service Charges	204	161	-	-	-
Other Revenue	33,278	35,714	6,192	-	-
Total Revenues	**33,483**	**35,875**	**6,192**	**-**	**-**
EXPENDITURES					
Expenditures					
Salary					
Regular	999,569	906,938	865,547	935,884	958,610
Overtime	24,416	38,064	77,280	61,000	61,000
Benefits					
Fringe Benefits (Med., Dent., etc.)	329,866	369,427	347,672	393,347	358,923
Retiree Medical	34,896	25,242	25,242	25,200	25,200
PERS	186,423	236,130	171,896	183,977	211,034
Charges (to)/from other programs	(120,981)	(117,661)	(55,742)	(1,720)	(5,644)
Net Staffing Expense	**1,454,188**	**1,458,140**	**1,431,895**	**1,597,688**	**1,609,123**
Maintenance & Utilities	147,189	141,550	145,016	177,100	235,400
Supplies & Services	60,505	55,313	64,268	63,016	84,716
Internal Service Fees	536,843	526,251	535,634	538,218	536,000
Capital Outlay	-	-	-	-	-
Net Operating Expense	**744,537**	**723,114**	**744,918**	**778,334**	**856,116**
Total Expenditures	**2,198,725**	**2,181,254**	**2,176,813**	**2,376,022**	**2,465,239**
General Fund Subsidy	**2,165,242**	**2,145,379**	**2,170,621**	**2,376,022**	**2,465,239**

FY 2015 Significant Budget Changes:

1. Upgrade of 1.0 FTE Secretary to 1.0 FTE Senior Secretary (FY14 Mid-Year).
2. Increase in Maintenance & Utilities due to addition of Rte 238 Landscaping Areas.

Program Summary **Maintenance Services Department**

Program: 621-2323 Enterprise Fund

Landscape Maintenance (Water Fund)

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

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
None	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**
EXPENDITURES					
Expenditures					
Salary					
Regular	241,324	256,069	257,161	262,704	262,704
Overtime	3,705	25,670	28,597	6,000	6,000
Benefits					
Fringe Benefits (Med., Dent., etc.)	91,066	102,140	101,026	114,622	103,303
Retiree Medical	8,724	7,212	7,212	7,200	7,200
PERS	49,368	65,399	49,460	51,642	57,960
Charges (to)/from other programs	13,808	(13,408)	(26,959)	19,414	25,413
Net Staffing Expense	**407,996**	**443,082**	**416,497**	**461,582**	**462,580**
Maintenance & Utilities	167,072	194,077	237,887	250,500	295,500
Supplies & Services	11,850	8,545	6,978	13,800	13,800
Internal Service Fees	95,375	100,438	122,117	113,685	101,667
Capital Outlay	-	-	-	-	-
Net Operating Expense	**274,297**	**303,060**	**366,982**	**377,985**	**410,967**
Total Expenditures	**682,293**	**746,142**	**783,479**	**839,567**	**873,547**
Water Fund Subsidy	**682,293**	**746,142**	**783,479**	**839,567**	**873,547**

FY 2015 Significant Budget Changes:

1. Increase in Maintenance & Utilities due to increase in Water Rates.

Division Summary **Maintenance Services Department**

Division: 602-2400 Enterprise Fund

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 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Other Revenue	12,259	13,462	-	-	-
Interest and Rents	-	-	-	-	-
Total Revenues	**12,259**	**13,462**	**-**	**-**	**-**
EXPENDITURES					
Expenditures					
Salary					
Regular	362,379	414,067	376,025	442,995	452,701
Overtime	55,074	92,668	115,939	33,000	33,000
Benefits					
Fringe Benefits (Med., Dent., etc.)	139,384	177,732	166,463	208,387	200,181
Retiree Medical	13,086	10,818	10,818	12,600	12,600
PERS	72,028	100,754	72,598	87,082	99,878
Charges (to)/from other programs	435,234	214,195	325,655	373,572	371,000
Net Staffing Expense	**1,077,185**	**1,010,234**	**1,067,498**	**1,157,636**	**1,169,360**
Maintenance & Utilities	12,586	5,482	16,177	21,037	21,037
Supplies & Services	60,621	68,775	92,810	116,830	116,830
Internal Service Fees	314,081	299,220	304,130	302,091	365,264
Capital Outlay	-	-	-	-	-
Net Operating Expense	**387,288**	**373,477**	**413,117**	**439,958**	**503,131**
Total Expenditures	**1,464,472**	**1,383,711**	**1,480,615**	**1,597,594**	**1,672,491**
Stormwater Fund Subsidy	**1,452,214**	**1,370,249**	**1,480,615**	**1,597,594**	**1,672,491**

FY 2015 Significant Budget Changes:

1. None.

Fund Summary **Maintenance Services Department**

Fund: 720 Internal Service Fund

Facilities Management

Description: Management of City facilities.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Facilities Service Fee	3,150,584	3,680,394	3,462,744	3,462,744	3,601,254
Interest & Rents	73,103	72,425	69,277	20,500	32,000
Fees & Service Charges	12,486	5,943	-	12,000	-
Other Revenue	3,840	50,214	14,609	-	114,000
	3,240,013	3,808,976	3,546,630	3,495,244	3,747,254
Transfer In					
From General Fund	620,530	-	-	-	-
Total Revenues	**3,860,543**	**3,808,976**	**3,546,630**	**3,495,244**	**3,747,254**
EXPENDITURES					
Expenditures					
Salary					
Regular	724,157	668,160	668,863	680,709	773,886
Overtime	44,845	48,887	54,155	45,000	45,000
Benefits					
Fringe Benefits (Med., Dent., etc.)	206,148	214,145	214,530	221,442	253,942
Retiree Medical	19,629	14,424	14,424	14,400	16,200
PERS	145,230	168,786	131,791	132,988	168,499
Charges (to)/from other programs	2,955	3,536	41,575	50,354	50,354
Net Staffing Expense	**1,142,964**	**1,117,938**	**1,125,338**	**1,144,893**	**1,307,881**
Maintenance	661,354	727,600	719,144	755,432	659,721
Utilities	778,948	725,548	748,013	774,800	798,796
Supplies & Services	253,980	241,062	298,611	293,017	311,486
Internal Service Fees	133,668	116,639	104,811	101,039	113,992
Capital Outlay	-	-	-	-	-
Debt Service Payments	164,088	159,038	163,438	172,897	186,049
Net Operating Expense	**1,992,038**	**1,969,887**	**2,034,017**	**2,097,185**	**2,070,044**
Fund Transfers Out to					
General Fund - Cost Allocation	105,035	108,187	108,187	108,187	111,433
Liability Insurance Premium	30,174	31,683	31,683	29,093	29,173
Debt Svc - Solar Panels	-	-	-	-	-
Transfer to Capital	65,000	80,000	160,000	180,000	300,000
	200,209	**219,870**	**299,870**	**317,280**	**440,606**
Total Expenditures	**3,335,211**	**3,307,695**	**3,459,225**	**3,559,358**	**3,818,531**
Net Change	**525,332**	**501,281**	**87,405**	**(64,114)**	**(71,277)**

FY 2015 Significant Budget Changes:

1. Addition of 1.0 FTE HVAC Mechanic.

Fund Summary **Maintenance Services Department**

Fund: 730 Internal Service Fund

Fleet Management

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

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Vehicle Maint/Operating Rate	4,568,161	4,013,149	4,115,346	4,107,889	4,231,126
Interest	3,908	4,312	1,841	3,000	-
Loan Proceeds for Leasing	3,170,082	814,000	491,450	1,385,000	1,185,000
Fire Mutual Aid Reimb	-	-	-	-	-
Other Revenue	41,906	5,745	84	-	-
	7,784,057	**4,837,206**	**4,608,721**	**5,495,889**	**5,416,126**
Fund Transfers In from					
Misc. Transfer from General Fund	-	42,141	1,994	-	-
Misc. Transfer from Sewer Fund	-	35,284	1,671	-	-
Misc. Transfer from Water Fund	-	35,284	1,671	-	-
Misc. Transfer from Debt Service	200,000	71,747	3,397	-	-
Asset Transfer from Other	78,250	-	-	-	-
	278,250	**184,456**	**8,733**	**-**	**-**
Total Revenues	**8,062,307**	**5,021,662**	**4,617,454**	**5,495,889**	**5,416,126**
EXPENDITURES					
Expenditures					
Salary					
Regular	817,434	606,128	583,667	598,290	666,005
Overtime	27,809	39,698	109,211	80,000	50,000
Benefits					
Fringe Benefits (Med., Dent., etc.)	209,639	200,034	208,850	237,158	238,911
Retiree Medical	21,810	16,227	16,227	14,400	16,200
PERS	154,395	154,520	111,673	117,611	146,477
Charges (to)/from other programs	(3,333)	(10,507)	14,655	67,127	67,127
Net Staffing Expense	**1,227,754**	**1,006,100**	**1,044,283**	**1,114,586**	**1,184,720**
Maintenance & Utilities	200,396	169,659	88,178	204,550	193,670
Supplies & Services	86,741	96,043	108,119	76,197	91,704
Fuel	885,222	977,772	956,813	1,060,900	1,110,616
Auto Parts	615,878	381,002	566,472	440,000	453,725
Internal Service Fees	121,483	135,911	133,247	125,687	111,571
Debt Service Payments	1,299,459	1,201,323	941,752	1,080,258	1,217,312
Capital	-	-	-	-	-
Net Operating Expense	**3,209,179**	**2,961,710**	**2,794,581**	**2,987,592**	**3,178,598**
Fund Transfers Out to					
Liability Insurance Premium	41,296	43,360	43,360	41,795	39,908
Misc. Transfer to Fleet Mgmt Capital	3,170,082	814,000	491,450	1,385,000	1,185,000
General Fund - Cost Allocation	109,874	113,170	113,170	113,170	116,565
	3,321,252	**970,530**	**647,980**	**1,539,965**	**1,341,473**
Total Expenditures	**7,758,185**	**4,938,340**	**4,486,844**	**5,642,143**	**5,704,791**
Net Change	**304,122**	**83,322**	**130,610**	**(146,254)**	**(288,665)**

FY 2015 Significant Budget Changes:

1. Addition of 1.0 FTE Equipment Mechanic I.

Funds Summary **Maintenance Services Department**

Fund: 818-839 Special Revenue

Landscape & Lighting Districts and Maintenance Districts Summary

Description: Landscape & Lighting, and Maintenance Districts.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Beginning Working Capital Balance	**2,420,623**	**2,557,347**	**2,575,825**	**2,624,478**	**2,649,697**
Fund Revenue					
Special Assessments	714,015	817,210	891,037	836,357	993,230
Interest and Rents	15,895	8,921	3,853	-	-
Total Revenues	**729,910**	**826,131**	**894,890**	**836,357**	**993,230**
Fund Expenditures					
Salary					
Regular	-	-	-	-	-
Overtime	-	-	-	-	-
Benefits					
Fringe Benefits (Med., Dent., etc.)	-	-	-	-	-
Retiree Medical	-	-	-	-	-
PERS	-	-	-	-	-
Charges (to)/from other programs	55,130	42,475	40,015	72,310	57,450
Net Staffing Expense	**55,130**	**42,475**	**40,015**	**72,310**	**57,450**
Maintenance & Utilities	241,831	279,326	265,663	356,290	361,790
Supplies & Services	296,225	485,852	540,559	382,538	588,947
Capital Expenditure	-	-	-	-	-
Net Operating Expense	**538,056**	**765,178**	**806,222**	**738,828**	**950,737**
Total Expenditures	**593,186**	**807,653**	**846,237**	**811,138**	**1,008,187**
Net Change	**136,724**	**18,478**	**48,653**	**25,219**	**(14,957)**
Ending Working Capital Balance	**2,557,347**	**2,575,825**	**2,624,478**	**2,649,697**	**2,634,740**

FY 2015 Significant Budget Changes:

1. None.

Police Department

Department Overview

The Police Department is comprised of five divisions: Office of the Chief, Patrol, Investigations, Support Services and a newly created Special Operations Division. 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, Research & Development/CALEA Administration, 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 record 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 Police Program Analyst, who is the Commission on Accreditation for Law Enforcement Agencies (CALEA) Accreditation Manager, ensures compliance with over 480 nationally recognized standards. The position is also responsible for policy maintenance, research and development of departmental policies, procedures, methods and systems and performs a wide range of administrative, financial, and statistical projects.

The Personnel and Training Bureau manages Departmental recruitments, screening, hiring, affirmative action efforts, uniforms and equipment, Workers' Compensation issues, employee training, and the Chaplaincy and Peer Support Programs, which assist personnel following critical incidents.

Performance Measures

- To invest in the future of the Department with the creation of a Training Needs Assessment committee, a mentorship program and a comprehensive succession plan.
- To attract potential employees to the Hayward Police Department through the development of a recruitment plan and a recruitment team.
- To implement the recommendations of an upcoming Department-wide staffing study, which will aim to help deploy resources based on a combination of current city demographics, financial and human resources and forecasted needs moving forward.

- To continue to maintain compliance with CALEA standards.
- To continue to meet or exceed council priorities.

Patrol Division

The Patrol Division is the Police Department's primary contact with the Hayward community. The Patrol Division responds to emergency and non-emergency calls for service from the community around the clock. The Division 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.

Performance Measures

- Directed enforcement and compliance checks on known offenders with the goal of reducing theft-related crime by by 5%
- Continue to reduce crime in targeted areas where a cluster of crime is occurring by utilizing "hot spot" policing strategies.
- Continue the participation of patrol officers and supervisors in all community meetings and neighborhood partnership programs with the goal of enhancing police-community relations.
- Achieve full compliance with CALEA standards in regards to campus security at Chabot College.
- Hold two Division-wide supervisor/management meetings each fiscal year with the goal of identifying the Division's SWOT (Strengths, Weaknesses, Opportunities and Threats) and ultimately, improve the Division's function and effectiveness.

Special Operations Division

The Special Operations Division oversees specialized law enforcement and problem-solving units. In order to decentralize service to the community, the City was divided into north and south districts and a substation for District Command was established in each. The substations 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 the District 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, manages the abandoned vehicle abatement program and coordinates Countywide traffic enforcement through the Office of Traffic Safety AVOID the 21 and STEP Grants.

The Reserve Bureau consists of a cadre of unpaid 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.), monitor registration compliance of convicted sex offenders residing in the City, and numerous other special projects.

Performance Measures

- Conduct nine SMASH operations aimed to reduce chronic criminal behavior.
- Reduce the number of traffic accidents citywide over the next year with the goal of reducing accidents by 10% within the top three accident zones.
- To relocate the Southern District Office to a central location along the Tennyson Corridor.
- The development of a protocol that better adjusts expectations and police responses based on the type or severity of a crisis.
- To utilize the Social Nuisance Ordinance to improve neighborhood health and safety by abating chronic nuisance-creating behaviors.

Investigation Division

The Investigation Division manages the Criminal Investigation Bureau, the Special Investigation Bureau and Youth & Family Services Bureau. The Criminal Investigation Bureau & the Special Investigation Bureau are 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 the Special Duty Investigation Unit, 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 assure that the City is prepared to evaluate and implement gang injunction(s) when appropriate.
- Decrease the number of alcohol related violations by licensed establishments by 10%
- Maintain working relationships with State & federal law enforcement agencies to enhance prosecution of criminal offenders at the State and local level.
- Increase the number of juvenile truancy violators diverted from judicial sanctions by 10%
- 70% of participants in gang prevention and intervention programs will demonstrate improved academics, improved school behavior, and decreased gang involvement.
- 70% of youth receiving family counseling and diversion services will experience a reduction of identified “at-risk” behaviors and demonstrate improved family functioning.

Support Services Division

Support Services 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; manages fingerprinting services 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 as well as the purging/destruction of evidence after adjudication. 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.

Additional responsibilities of this Division include the coordination/management of the Department's motor vehicle fleet, and the management of the Public Safety Technology Committee (PSTC), which oversees all Police and Fire Department technology issues/initiatives.

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

- The Records Bureau will work with Information Technology to offer more services on-line to the community.
- The Animal Services Bureau will work closely with the City Attorney's Office to:
    - ♦ Bolster our options under the Municipal Code to enhance our ability to respond to and address nuisance complaints.
    - ♦ Develop a new Municipal Code to present to Council requiring all Hayward veterinarians to provide Animal Services with monthly anti-rabies vaccination reports ensuring all Hayward dog owners are in compliance with license ordinances.
- In order to maximize evidence review, the manager of the crime scene investigations bureau will continue to work with the county of Alameda to secure the installation of a fingerprint identification system.

- The Technology Solutions Analyst will collaborate with the website committee to identify and share best practices for communication with the public.
- To continue implementation of the recommendations provided in the Communications Bureau staffing study conducted in May 2013.
- To implement body worn cameras to all Hayward Police Department sworn officers in an effort to accurately document a police officer's contact with the public, ultimately improving transparency, accountability and evidence collection.

FY 2014 Department Performance/Accomplishments

1. Office of the Chief – Crime Analysis - Created/published a department-wide Weekly Crime Bulletin distributed electronically to keep police officers apprised of local crime trends and persons of interest within Hayward.

2. Office of the Chief – Crime Analysis – Helped cover thirty-nine homicides, robbery, burglary and human trafficking cases utilizing telephone forensic analyses.

3. Office of the Chief – Gained CALEA reaccreditation passing compliance with high remarks by the Commission.

4. Field Operations - Traffic collisions within the defined high accident zones were reduced by 23% in the first quarter, 84% in the second quarter and 71% in the third quarter (4^{th} quarter still being measured). Some of this reduction can be attributed to the lack of rain (hazardous conditions), along with a significant emphasis on high-accident intersection traffic enforcement by both traffic and patrol officers City-wide.

5. Support Services - Field testing has been conducted with two Automatic License Plate Reader (ALPR) vendors, aimed to reduce auto theft. During a three-month trial period this technology has resulted in over 310,000 plates read, over 224 detected stolen license plates, and over 77 detected stolen vehicles.

6. Field Operations – Participated in the first annual "Fun Run" neighborhood safety fair, in support of "Promise Neighborhood" grant to increase community safety.

7. Field Operations – Continued to update Departmental Policy to ensure that Canine Officers receive on-going and relevant training/evaluation that meets or exceeds industry standards.

8. Field Operations – Employed the SMASH program as a tool for addressing the most problematic residences in the City during eight operations this fiscal year.

9. Field Operations – Utilized newly adopted Social Nuisance Ordinance. This ordinance allows the City to immediately address chronic social nuisance behavior, and is being applied to a series of

problematic apartment complexes where recent SMASH operations have also taken place. This Ordinance will be employed to address a variety of on-going nuisance properties throughout the community.

10. Field Operations – A food sharing regulation ordinance was adopted. This ordinance established regulations and requires permits for food sharing programs and limits such activity occurring on City property. This ordinance has led to a significant reduction in nuisance related activity associated with the food sharing programs (e.g. littering, disturbing the peace, and other disorderly conduct).

11. Field Operations – Relocated the Northern District Office into the former Hayward Historical Society Building. Provides downtown community with more accessibility to police personnel while affording additional resources for community meetings, training, and outreach.

12. Field Operations – Partnered with the Investigations Division to conduct a thirty-day multi-agency taskforce to address increased street crimes and drug dealing in the Downtown area. This task force included participation by the Hayward Police Special Duty Unit, Alameda County Probation and the Alameda County Sheriff's Office.

13. Investigation - Added a community service officer to the Vice/Intel Unit. Due to a modification of the City's alcohol ordinance a community service officer was added to this unit to assist with the regulatory control of alcohol establishments within the City.

14. Investigation - Added a sergeant to the Vice/Intel Unit. This unit currently consists of two officers and a community service officer. This unit is responsible for regulatory control of all alcohol establishments, massage parlor establishments and gaming within the City. Due to the increased workload and increased field activity of this unit it was imperative that a sergeant be assigned to the unit.

15. Investigation – Received Alameda County Department of Health Tobacco Grant for minor decoy operations to reduce the number of tobacco sales to minors.

16. Investigation – Received COPS Grant for two additional School Resource Officers to expand our services to the elementary schools.

17. Investigation – YFSB assumed responsibility for the Junior Giants Baseball Program and served a record number of Hayward youth (approximately 700).

18. Investigation – Gang awareness presentations given to 2,334 Hayward students, parents, teachers and community members. As measured by pre and post surveys, approximately 73% reported increased awareness of gangs and intent to resist or discontinue gang involvement.

19. Support Services – Deployed netbooks to all patrol officers to provide them an opportunity to write

reports remotely while providing patrol coverage on their beats.

FY 2015 Core Service Objectives/Goals

1. Office of the Chief - Continue to develop effective strategies and tactics utilizing technical software to support the police department in reducing and preventing crime while improving safety and quality of life to the residents of Hayward.

2. Office of the Chief – To implement succession planning strategies in an effort to plan for future attrition within the Department.

3. Patrol – Increase compliance checks on newly released probation/parole offenders with the intent of reducing theft-related crimes city-wide by 5%.

4. Special Operations – District Command personnel will continue to host regular "Coffee with Cops" and other similar community gatherings with the aim of providing quality police-community interactions in targeted areas of the city.

5. Special Operations – District Command personnel will be hosting the third annual "Safety Expo" partnering with "Science in the Park". This is a collaborative effort involving allied law enforcement agencies and over thirty private vendors for the purpose of improving safety.

6. Special Operations – Provide traffic enforcement services with the goal of achieving a 10% reduction in high accident zones.

7. Patrol –Utilize "hot spot" policing as a method to deploy resources and target smaller clusters of crime occurring throughout the City. .

8. Special Operations – Establish temporary duty assignment by adding a second bicycle officer and utilizing overtime assignments and reserve officers to augment Downtown policing efforts. The goal will be to reduce street related crime and chronic nuisance behavior in the downtown district, and increase overall safety.

9. Special Operations – District Command will provide police services to maintain security and safety for annual Downtown Street Fairs, and an additional Car Show hosted by the Downtown business Association and Hayward Chamber of Commerce.

10. 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.

11. Investigation - Strengthen collaboration between the Police Department and the Hayward Unified School District in the development of enhanced safety strategies for HUSD campuses.

12. 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.

13. Investigation – Reduce juvenile delinquency through family counseling and case management services and diversion programs for eligible Hayward youth who are first time offenders or arrested for minor offenses.

14. Investigation - Coordinate ABC oversight activities including: Licensee Education on Alcohol and Drugs (LEADS) training, community education (eg: Sober Graduation), ABC training of beat officers, participation in community meetings/events, inspection/compliance/security checks of retail alcohol establishments, and compliance operations (e.g. Minor Decoy, Shoulder Tap).

15. Investigation - Coordinate police enforcement of tobacco regulations, including but not limited to issuing licenses, tobacco retailer inspections and compliance checks, youth decoy operations, documentation of violations and prosecution of violators.

16. Support Services - The FCC has indefinitely suspended the narrow banding requirement, and we have NO clear indication if or when they will reinstitute it. The Police Department is tentatively scheduled to go live with the EBRCS system in 2017.

17. Support Services – The Records bureau plans to automate alarm program administration. Through a contract with an outside vendor, customers will be able to obtain and renew permits as well as pay their alarm bills online.

18. Support Services – Dispatch plans to implement a new phone system. It will feature a phone tree to direct non-emergency calls, reducing the call volume currently required of dispatch staff. An automatic 911 call distribution component will help staff more efficiently manage emergency calls.

Significant Changes Planned for FY 2015

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.

2. Addition of a Community Service Officer to the Vice/Intel Unit. Funded through the modification to the City's alcohol ordinance the CSO was added to this unit to assist with the regulatory control of alcohol establishments within the City.

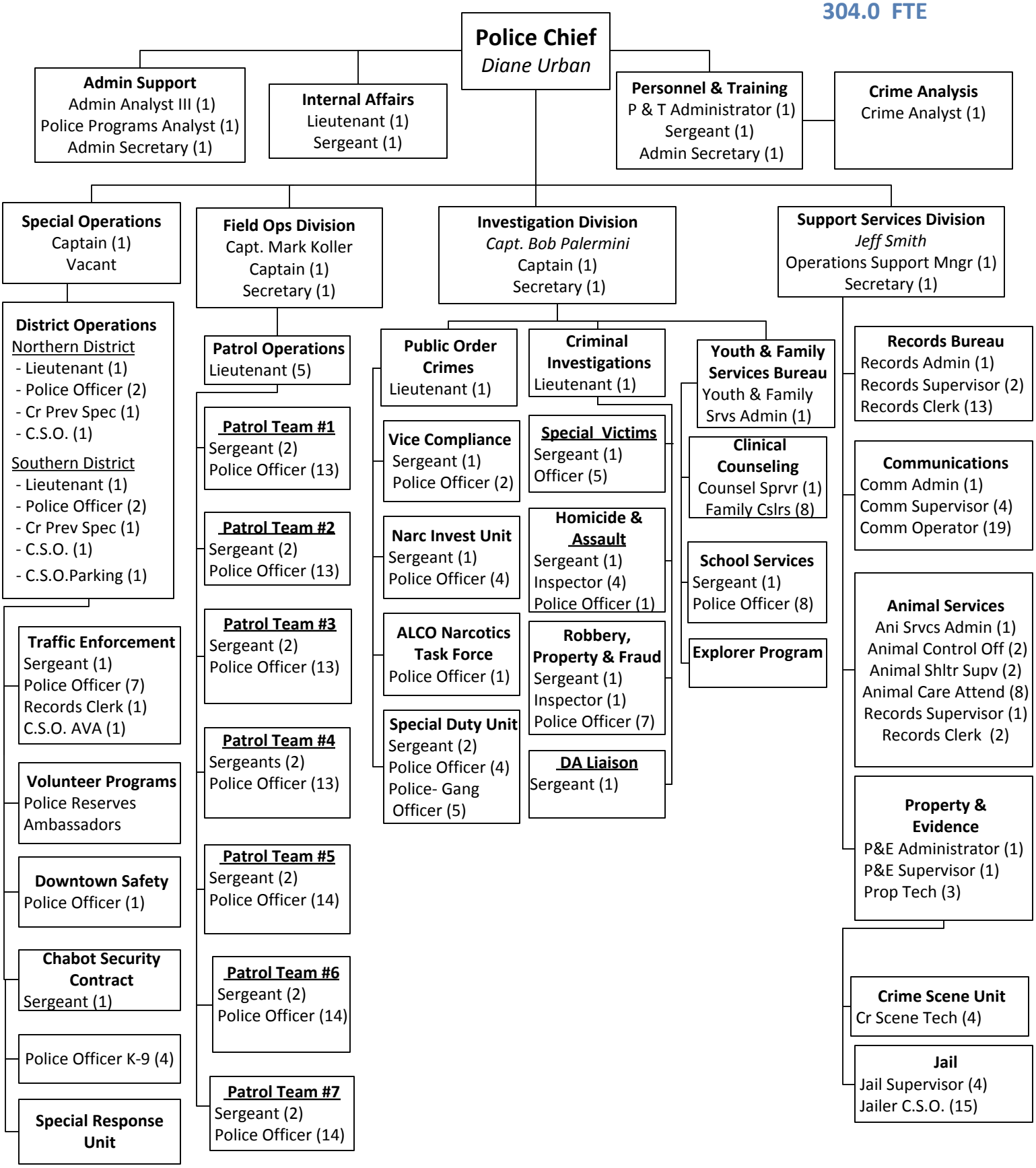
3. Addition of two School Resource Officers to expand services to the elementary schools, partially funded by COPS grant & MOU with Hayward Unified School District.

4. Upgrade of a Lieutenant to a Captain to better balance the scope of responsibility of the current command staff, and to bring the span of control more in line with industry standards.

5. The Police Department is embarking on a comprehensive staffing study and may bring resultant staffing and organizational changed to City Council in the Fall of 2015 or during the FY 2015 mid-year review process.

Police Department

FY 2015 STAFFING
304.0 FTE



CITY OF HAYWARD

Police Staffing Summary

	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014	Adopted 2015
General Fund (100)					
Chief Of Police	1	1	1	1	1
Police Captain [1]	2	2	2	2	3
Operations Support Services Manager	1	1	1	1	1
Police Lieutenant [2]	11	11	11	11	10
Youth & Family Services Administrator	1	1	1	1	1
Police Sergeant [3]	25	25	25	26	27
Inspector [4]	13	12	10	7	5
Police Officer [5, 7]	149	142.5	142	144	147
Counseling Supervisor	2	1	1	1	1
Administrative Analyst III	2	2	1	1	1
Crime Analyst	0	0	1	1	1
Animal Services Administrator	1	1	1	1	1
Personnel & Training Administrator	0	0	0	1	1
Communications Administrator	1	1	1	1	1
Jail Administrator	1	0	0	0	0
Records Administrator	1	1	1	1	1
Property/Evidence Administrator	1	1	1	1	1
Property & Evidence Supervisor	1	1	1	1	1
Police Programs Analyst I/II	0	0	1	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	18.5	18.5	19	19	19
Crime Prevention Supervisor	1	0	0	0	0
Administrative Secretary	2	2	2	2	2
Animal Services Supervisor	1	1	1	0	0
Records Supervisor	3	3	3	3	3
Crime Scene Technician	4	4	4	4	4
Community Service Officer [6]	19	20	21	20	19
Crime Prevention Specialist	2	2	2	2	2
Property Technician	3	2	2	3	3
Animal Control Officer	1	1	1	2	2
Secretary	3	3	3	3	3
Police Records Clerk II	19	17	17	16	16
Animal Shelter Supervisor	2	2	2	2	2
Animal Care Attendant	9	8	8	8	8
Traffic Safety Assistant	1.2	0	0	0	0
	317.7	**303**	**303**	**303**	**304**

Police Staffing Summary					
	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014	Adopted 2015

Staffing Changes to Proposed FY 2015:

1. Addition of 1.0 FTE Police Captain (FY14 Mid-Year).
2. Deletion of 1.0 FTE Police Lieutenant (FY14 Mid-Year).
3. Additon of 1.0 FTE Police Sergeant (FY14 Mid-Year).
4. Deletion of 2.0 FTE Inspector (FY14 Mid-Year).
5. Addition of 1.0 FTE Police Officer (FY14 Mid-Year).
6. Deletion of 1.0 FTE Community Service Officer (Redflex).
7. Addition of 2.0 FTE Police Officer (Grant Funded - 4 years)

All Funds Summary - By Category

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

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue and Transfers in from Other Funds					
General Fund Revenue	7,255,502	5,648,937	3,676,300	3,039,209	4,014,493
Community Oriented Policing Grant	150,134	243,329	197,628	184,000	184,000
Byrnes Grant	89,528	71,548	54,920	55,000	47,864
Narcotic Asset Seizure	17,148	547,735	9,039	-	-
	7,512,312	**6,511,549**	**3,937,886**	**3,278,209**	**4,246,357**
(Contribution)/Use of Fund Balance					
Community Oriented Policing Grant	7,994	(243,329)	0	-	-
Byrnes Grant	90	-	1	-	-
Narcotic Asset Seizure	41,582	(293,881)	39,313	-	-
	49,666	**(537,210)**	**39,313**	**-**	**-**
Fund Subsidy					
General Fund Subsidy	**51,737,948**	**53,176,969**	**55,700,826**	**55,665,509**	**56,931,573**
Total Revenues	**59,299,926**	**59,151,308**	**59,678,026**	**58,943,718**	**61,177,930**
EXPENDITURES					
Expenditures By Expense Category					
Salary					
Regular	31,365,655	30,881,527	31,056,753	31,878,151	31,680,775
Overtime	2,313,743	1,817,175	3,224,487	2,563,623	2,563,623
Vacancy Savings*	-	-	-	(1,300,000)	(1,000,000)
Benefits					
Fringe Benefits (Med., Dent., etc.)	8,894,551	8,770,929	8,946,099	9,919,950	9,998,242
Retiree Medical	1,065,885	1,502,319	1,258,739	1,175,700	1,184,100
PERS	8,497,358	9,298,420	7,716,891	7,948,915	9,130,060
Charges (to)/from other programs	11,357	20,790	29,342	-	-
Net Staffing Expense	**52,148,549**	**52,291,160**	**52,232,312**	**52,186,339**	**53,556,800**
Maintenance & Utilities	362,992	344,909	413,276	505,723	458,723
Supplies & Services	2,187,524	2,187,124	2,406,350	1,543,703	1,660,700
Internal Service Fees	4,284,633	3,946,622	4,309,421	4,368,953	5,269,843
Capital	68,482	309,945	64,119	100,000	-
Net Operating Expense	**6,903,631**	**6,788,600**	**7,193,166**	**6,518,379**	**7,389,266**
Transfers to other funds	**247,746**	**71,548**	**252,548**	**239,000**	**231,864**
Total Expenditures	**59,299,926**	**59,151,308**	**59,678,026**	**58,943,718**	**61,177,930**
Net Change	**-**	**-**	**-**	**-**	**-**

**Target Vacancy Savings*

All Funds Summary - By Program

Funding: General Fund and Special Revenue funds.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue and Transfers in from Other Funds					
Office of the Chief	60,744	39,424	55,089	48,000	54,500
Field Operations	2,208,691	1,332,074	673,377	218,534	24,115
Patrol Division	-	-	-	-	100,000
Investigations	2,155,905	1,645,078	1,513,519	1,420,667	1,595,540
Support Services	1,292,706	1,128,789	819,771	1,002,008	806,838
Special Programs	1,537,457	1,503,572	614,544	350,000	1,433,500
Community Oriented Policing Grant	150,134	243,329	197,628	184,000	184,000
Byrnes Grant	89,528	71,548	54,920	55,000	47,864
Narcotic Asset Seizure	17,148	547,735	9,039	-	-
	7,512,312	**6,511,549**	**3,937,886**	**3,278,209**	**4,246,357**
(Contribution)/Use of Fund Balance					
Community Oriented Policing Grant	7,994	(243,329)	0	-	-
Byrnes Grant	90	-	1	-	-
Narcotic Asset Seizure	41,582	(293,881)	39,313	-	-
	49,666	**(537,210)**	**39,313**	**-**	**-**
Fund Subsidy					
General Fund Subsidy	**51,737,948**	**53,176,969**	**55,700,826**	**55,665,509**	**56,931,573**
Total Revenues	**59,299,926**	**59,151,308**	**59,678,026**	**58,943,718**	**61,177,930**
EXPENDITURES					
Expenditures and Transfer Out to Other Funds					
Office of the Chief	2,290,791	2,390,875	2,710,621	2,725,409	2,861,995
Field Operations	30,777,303	30,365,078	29,367,322	29,335,454	4,558,964
Patrol Division	-	-	-	-	25,858,191
Investigations	13,759,201	13,986,753	13,287,206	14,858,405	13,754,168
Support Services	10,357,578	10,366,036	11,701,663	10,141,548	11,551,509
Special Programs (Grants)	1,808,577	1,717,164	2,310,316	1,643,902	2,361,239
Community Oriented Policing Grant	158,128	-	197,628	184,000	184,000
Byrnes Grant	89,618	71,548	54,920	55,000	47,864
Narcotic Asset Seizure	58,730	253,854	48,351	-	-
Total Expenditures	**59,299,926**	**59,151,308**	**59,678,026**	**58,943,718**	**61,177,930**
Net Change	**-**	**-**	**-**	**-**	**-**

Police - General Fund Summary

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

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Licenses & Permits	318,830	322,110	313,381	304,805	398,242
Photo Red Light	1,302,895	485,643	465,275	-	-
Fines & Forfeitures	16,990	-	39,122	-	33,500
Intergovernmental	3,681,080	3,034,905	2,115,620	1,755,275	2,881,636
Fees & Service Charges	1,115,892	932,059	705,160	978,758	691,115
Other Revenue	819,815	874,220	37,743	371	10,000
Total Revenues	**7,255,502**	**5,648,937**	**3,676,300**	**3,039,209**	**4,014,493**
EXPENDITURES					
Expenditures					
Salary					
Regular	31,365,655	30,881,527	31,056,753	31,878,151	31,680,775
Overtime	2,313,743	1,817,175	3,224,487	2,563,623	2,563,623
Vacancy Savings*	-	-	-	(1,300,000)	(1,000,000)
Benefits					-
Fringe Benefits (Med., Dent., etc.)	8,894,551	8,770,929	8,946,099	9,919,950	9,998,242
Retiree Medical	1,065,885	1,502,319	1,258,739	1,175,700	1,184,100
PERS	8,497,358	9,298,420	7,716,891	7,948,915	9,130,060
Charges (to)/from other programs	11,357	20,790	29,342	-	-
Net Staffing Expense	**52,148,549**	**52,291,160**	**52,232,312**	**52,186,339**	**53,556,800**
Maintenance & Utilities	362,992	344,909	413,276	505,723	458,723
Supplies & Services	2,163,031	2,175,124	2,384,823	1,543,703	1,660,700
Internal Service Fees	4,284,633	3,946,622	4,309,421	4,368,953	5,269,843
Capital	34,245	68,091	37,295	100,000	-
Net Operating Expense	**6,844,901**	**6,534,746**	**7,144,814**	**6,518,379**	**7,389,266**
Total Expenditures	**58,993,450**	**58,825,906**	**59,377,126**	**58,704,718**	**60,946,066**
General Fund Subsidy	**51,737,948**	**53,176,969**	**55,700,826**	**55,665,509**	**56,931,573**

**Target Vacancy Savings*

CITY OF HAYWARD
HEART OF THE BAY

Division Summary **Police Department**

Division: 100-1801 General Fund

Office of the Chief

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

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Licenses & Permits	-	-	-	-	-
Intergovernmental	53,145	39,245	55,089	48,000	54,500
Fees & Svc Charges	-	-	-	-	-
Other Revenue	7,599	179	-	-	-
Total Revenues	**60,744**	**39,424**	**55,089**	**48,000**	**54,500**
EXPENDITURES					
Expenditures					
Salary					
Regular	1,074,168	1,059,684	1,250,457	1,390,250	1,446,947
Overtime	17,071	5,854	50,434	18,000	18,000
Vacancy Savings	-	-	-	(53,203)	(40,926)
Benefits					
Fringe Benefits (Med., Dent., etc.)	244,855	276,947	344,413	400,580	347,552
Retiree Medical	26,718	32,024	36,680	36,300	36,300
PERS	265,930	307,047	324,126	343,771	396,812
Charges (to)/from other programs	130,531	64,780	87,216	-	-
Net Staffing Expense	**1,759,272**	**1,746,336**	**2,093,327**	**2,135,698**	**2,204,685**
Maintenance & Utilities	15,614	38,589	37,721	12,500	12,500
Supplies & Services	382,549	485,175	472,836	466,137	466,837
Internal Service Fees	133,356	120,775	108,677	111,074	177,973
Capital	-	-	(1,940)	-	-
Net Operating Expense	**531,519**	**644,539**	**617,294**	**589,711**	**657,310**
Total Expenditures	**2,290,791**	**2,390,875**	**2,710,621**	**2,725,409**	**2,861,995**
General Fund Subsidy	**2,230,048**	**2,351,451**	**2,655,532**	**2,677,409**	**2,807,495**

FY 2015 Significant Budget Changes:

1. None.

Division Summary **Police Department**

Division: 100-1802 General Fund

Field Operations

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

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Licenses and Permits	35,449	34,427	25,959	28,163	24,000
Photo Red Light	1,302,895	485,643	465,275	-	-
Intergovernmental	150,134	-	-	-	-
Fees & Service Charges	231,101	245,814	182,143	190,000	115
Other Revenue	489,112	566,190	-	371	-
Total Revenues	**2,208,691**	**1,332,074**	**673,377**	**218,534**	**24,115**
EXPENDITURES					
Expenditures					
Salary					
Regular	16,378,248	15,962,307	15,184,936	15,766,657	2,289,473
Overtime	1,235,888	950,203	1,588,312	1,715,823	197,000
Vacancy Savings	-	-	-	(662,973)	(75,957)
Benefits					
Fringe Benefits (Med., Dent., etc.)	4,949,038	4,670,074	4,535,549	4,966,773	809,153
Retiree Medical	588,564	933,448	704,122	653,700	89,100
PERS	4,827,015	5,098,219	3,994,813	4,173,966	674,447
Charges (to)/from other programs	(197,372)	(46,512)	10,110	-	-
Net Staffing Expense	**27,781,382**	**27,567,739**	**26,017,842**	**26,613,946**	**3,983,216**
Maintenance & Utilities	8,506	5,701	5,716	14,400	13,400
Supplies & Services	710,000	757,825	844,463	149,664	61,653
Internal Service Fees	2,277,415	2,033,813	2,488,439	2,527,444	500,695
Capital	-	-	10,862	30,000	-
Net Operating Expense	**2,995,921**	**2,797,339**	**3,349,479**	**2,721,508**	**575,748**
Total Expenditures	**30,777,303**	**30,365,078**	**29,367,322**	**29,335,454**	**4,558,964**
General Fund Subsidy	**28,568,612**	**29,033,004**	**28,693,945**	**29,116,920**	**4,534,849**

FY 2015 Significant Budget Changes:

1. Deletion of 1.0 FTE Community Service Officer (FY14 Mid-Year). (Redflex)
2. Patrol Division moved from Field Operations into its own division.

CITY OF HAYWARD
HEART OF THE BAY

Division Summary **Police Department**

Division: 100-1802 General Fund

Patrol Division

Description: Patrol Division.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Licenses and Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Fees & Service Charges	-	-	-	-	90,000
Other Revenue	-	-	-	-	10,000
Total Revenues	**-**	**-**	**-**	**-**	**100,000**
EXPENDITURES					
Expenditures					
Salary					
Regular	-	-	-	-	13,135,274
Overtime	-	-	-	-	1,308,823
Vacancy Savings	-	-	-	-	(430,095)
FY11 EE Commitment - FY12 Furloughs	-	-	-	-	-
Benefits					
Fringe Benefits (Med., Dent., etc.)	-	-	-	-	4,260,080
Medical Benefits	-	-	-	-	-
Retiree Medical	-	-	-	-	562,800
Other Benefits	-	-	-	-	-
PERS	-	-	-	-	4,077,271
Charges (to)/from other programs	-	-	-	-	-
Net Staffing Expense	**-**	**-**	**-**	**-**	**22,914,153**
Maintenance & Utilities	-	-	-	-	1,000
Supplies & Services	-	-	-	-	80,600
Internal Service Fees	-	-	-	-	2,862,438
Capital	-	-	-	-	-
Net Operating Expense	**-**	**-**	**-**	**-**	**2,944,038**
Total Expenditures	**-**	**-**	**-**	**-**	**25,858,191**
General Fund Subsidy	**-**	**-**	**-**	**-**	**25,758,191**

FY 2015 Significant Budget Changes:

1. Patrol Division moved from Field Operations into its own division.

Division: 100-1803 General Fund

Investigations

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

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Licenses & Permits	25,620	30,818	30,961	29,000	130,000
Intergovernmental	1,944,753	1,415,567	1,442,937	1,337,679	1,407,540
Fees & Service Charges	42,140	59,874	39,621	53,988	58,000
Other Revenue	143,391	138,819	-	-	-
Total Revenues	**2,155,905**	**1,645,078**	**1,513,519**	**1,420,667**	**1,595,540**
EXPENDITURES					
Expenditures					
Salary					
Regular	7,486,225	7,514,381	7,481,578	8,218,109	7,341,483
Overtime	559,577	386,956	568,271	508,800	690,000
Vacancy Savings	-	-	-	(331,022)	(235,780)
Benefits					
Fringe Benefits (Med., Dent., etc.)	2,084,698	2,067,735	2,115,702	2,505,797	2,322,646
Retiree Medical	239,808	340,569	307,549	301,200	279,900
PERS	2,042,049	2,256,651	1,922,631	2,085,489	2,207,437
Charges (to)/from other programs	(216,572)	(60,116)	(228,820)	-	-
Net Staffing Expense	**12,195,784**	**12,506,176**	**12,166,912**	**13,288,373**	**12,605,686**
Maintenance & Utilities	35,683	23,860	1,700	60,963	18,100
Supplies & Services	572,654	515,156	361,229	537,157	422,915
Internal Service Fees	955,080	873,470	736,065	901,912	707,467
Capital	-	68,091	21,300	70,000	-
Net Operating Expense	**1,563,417**	**1,480,577**	**1,120,294**	**1,570,032**	**1,148,482**
Total Expenditures	**13,759,201**	**13,986,753**	**13,287,206**	**14,858,405**	**13,754,168**
General Fund Subsidy	**11,603,296**	**12,341,675**	**11,773,687**	**13,437,738**	**12,158,628**

FY 2015 Significant Budget Changes:

1. Deletion of 2.0 FTE Inspectors (FY14 Mid-Year).
2. Addition of 2.0 FTE Police Officers (FY14 Mid-Year).
3. Property & Evidence and Crime Scene Unit moved to Support Services from Investigations in FY2013.

CITY OF HAYWARD
HEART OF THE BAY

Division Summary **Police Department**

Division: 100-1804 General Fund

Support Services

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

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Licenses & Permits	257,761	256,865	256,461	247,642	244,242
Interest & Rents	-	-	-	-	-
Intergovernmental	12,582	76,521	42,172	19,596	19,596
Fees & Service Charges	842,651	626,371	483,396	734,770	543,000
Other Revenue	179,713	169,032	37,743	-	-
Total Revenues	**1,292,706**	**1,128,789**	**819,771**	**1,002,008**	**806,838**
EXPENDITURES					
Expenditures					
Salary					
Regular	5,512,992	5,407,181	5,985,273	5,459,833	6,091,765
Overtime	437,477	402,114	826,879	321,000	349,800
Vacancy Savings	-	-	-	(211,852)	(182,491)
Benefits					
Fringe Benefits (Med., Dent., etc.)	1,342,629	1,478,169	1,604,241	1,728,967	1,778,664
Retiree Medical	174,480	137,028	155,058	138,600	154,800
PERS	1,091,126	1,325,651	1,158,623	1,067,872	1,343,283
Charges (to)/from other programs	123,559	24,997	64,942	-	-
Net Staffing Expense	**8,682,263**	**8,775,140**	**9,795,016**	**8,504,420**	**9,535,821**
Maintenance & Utilities	303,189	276,759	368,139	417,860	413,723
Supplies & Services	453,344	395,573	562,267	390,745	580,695
Internal Service Fees	918,782	918,564	976,240	828,523	1,021,270
Capital	-	-	-	-	-
Net Operating Expense	**1,675,316**	**1,590,896**	**1,906,646**	**1,637,128**	**2,015,688**
Total Expenditures	**10,357,578**	**10,366,036**	**11,701,663**	**10,141,548**	**11,551,509**
General Fund Subsidy	**9,064,872**	**9,237,247**	**10,881,891**	**9,139,540**	**10,744,671**

FY 2015 Significant Budget Changes:

1. Property & Evidence and Crime Scene Unit moved to Support Services from Investigations in FY2013.

Division Summary **Police Department**

Division: 100 - 1805 General Fund

Special Programs (Grants)

Description: Temporary grants.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Fines and Forfeitures	16,990	-	39,122	-	33,500
Grant Revenue	1,520,467	1,503,572	575,422	350,000	1,400,000
Total Revenues	**1,537,457**	**1,503,572**	**614,544**	**350,000**	**1,433,500**
EXPENDITURES					
Expenditures					
Salary					
Regular	914,022	937,974	1,154,508	1,043,302	1,375,833
Overtime	63,731	72,048	190,590	-	-
Vacancy Savings	-	-	-	(40,950)	(34,751)
Benefits					
Fringe Benefits (Med., Dent., etc.)	273,331	278,004	346,194	317,833	480,147
Retiree Medical	36,315	59,250	55,330	45,900	61,200
PERS	271,239	310,852	316,698	277,817	430,810
Charges (to)/from other programs	171,211	37,641	95,894	-	-
Net Staffing Expense	**1,729,849**	**1,695,769**	**2,159,215**	**1,643,902**	**2,313,239**
Maintenance & Utilities	-	-	-	-	-
Supplies & Services	44,484	21,395	144,028	-	48,000
Internal Service Fees	-	-	-	-	-
Capital	34,245	-	7,073	-	-
Net Operating Expense	**78,728**	**21,395**	**151,101**	**-**	**48,000**
Total Expenditures	**1,808,577**	**1,717,164**	**2,310,316**	**1,643,902**	**2,361,239**
General Fund Subsidy	**271,120**	**213,592**	**1,695,771**	**1,293,902**	**927,739**

FY 2015 Significant Budget Changes:

1. Addition of 2.0 FTE Police Officers (Grant Funded).

Fund Summary **Police Department**

Fund: 278 Special Revenue Fund

Citizen's Option for Public Safety Grant

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

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Beginning Working Capital Balance	**69,444**	**61,450**	**304,779**	**120,779**	**304,779**
REVENUES					
Revenue					
Interest	-	-	-	-	-
Intergovernmental	150,134	243,329	197,628	184,000	184,000
Total Revenues	**150,134**	**243,329**	**197,628**	**184,000**	**184,000**
EXPENDITURES					
Fund Transfers Out to					
Trsfr to General Fund	158,128	-	197,628	184,000	184,000
	158,128	**-**	**197,628**	**184,000**	**184,000**
Total Expenditures	**158,128**	**-**	**197,628**	**184,000**	**184,000**
Net Change	**(7,994)**	**243,329**	**(0)**	**-**	**-**
Ending Working Capital Balance	**61,450**	**304,779**	**304,779**	**120,779**	**304,779**

FY 2015 Significant Budget Changes:

1. None.

Fund Summary **Police Department**

Fund: 273 Special Revenue Fund

Byrne Justice Assistance Grant

Description: Grant revenue transferred to offset General Fund expense.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Beginning Working Capital Balance	**409**	**319**	**319**	**319**	**319**
REVENUES					
Revenue					
Interest	602	-	-	-	-
Intergovernmental	88,926	71,548	54,920	55,000	47,864
Total Revenues	**89,528**	**71,548**	**54,920**	**55,000**	**47,864**
EXPENDITURES					
Expenditures					
Salary					
Regular	-	-	-	-	-
Overtime	-	-	-	-	-
Benefits					
Fringe Benefits (Med., Dent., etc.)					
Retiree Medical	-	-	-	-	-
PERS	-	-	-	-	-
Charges (to)/from other programs	-	-	-	-	-
Net Staffing Expense	**-**	**-**	**-**	**-**	**-**
Maintenance & Utilities	-	-	-	-	-
Supplies & Services	-	-	-	-	-
Internal Service Fees					
Capital	-	-	-	-	-
Net Operating Expense	**-**	**-**	**-**	**-**	**-**
Fund Transfers Out					
Trsfr to General Fund	89,618	71,548	54,920	55,000	47,864
	89,618	**71,548**	**54,920**	**55,000**	**47,864**
Total Expenditures	**89,618**	**71,548**	**54,920**	**55,000**	**47,864**
Net Difference Gain (Use) of Fund Bal	**(90)**	**-**	**(1)**	**-**	**-**
Ending Working Capital Balance	**319**	**319**	**319**	**319**	**319**

FY 2015 Significant Budget Changes:

1. None

Fund Summary **Police Department**

Fund: 271, 272, 276, 277 Special Revenue Fund

Narcotic Asset Seizure

Description: Asset seizure funds are deposited and expended in this fund.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Beginning Working Capital Balance	**107,631**	**66,049**	**359,930**	**-**	**-**
REVENUES					
Revenue					
Fines & Forfeitures	16,990	547,735	9,039	-	-
Interest	158	-	-	-	-
Total Revenues	**17,148**	**547,735**	**9,039**	**-**	**-**
EXPENDITURES					
Expenditures					
Salary					
Regular	-	-	-	-	-
Overtime	-	-	-	-	-
Benefits					
Fringe Benefits (Med., Dent., etc.)					
Retiree Medical	-	-	-	-	-
PERS	-	-	-	-	-
Charges (to)/from other programs	-	-	-	-	-
Net Staffing Expense	-	-	-	-	-
Maintenance & Utilities	-	-	-	-	-
Supplies & Services	24,493	12,000	21,527	-	-
Internal Service Fees	-	-	-	-	-
Capital	34,237	241,854	26,824	-	-
Net Operating Expense	58,730	253,854	48,351	-	-
Fund Transfers Out					
Trsfr to Police Capital Projects	-	-	-	-	-
	-	**-**	**-**	**-**	**-**
Total Expenditures	**58,730**	**253,854**	**48,351**	**-**	**-**
Net Difference Gain (Use) of Fund Bal	**(41,582)**	**293,881**	**(39,313)**	**-**	**-**
Ending Working Capital Balance	**66,049**	**359,930**	**320,617**	**-**	**-**

FY 2015 Significant Budget Changes:

1. None

Public Works Department (Engineering & Transportation)

Department Overview

The Public Works 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 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 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; assure that the Department is an engaged and consistent participant in appropriate community meetings
- Prepare and deliver for adoption the Capital Improvement Program on-time to Council and the public
- Manage departmental operations within budget.

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 Department within established deadlines 90% of time
- Design projects related to at least six miles of pavement rehabilitation, 20,000 square feet of sidewalk, and 100 wheelchair ramps

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

Performance Measures

- Ensure a timely and complete inspection of all City construction projects, as well as subdivisions, grading/clearing permits, and Public Works encroachment permits.

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

- Ensure traffic signal system operates in safe and efficient manner, reducing travel times and traffic congestion on the City's major corridors.
- Ensure all existing and proposed new roadways are designed and operate safely for all users of public roadway, such as motorists, pedestrian, and bicyclists.
- Closely follow transportation-related legislation and potential available funding to ensure Hayward's interests are protected.
- Respond to community requests for traffic-calming assistance within five days of receiving the request.
- 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.

Performance Measures

- Maintain complete and accurate information related to public roadway and city-owned properties, both for record and for facilitating potential new development.

- Acknowledge requests for survey and property characteristics assistance from other departments within twenty-four hours of receipt of the request; respond and provide the data in a timely and efficient manner.

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. Any 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
- Continue to reduce the number of noise-related complaints
- Strive to incur zero accidents; properly and timely report any accidents that do happen
- 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 2014 Department Performance/Accomplishments

1. Completed final design, initiated right-of-way acquisition phases, and approved plans and specifications for the 880/92 Reliever Route project.

2. The following key milestones were reached pertaining to the 21st Library and Community Learning Center project: successfully worked with USPS to purchase the needed right-of-way; started the final design process; developed a timeline for project construction; and collaborated with the City's team in order to develop a new sales tax measure for the June 2014 ballot.

3. Completed the design and approval of the new Fire Station #7 and Firehouse Clinic project.

4. Continued to participate in and direct the work of Department staff as it pertains to neighborhood improvements and the Neighborhood Partnership Program.

5. Completed the conversion of all City streetlights and traffic safety lights into low energy LEDs.

6. Completed construction on 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.

7. Completed construction of the new administrative office building for Hayward Executive Airport.

8. Secured a new Fixed Base Operator at the Hayward Executive Airport.

FY 2015 Core Service Objectives/Goals

1. Commence construction on the 880/92 Reliever Route (phase I) project.

2. Complete final design work related to the 21st Century Library and Community Learning Center.

3. Complete construction on the new Fire Station #7 and Firehouse Clinic.

4. Commence construction on the Sulphur Creek mitigation project; construction is expected to conclude by the end of FY 2015.

5. Complete design work on Phases II and III of the Route 238 Corridor Improvement project; along with roadway improvements, Phase II includes the installation of landscaping in existing medians, installation of sidewalk, extension of greenways, undergrounding overhead utilities, and the installation of foot-path lighting and bike paths along Mission Boulevard from Industrial to the south City limit, while Phase III consists of similar work along Mission Boulevard from A Street to the north City limit.

6. Conduct a Citywide intersection improvement study.

7. Commence improvements to the road system within the Airport.

8. Commence rehabilitation of Municipal Parking Lot #4.

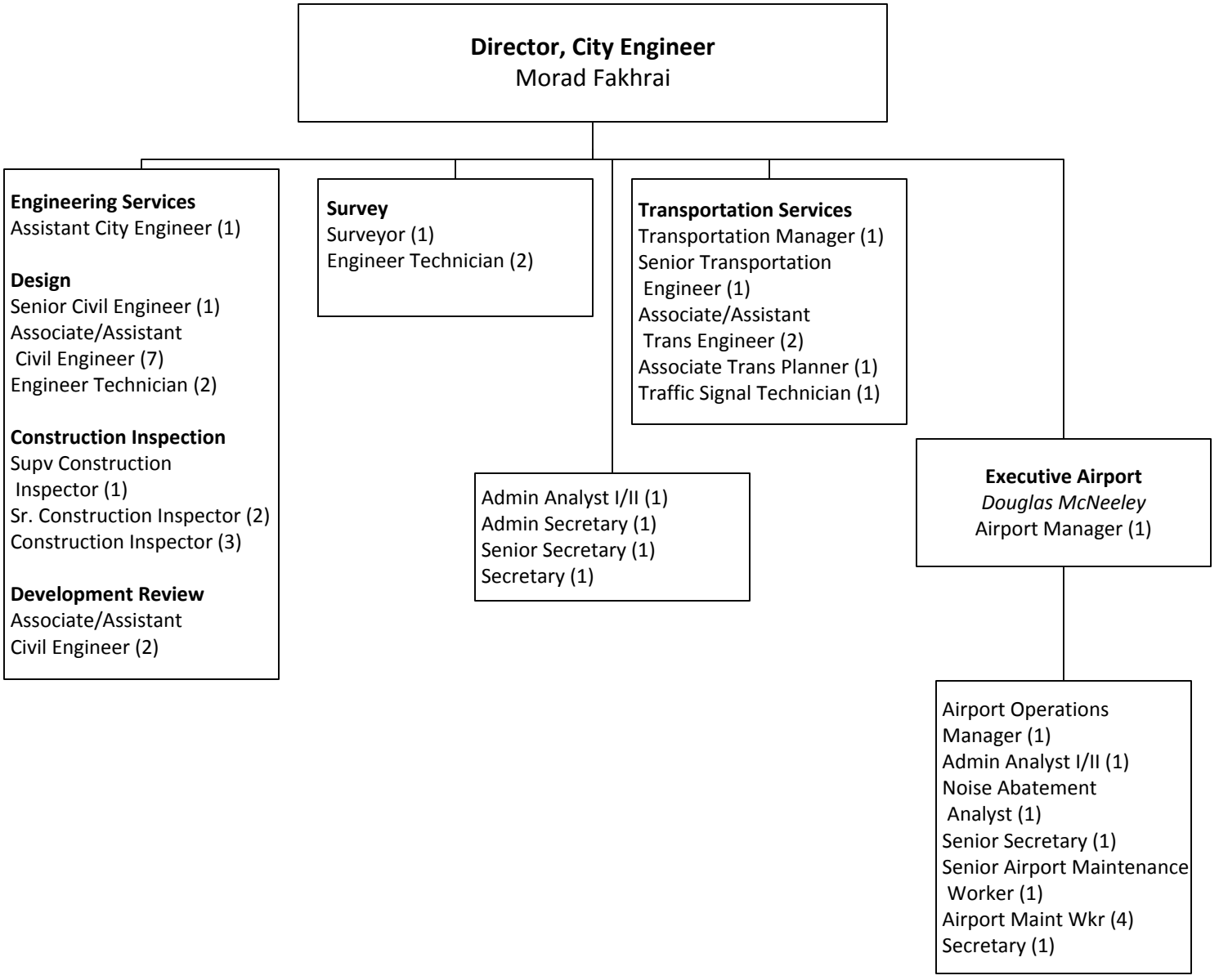
Significant Changes Planned for FY 2015

One position is added for FY 2015: 1 FTE Associate Transportation Planner. A second position, a Survey Engineer, is recommended to be considered during the FY 2015 mid-year review.

The Associate Transportation Planner will allow for a more thorough analysis of traffic impacts resulting from new developments as well as an increased ability to pursue transportation-related grant opportunities, and if added, the Survey Engineer would allow Engineering and Transportation to keep pace with the myriad requests pertaining to the review of parcel maps, right-of-way needs, and plats due to the influx of new development. .

FY 2015 STAFFING
44.0 FTE

Public Works
Engineering & Transportation



CITY OF HAYWARD
HEART OF THE BAY

Public Works - Engineering & Transportation Staffing Summary

	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014	Adopted 2015
General Fund					
Director Of Public Works	1	1	1	1	1
Deputy Director of Pulbic Works	1	1	0	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	1	1	1
Supervising Construction Inspector	1	1	1	1	1
Survey Engineer	1	0	0	0	0
Assoc Civil Engineer/Assist Civil Engineer	9	9	9	9	9
Assoc Transportation Engineer	2	1	1	1	1
Assoc Transportation Planner[3]	0	0	0	0	1
Senior Construction Inspector	2	2	2	2	2
Administrative Analyst I/II	2	2	1	1	1
Assistant Transportation Engineer	1	1	1	1	1
Surveyor	1	1	1	1	1
Construction Inspector	4	3	3	3	3
Engineering Technician	4	4	4	4	4
Traffic Signal Technician	0	0	1	1	1
Administrative Secretary [1]	1	1	0	0	1
Senior Secretary [2]	2	2	2	2	1
Secretary	1	1	1	1	1
	36	**33**	**32**	**32**	**33**
Airport Fund					
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	0	0	0	0
Senior Airport Maintenance Worker	1	1	1	1	1
Airport Maintenance Worker	4	4	4	4	4
Secretary	1	1	1	1	1
Senior Secretary	0	1	1	1	1
Airport Attendant	0	0	0	0	0
Administrative Intern	0.5	0	0	0	0
Noise Abatement Analyst	0	0.5	1	1	1
	10.5	**10.5**	**11**	**11**	**11**

Staffing Changes to Proposed FY 2015:

1. Addition of 1.0 FTE Administrative Secretary (FY14 Mid-Year).
2. Deletion of 1.0 FTE Senior Secretary (FY14 Mid-Year).
3. Addition of 1.0 FTE Associate Transportation Planner.

Public Works - General Fund Summary

Description:

Administration, Engineering & Transportation, and Solid Waste.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Sales & Other Taxes	-	-	-	1,700	1,700
Interest & Rents	-	-	-	22,160	22,160
Intergovernmental	26,735	13,257	13,257	18,900	18,900
Fees & Service Charges	119,557	107,019	68,254	136,197	136,197
Other Revenue	72,756	69,698	71,043	39,000	39,000
Total Revenues	**219,048**	**189,974**	**152,554**	**217,957**	**217,957**
EXPENDITURES					
Expenditures					
Salary					
Regular	3,064,759	3,361,397	3,051,401	3,207,670	3,307,827
Overtime	23,000	36,969	153,087	6,400	6,400
Benefits					
Fringe Benefits (Med., Dent., etc.)	540,303	664,591	667,562	770,674	868,058
Retiree Medical	78,516	64,908	57,696	57,600	59,400
PERS	610,291	793,893	577,144	625,657	727,397
Charges (to)/from other programs	(3,460,499)	(4,026,202)	(3,798,758)	(3,689,309)	(3,773,830)
Net Staffing Expense	**856,370**	**895,556**	**708,132**	**978,692**	**1,195,252**
Maintenance & Utilities	1,151,387	2,911	1,479	9,899	8,115
Supplies & Services	52,499	41,291	27,766	64,987	64,371
Internal Service Fees	572,035	622,496	519,763	525,492	572,206
Capital	-	-	-	-	-
Net Operating Expense	**1,775,921**	**666,698**	**549,008**	**600,378**	**644,692**
Total Expenditures	**2,632,290**	**1,562,254**	**1,257,141**	**1,579,070**	**1,839,944**
General Fund Subsidy	**2,413,242**	**1,372,280**	**1,104,587**	**1,383,273**	**1,621,987**

Program Summary **Public Works Department**

Program: 100-2011 General Fund

Administration

Description: Department administration.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
None	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**
EXPENDITURES					
Expenditures					
Salary					
Regular	339,227	263,775	-	-	-
Overtime	-	-			
Benefits					
Fringe Benefits (Med., Dent., etc.)	39,313	25,718			
Retiree Medical	6,543	5,409	-	-	-
PERS	67,368	41,708	-	-	-
Charges (to)/from other programs	(432,865)	(326,749)	-	-	-
Net Staffing Expense	**19,585**	**9,861**	**-**	**-**	**-**
Maintenance & Utilities	957	480	-	-	-
Supplies & Services	7,109	2,976	-	-	-
Internal Service Fees	20,080	39,157	-	-	-
Capital	-	-	-	-	-
Net Operating Expense	**28,146**	**42,613**	**-**	**-**	**-**
Total Expenditures	**47,731**	**52,474**	**-**	**-**	**-**
General Fund Subsidy	**47,731**	**52,474**	**-**	**-**	**-**

FY 2015 Significant Budget Changes:

1. None.

CITY OF HAYWARD
HEART OF THE BAY

Public Works Department

Division Summary **Engineering & Transportation**

Division: 100 - 2100 General Fund

Engineering & Transportation

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

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Sales and Other Taxes	-	-	-	1,700	1,700
Interest and Rents	-	-	-	22,160	22,160
Intergovernmental	26,735	13,257	13,257	18,900	18,900
Fees & Service Charges	119,557	107,019	68,254	136,197	136,197
Other Revenue	72,756	69,698	71,043	39,000	39,000
Total Revenues	**219,048**	**189,974**	**152,554**	**217,957**	**217,957**
EXPENDITURES					
Expenditures					
Salary					
Regular	2,725,532	3,097,622	3,051,401	3,207,670	3,307,827
Overtime	23,000	36,969	153,087	6,400	6,400
Benefits					
Fringe Benefits (Med., Dent., etc.)	500,990	638,873	667,562	770,674	868,058
Retiree Medical	71,973	59,499	57,696	57,600	59,400
PERS	542,923	752,185	577,144	625,657	727,397
Charges (to)/from other programs	(3,027,634)	(3,699,453)	(3,798,758)	(3,689,309)	(3,773,830)
Net Staffing Expense	**836,785**	**885,695**	**708,132**	**978,692**	**1,195,252**
Maintenance & Utilities	1,150,429	2,431	1,479	9,899	8,115
Supplies & Services	45,390	38,315	27,766	64,987	64,371
Internal Service Fees	551,955	583,339	519,763	525,492	572,206
Net Operating Expense	**1,747,775**	**624,085**	**549,008**	**600,378**	**644,692**
Total Expenditures	**2,584,559**	**1,509,780**	**1,257,141**	**1,579,070**	**1,839,944**
General Fund Subsidy	**2,365,511**	**1,319,806**	**1,104,587**	**1,361,113**	**1,621,987**

FY 2015 Significant Budget Changes:

1. Addition of 1.0 FTE Assistant Transportation Planner.
2. Upgrade of 1.0 FTE Senior Secretary to 1.0 FTE Administrative Secretary (FY14 Mid-Year).

CITY OF HAYWARD
HEART OF THE BAY

Public Works Department
Fund Summary **Engineering & Transportation**
Fund: 631, 633 Enterprise Fund

Hayward Executive Airport

Description: Operation and maintenance of Hayward Executive Airport.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Beginning Working Capital Balance	**11,154,320**	**11,077,418**	**11,613,551**	**10,786,450**	**12,121,077**
REVENUES					
Revenue					
Property Tax	-	-	-	-	-
Interest & Rents	98,182	94,181	14,389	155,476	158,251
Land Rent	1,423,466	1,483,188	2,900,382	1,603,287	1,615,417
Hangar Rent	969,228	1,021,602	-	1,041,800	970,000
Fees & Service Charges	3,582	6,466	7,129	29,950	9,400
Other Revenue	387,864	354,049	55,648	322,000	320,000
Total Revenue	**2,882,322**	**2,959,486**	**2,977,548**	**3,152,513**	**3,073,068**
Total Revenues	**2,882,322**	**2,959,486**	**2,977,548**	**3,152,513**	**3,073,068**
EXPENDITURES					
Expenditures					
Salary					
Regular	752,835	808,197	783,983	889,068	877,156
Overtime	17,463	20,917	27,616	17,000	26,750
Benefits					
Fringe Benefits (Med., Dent., etc.)	184,749	213,602	212,248	268,013	236,122
Retiree Medical	21,810	19,833	19,833	19,800	19,800
PERS	133,682	184,413	151,561	172,652	192,499
Charges (to)/from other programs	112,289	103,536	30,173	55,666	190,774
Net Staffing Expense	**1,222,828**	**1,350,498**	**1,225,415**	**1,422,199**	**1,543,101**
Maintenance & Utilities	207,478	200,256	181,525	219,063	195,505
Supplies & Services	286,559	295,239	268,875	340,036	249,873
Internal Service Fees	267,805	245,171	(712,541)	216,726	215,261
Project Expenditure	-	(1,041,679)	-	-	-
Net Operating Expense	**761,842**	**(301,013)**	**(262,141)**	**775,825**	**660,639**
Fund Transfers Out to					
Cost Allocation to General Fund	110,855	114,181	114,181	114,181	117,606
Liability Insurance Premium	63,398	66,568	66,568	62,189	53,815
Water Maint Fund for DS	-	193,119	-	190,019	171,994
Tech Services ERP	-	-	26,000	26,000	-
Airport Capital Fund	700,000	1,000,000	1,300,000	1,100,000	600,000
Total Transfers Out	**874,253**	**1,373,868**	**1,506,749**	**1,492,389**	**943,415**
Total Expenditures	**2,858,923**	**2,423,353**	**2,470,023**	**3,690,413**	**3,147,155**
Net Change	**23,399**	**536,133**	**507,526**	**(537,900)**	**(74,087)**
Ending Working Capital Balance	**11,077,418**	**11,613,551**	**12,121,077**	**10,248,550**	**12,046,990**

FY 2015 Significant Budget Changes:

1. None.

All Funds Summary - By Category

Funding: General Fund and Enterprise funds.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue and Transfers In from Other Funds					
General Fund Revenue	219,048	189,974	152,554	217,957	217,957
Airport Maint & Operation	2,882,322	2,959,486	2,977,548	3,152,513	3,073,068
	3,101,370	**3,149,460**	**3,130,102**	**3,370,470**	**3,291,025**
(Contribution)/Use of Fund Balance					
Airport Maint & Operation	(23,399)	(536,133)	(507,526)	537,900	74,087
	(23,399)	**(536,133)**	**(507,526)**	**537,900**	**74,087**
Fund Subsidy					
General Fund Subsidy	**2,413,242**	**1,372,280**	**1,104,587**	**1,361,113**	**1,621,987**
Total Revenues	**5,491,213**	**3,985,607**	**3,727,163**	**5,269,483**	**4,987,099**
EXPENDITURES					
Expenditures By Expense Category					
Salary					
Regular	3,817,593	4,169,594	3,835,384	4,096,738	4,184,983
Overtime	40,464	57,886	180,703	23,400	33,150
Benefits					
Fringe Benefits (Med., Dent., etc.)	725,052	878,193	879,810	1,038,687	1,104,180
Retiree Medical	100,326	84,741	77,529	77,400	79,200
PERS	743,972	978,306	728,705	798,309	919,896
Charges (to)/from other programs	(3,348,210)	(3,922,666)	(3,768,585)	(3,633,643)	(3,583,056)
Net Staffing Expense	**2,079,198**	**2,246,054**	**1,933,547**	**2,400,891**	**2,738,353**
Maintenance & Utilities	1,358,865	203,167	183,004	228,962	203,620
Supplies & Services	339,058	336,530	296,641	405,023	314,244
Internal Service Fees	839,840	867,667	(192,778)	742,218	787,467
Capital	-	-	-	-	-
Net Operating Expense	**2,537,762**	**1,407,364**	**286,867**	**1,376,203**	**1,305,331**
Transfers Out to Other Funds	**874,253**	**1,373,868**	**1,506,749**	**1,492,389**	**943,415**
Total Expenditures	**5,491,213**	**5,027,286**	**3,727,163**	**5,269,483**	**4,987,099**
Net Change	**-**	**(1,041,679)**	**-**	**-**	**-**

All Funds Summary - By Program

Funding: General Fund and Enterprise funds.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue and Transfers in from Other Funds					
General Fund Revenue	219,048	189,974	152,554	217,957	217,957
Hayward Executive Airport	2,882,322	2,959,486	2,977,548	3,152,513	3,073,068
	3,101,370	**3,149,460**	**3,130,102**	**3,370,470**	**3,291,025**
(Contribution)/Use of Fund Balance					
Hayward Executive Airport	(23,399)	(536,133)	(507,526)	537,900	74,087
	(23,399)	**(536,133)**	**(507,526)**	**537,900**	**74,087**
Fund Subsidy					
General Fund Subsidy	**2,413,242**	**1,372,280**	**1,104,587**	**1,361,113**	**1,621,987**
Total Revenues	**5,491,213**	**3,985,607**	**3,727,163**	**5,269,483**	**4,987,099**
EXPENDITURES					
Expenditures and Transfer Out to Other Funds By Program					
General Fund	2,632,290	1,562,254	1,257,141	1,579,070	1,839,944
Executive Airport	2,858,923	2,423,353	2,470,023	3,690,413	3,147,155
Total Expenditures	**5,491,213**	**3,985,607**	**3,727,163**	**5,269,483**	**4,987,099**
Net Change	-	-	-	-	-

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Utilities & Environmental Services Department

Department Overview

The Utilities & Environmental Services Department is responsible for management of the City's Water Distribution System and Wastewater Collection and Treatment Systems, as well as Solid Waste and Recycling. In addition to operating and maintaining utilities facilities and equipment, this Department is responsible for compliance with all applicable local, state, and federal regulatory requirements, and has 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, transmission, storage and distribution of potable water, including maintenance and operation of all water facilities, as well as planning, design, and construction of needed rehabilitation, replacement, and capital improvement projects to ensure reliable and safe water supplies to current and future customers. 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 Department of Heath 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 rehabilitation, replacement, and capital improvement projects to ensure sufficient system capacity and reliability.

Performance Measures

- Limit the number of sanitary sewer overflows (SSOs) to six per year (i.e., not to exceed two occurrences per 100 miles of collection system); and none considered "major" by the regulatory agencies.

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 rehabilitation, replacement, and capital improvement projects. The Division develops and expands the use of clean and renewable energy sources, , such as solar photovoltaic and cogeneration of electric power and heat-using biogas, a renewable resource, to 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 at least 50% of electric energy used at the wastewater treatment plant is generated on site using renewable sources (not purchased energy), such as solar and bio-gas.

Environmental Services

This division brings all energy and water efficiency, resource conservation, and pollution and waste reduction activities of the City under one umbrella. Activities include water and energy efficiency and conservation, green and clean energy production and procurement, water pollution control at the point of discharge (source control), solid 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 at the discharge points in order to protect the sewer 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

- Ensure that sanitary sewer discharge and stormwater runoff throughout the community are in compliance with applicable local, state and federal standards and permits

Solid Waste and Recycling

Solid Waste and Recycling 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 reduce the amount of waste sent to landfills and to address waste diversion targets. Specific programs include: curbside mixed recyclables collection; 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
- Continue progress towards the goal of ensuring that only 10% of readily recyclable materials remain in the waste stream

Sustainability

The Sustainability Program will implement 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 and promote resource conservation in the community.

Performance Measures

- Implement objectives of the City's Climate Action Plan according to the performance measures and timelines stated in the Plan.
- Maintain a residential per-capita water usage that is in the lower half of all Bay Area water purveyors, using public education, conservation, water conservation pricing, etc.

FY2014 Department Performance/Accomplishments

1. Designed the Mission Aqueduct seismic improvements on Mission Blvd. in Fremont, which serves Hayward customers.

2. Rehabilitated the 16" water transmission main between the Highland 250 and 500 reservoirs.

3. Completed construction of the Trash Capture pilot project at Tennyson Road.

4. Substantially completed the new power cogeneration system at the WPCF.

5. Constructed the fat, oil and grease (FOG) receiving station at the WPCF to enhance production of renewable and clean energy.

6. Prepared the WPCF Master Plan update.

7. Prepared the Sewer Collection System Master Plan update.

8. Prepared the Water Distribution System Master Plan update.

9. Updated the COH Utilities Operations and Maintenance Injury and Illness Prevention Program Handbook.

10. Worked collaboratively with the Alameda County Waste Management Authority to implement the single-use bag reduction ordinance.

11. Implemented Phase I mandatory commercial recycling ordinance.

12. Conducted an engineering and technical analysis of Hayward's Wastewater Discharge Standards and Limitations for Discharge to the Municipal Sanitary Sewer System.

13. Assessed feasibility of expanding the one megawatt solar energy facility at the WPCF.

14. Initiated environmental assessment of the recycled water distribution pipeline to distribute 500,000 gallons of recycled water to the area within one mile of the WPCF.

15. Initiated feasibility study and pilot testing to assess viability of converting existing water meters to an advanced metering infrastructure (AMI) system.

16. Developed innovative pilot Green Hayward PAYS (Pay as You Save) program to provide multi-family properties with water and energy efficiency upgrades with no upfront costs, using on-bill financing.

17. Initiated negotiations for new Solid Waste and Recycling Services franchise agreement.

FY 2015 Core Service Objectives/Goals

1. Begin the process for the construction of an additional one megawatt solar energy system at WPCF.

2. Complete pilot testing of advanced metering infrastructure (AMI) systems, and if feasible, initiate City-wide implementation.

3. Construct new 1.2 million gallon reservoir at the 1,530-foot elevation zone.

4. Begin the process to install new tank, pumps and generator at Garin Reservoir.

5. Assess feasibility of installing solar energy at various water facilities.

6. Start construction of the Mission Blvd. aqueduct seismic improvements.

7. Determine the appropriate seismic improvements to Maitland and Highland 250 Reservoirs and commence with the design.

8. Inspect and recoat (paint) various water reservoirs to maintain facilities in optimal condition.

9. Design renovation of and improvements to the WPCF administration and operations building.

10. Prepare environmental assessment and begin the design of recycled water distribution system.

11. Negotiate new agreement for solid waste and recycling services or solicit new proposals.

12. Implement pilot PAYS program and assess feasibility of expanding the program.

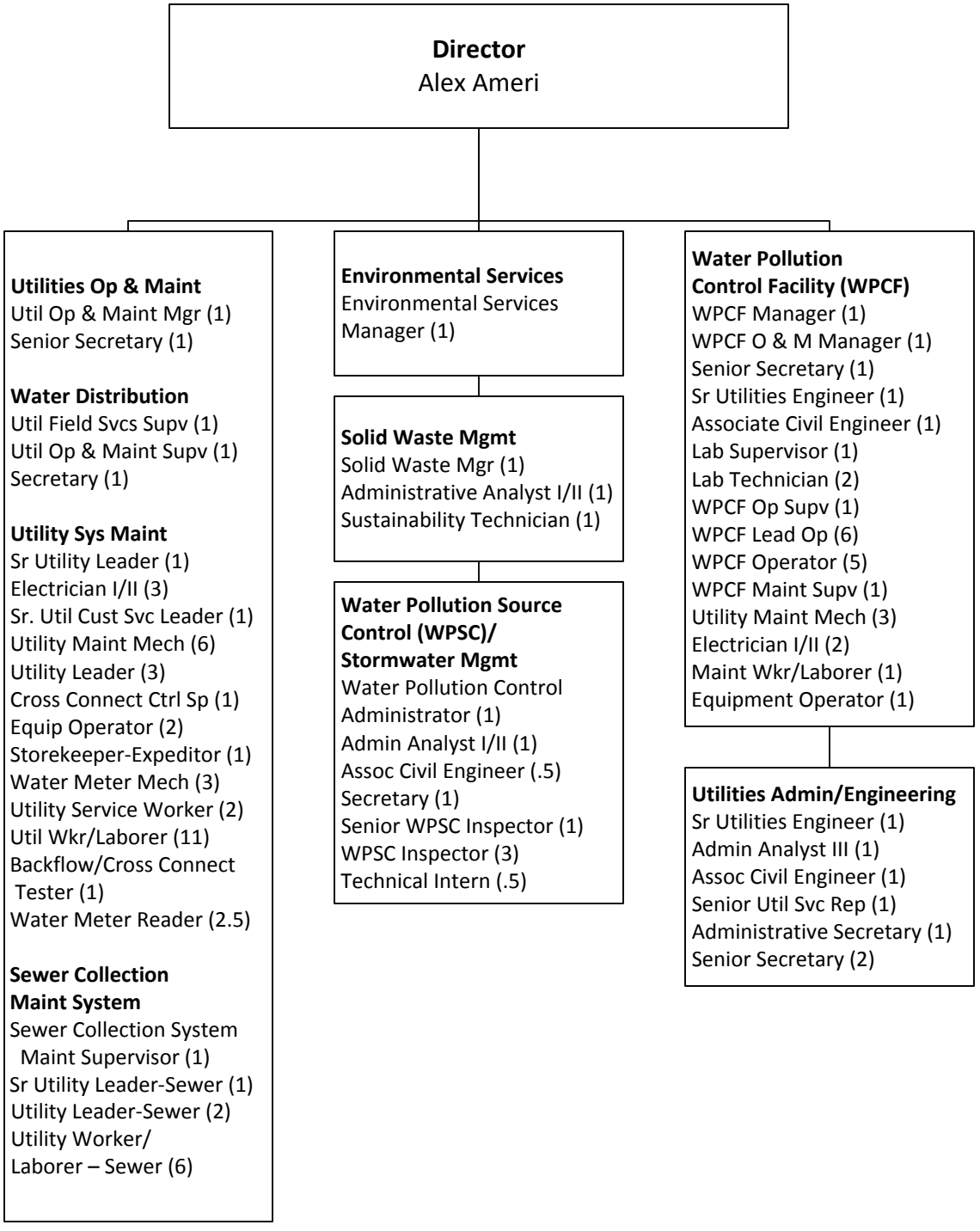
Significant Changes Planned for FY 2015

An additional position is proposed to be added to provide resources necessary to address the need for a more aggressive and proactive sewer line inspection and cleaning schedule. The proposed position of Sewer Collection System Maintenance Supervisor will facilitate greater oversight in the scheduling and performance of activities related to maintaining the collection system and reducing the risk of sanitary sewer overflows.

The currently vacant position of Recycling Specialist is proposed to be changed and upgraded to an Administrative Analyst I position. This proposed change would provide greater flexibility in implementing environmental programs related to energy and water use efficiency, in addition to continued recycling program responsibilities.

Utilities & Environmental Services

FY 2015 STAFFING
99.5 FTE



CITY OF HAYWARD
HEART OF THE BAY

Utilities & Environmental Services Staffing Summary

	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014	Adopted 2015
Recycling Fund					
Solid Waste Manager	1	1	1	1	1
Administrative Analyst I/II[8]	0	0	0	0	1
Recycling Specialist[9]	1	1	1	1	0
Sustainability Technician/Assistant	0	0	0	1	1
Secretary	1	1	1	0	0
Administrative Intern	1	0	0	0	0
	4	**3**	**3**	**3**	**3**
Stormwater Fund					
Water Pollution Control Admin	1	1	1	1	1
Water Pollution Source Control Inspector	2	1	1	1	1
Secretary	1	1	1	1	1
	4	**3**	**3**	**3**	**3**
Waste Water Fund					
Water Pollution Control Facility (WPCF) Manager	1	1	1	1	1
WPCF Operations & Maintenance Manager	1	0	0	1	1
Senior Utilities Engineer	1	1	1	1	1
Sewer Collection System Maintenance Supervisor[7]	0	0	0	0	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	1.5	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 - Sewer [1]	0	0	0	0	1
Senior Utility Leader [1]	1	1	1	1	0
Water Pollution Source Control Inspector	3	2	2	2	2
WPCF Lead Operator	6	6	6	6	6
Utilities Maintenance Mechanic	4	4	4	4	4
Laboratory Technician	3	2	2	2	2
WPCF Operator	6	5	5	5	5
Utility Leader - Sewer [2]	0	0	0	0	2
Utility Leader [2]	2	2	2	2	0
Equipment Operator	1	1	1	1	1
Utility Worker - Sewer [3, 4]	0	0	0	0	6

CITY OF HAYWARD
HEART OF THE BAY

Utilities & Environmental Services Staffing Summary

	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014	Adopted 2015
Utility Worker [3]	4	4	4	4	0
Administrative Analyst I/II	0	0	1	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	**40.5**	**42**	**43**	**46**
Water Fund					
Director of Public Works	0	0	1	1	1
Deputy Director of Utilities & Environmental Srvs	1	1	0	0	0
Utilities Superintendent	1	1	0	0	0
Landscape Architect	1	0	0	0	0
Utilities Operations & Maintenance Manager	1	1	1	1	1
Environmental Services Manager	0	0	1	1	1
Senior Utilities Engineer	1	1	1	1	1
Utilities Maintenance Supervisor	1	1	0	0	0
Utilities Operations & Maintenance Supervisor	0	0	1	1	1
Utilities Field Services Supervisor	0	0	1	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 [5]	1	1	2	2	1
Cross Connection Control Specialist	1	1	1	1	1
Water Meter Mechanic	3	3	3	3	3
Equipment Operator	2	2	2	2	2
Utilities Service Worker	2	2	2	2	2
Utility Worker	14	11	11	11	11
Senior Secretary [6]	1	1	1	1	2
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	**45.5**	**47.5**	**47.5**	**47.5**

Utilities & Environmental Services Staffing Summary					
	Adjusted 2011	Adopted 2012	Adopted 2013	Adopted 2014	Adopted 2015

Staffing Changes to Proposed FY 2015:

1. Re-title 1.0 FTE Senior Utility Leader to 1.0 FTE Senior Utility Leader - Sewer (FY14 Mid-Year).
2. Re-title 2.0 FTE Utility Leader to 2.0 FTE Utility Leader - Sewer (FY14 Mid-Year).
3. Re-title 4.0 FTE Utility Worker to 4.0 FTE Utility Worker - Sewer (FY14 Mid-Year).
4. Addition of 2.0 FTE Utility Worker - Sewer (FY14 Mid-Year).
5. Deletion of 1.0 FTE Administrative Secretary (FY14 Mid-Year).
6. Addition of 1.0 FTE Senior Secretary (FY14 Mid-Year).
7. Addition of 1.0 FTE Sewer Collection System Maintenance Supervisor
8. Addition of 1.0 FTE Administrative Analyst I/II
9. Deletion of 1.0 FTE Recycling Specialist

All Funds Summary - By Category

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

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue and Transfers In from Other Funds					
General Fund Revenue	-	-	10,239	8,257	8,257
Recycling Program	966,766	679,558	514,891	478,500	416,500
Stormwater Maint & Operation	2,732,682	2,747,763	2,825,752	2,778,400	2,713,000
Waste Water Maint & Operation	20,575,286	23,139,828	23,282,076	25,359,815	24,703,945
Water Maint & Operation	29,911,805	35,860,271	41,796,708	41,430,316	43,621,498
Regional Water Inter-Tie	4,700	51,071	141,703	83,500	83,500
	54,191,240	**62,478,491**	**68,571,369**	**70,138,788**	**71,546,700**
(Contribution)/Use of Fund Balance					
Recycling Program	(380,987)	60,075	23,478	194,947	198,566
Stormwater Maint & Operation	(1,749,799)	(1,770,852)	(1,779,601)	(1,697,187)	(1,610,194)
Waste Water Maint & Operation	209,475	(516,475)	(4,325,625)	977,186	(174,037)
Water Maint & Operation	(440,215)	(1,232,434)	(4,584,398)	(3,879,982)	(3,523,280)
Regional Water Inter-Tie	5,836	(11,842)	(66,481)	-	-
	(2,355,691)	**(3,471,528)**	**(10,732,627)**	**(4,405,036)**	**(5,108,945)**
Fund Subsidy					
General Fund Subsidy	**28,046**	**29,022**	**23,374**	**43,649**	**44,500**
Total Revenues	**51,863,595**	**59,035,985**	**57,862,116**	**65,777,401**	**66,482,255**
EXPENDITURES					
Expenditures By Expense Category					
Salary					
Regular	8,466,372	8,176,658	8,517,651	9,103,460	9,363,714
Overtime	444,169	541,755	680,676	364,900	364,900
Benefits					
Fringe Benefits (Med., Dent., etc.)	2,595,526	2,576,501	2,624,670	3,140,861	3,024,303
Retiree Medical	257,358	198,330	207,345	207,000	212,400
PERS	1,647,447	2,018,290	1,597,110	1,776,351	2,058,906
Charges (to)/from other programs	6,689	(156,638)	(210,796)	501,824	512,544
Net Staffing Expense	**13,417,561**	**13,354,896**	**13,416,656**	**15,094,396**	**15,536,767**
Maintenance & Utilities	1,817,238	1,589,465	1,826,788	2,308,842	2,319,626
Supplies & Services	8,690,387	9,594,896	9,077,300	10,274,922	7,180,219
Internal Service Fees	2,343,384	2,252,393	2,381,860	2,252,538	2,366,293
Water Purchases	15,435,741	20,177,473	22,302,215	22,200,000	25,900,000
Debt Service	4,851,382	5,111,605	-	4,953,997	4,958,639
Capital	-	-	-	-	-
Net Operating Expense	**33,138,132**	**38,725,832**	**35,588,162**	**41,990,299**	**42,724,777**
Transfers Out to Other Funds	**8,347,663**	**10,042,384**	**10,337,914**	**12,338,807**	**12,030,118**
Other Department Operating Costs	**(3,039,761)**	**(3,087,127)**	**(1,480,616)**	**(3,646,101)**	**(3,809,407)**
Total Expenditures	**51,863,595**	**59,035,985**	**57,862,116**	**65,777,401**	**66,482,255**
Net Change	-	-	-	-	-

All Funds Summary - By Program

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

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue and Transfers in from Other Funds					
General Fund Revenue	-	-	10,239	8,257	8,257
Recycling Program	966,766	679,558	514,891	478,500	416,500
Stormwater	2,732,682	2,747,763	2,825,752	2,778,400	2,713,000
Wastewater	20,575,286	23,139,828	23,282,076	25,359,815	24,703,945
Water	29,911,805	35,860,271	41,796,708	41,430,316	43,621,498
Regional Water Inter-Tie	4,700	51,071	141,703	83,500	83,500
	54,191,240	**62,478,491**	**68,571,369**	**70,138,788**	**71,546,700**
(Contribution)/Use of Fund Balance					
Recycling Program	(380,987)	60,075	23,478	194,947	198,566
Stormwater	(1,749,799)	(1,770,852)	(1,779,601)	(1,697,187)	(1,610,194)
Wastewater	209,475	(516,475)	(4,325,625)	977,186	(174,037)
Water	(440,215)	(1,232,434)	(4,584,398)	(3,879,982)	(3,523,280)
Regional Water Inter-Tie	5,836	(11,842)	(66,481)	-	-
	(2,355,691)	**(3,471,528)**	**(10,732,627)**	**(4,405,036)**	**(5,108,945)**
Fund Subsidy					
General Fund Subsidy	**28,046**	**29,022**	**23,374**	**43,649**	**44,500**
Total Revenues	**51,863,595**	**59,035,985**	**57,862,116**	**65,777,401**	**66,482,255**
EXPENDITURES					
Expenditures and Transfer Out to Other Funds By Program					
General Fund	28,046	29,022	33,613	51,906	52,757
Recycling	585,779	739,633	538,369	673,447	615,066
Stormwater	982,882	976,911	1,046,151	1,081,213	1,102,806
Wastewater	20,784,761	22,623,353	18,956,452	26,337,001	24,529,908
Water	29,471,590	34,627,837	37,212,310	37,550,334	40,098,218
Regional Water Inter-Tie	10,536	39,229	75,222	83,500	83,500
Total Expenditures	**51,863,595**	**59,035,985**	**57,862,116**	**65,777,401**	**66,482,255**
Net Change	**-**	**-**	**-**	**-**	**-**

CITY OF HAYWARD
HEART OF THE BAY

Program Summary **Utilities & Environmental Services**

Program: 100 - 4632 General Fund

Solid Waste Program

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

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Fees & Service Charges	-	-	10,239	8,257	8,257
Total Revenues	**-**	**-**	**10,239**	**8,257**	**8,257**
EXPENDITURES					
Expenditures					
Salary					
Regular	-	-	-	-	-
Overtime	-	-	-	-	-
Benefits					
Fringe Benefits (Med., Dent., etc.)	-	-	-	-	-
Retiree Medical	-	-	-	-	-
PERS	-	-	-	-	-
Charges (to)/from other programs	26,490	26,753	30,721	48,977	49,828
Net Staffing Expense	**26,490**	**26,753**	**30,721**	**48,977**	**49,828**
Maintenance & Utilities	144	-	-	-	-
Supplies & Services	1,411	2,269	2,892	2,929	2,929
Internal Service Fees	-	-	-	-	-
Capital	-	-	-	-	-
Net Operating Expense	**1,556**	**2,269**	**2,892**	**2,929**	**2,929**
Total Expenditures	**28,046**	**29,022**	**33,613**	**51,906**	**52,757**
General Fund Subsidy	**28,046**	**29,022**	**23,374**	**43,649**	**44,500**

FY 2015 Significant Budget Changes:

1. None.

CITY OF HAYWARD
HEART OF THE BAY

Fund Summary **Utilities & Environmental Services**

Fund: 213, 214, 215, 216 Special Revenue Fund

Recycling Program

Description: City's Recycling Program.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Special Assessment-Deliq Bills	-	25,965	26,241	-	10,000
Interest & Rents	6,415	5,177	2,600	16,000	4,000
Intergovernmental	953,180	645,991	485,100	460,000	400,000
Fees and Service Charges	-	100	-	-	-
Other Revenue	7,171	2,325	950	2,500	2,500
Total Revenue	**966,766**	**679,558**	**514,891**	**478,500**	**416,500**
Fund Transfers In - None	**-**	**-**	**-**	**-**	**-**
Total Revenues	**966,766**	**679,558**	**514,891**	**478,500**	**416,500**
EXPENDITURES					
Expenditures					
Salary					
Regular	196,905	203,795	208,496	254,852	260,845
Overtime	-	-	612	-	-
Benefits					
Fringe Benefits (Med., Dent., etc.)	52,261	57,341	53,119	69,427	85,146
Retiree Medical	6,543	5,409	5,409	5,400	5,400
PERS	32,310	44,649	39,221	49,274	57,075
Charges (to)/from other programs	64,916	55,586	39,952	41,154	(9,461)
Net Staffing Expense	**352,935**	**366,780**	**346,809**	**420,107**	**399,005**
Maintenance & Utilities	269	289	394	4,098	4,098
Supplies & Services	150,158	145,941	81,162	142,927	102,927
Internal Service Fees	-	28,495	24,875	24,127	25,806
Capital	-	-	-	-	-
Net Operating Expense	**150,427**	**174,725**	**106,431**	**171,152**	**132,831**
Fund Transfers Out to					
Cost Allocation to General Fund	70,460	72,573	72,573	72,573	74,750
Misc Trsfr to Sewer Collection	-	113,000	-	-	-
Liability Insurance Premium	11,957	12,555	12,555	9,615	8,480
Total Transfers Out	**82,417**	**198,128**	**85,128**	**82,188**	**83,230**
Total Expenditures	**585,779**	**739,633**	**538,369**	**673,447**	**615,066**
Net Change	**380,987**	**(60,075)**	**(23,478)**	**(194,947)**	**(198,566)**

FY 2015 Significant Budget Changes:

1. Addition of 1.0 FTE Administrative Analyst I/II.
2. Deletion of 1.0 FTE Recycling Specialist.

CITY OF HAYWARD
HEART OF THE BAY

Fund Summary **Utilities & Environmental Services**

Fund: 601, 602 Enterprise Fund

Stormwater

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

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Stormwater & Inspection Fees	2,025,484	2,010,304	2,088,809	2,006,000	2,016,000
Street Cleaning Fees	686,327	713,488	732,737	736,400	680,000
Fines and Forfeitures	-	600	-	-	-
Interest	8,612	9,713	4,098	35,000	16,000
Fees and Service Charges	-	813	-	-	-
Other Revenue	12,259	12,845	107	1,000	1,000
Total Revenue	**2,732,682**	**2,747,763**	**2,825,752**	**2,778,400**	**2,713,000**
Total Revenues	**2,732,682**	**2,747,763**	**2,825,752**	**2,778,400**	**2,713,000**
EXPENDITURES					
Expenditures					
Salary					
Regular	668,380	679,600	619,753	708,009	701,344
Overtime	55,435	92,668	115,939	34,000	34,000
Benefits					
Fringe Benefits (Med., Dent., etc.)	190,663	219,799	202,819	250,398	261,966
Retiree Medical	21,810	16,227	16,227	18,000	18,000
PERS	128,815	163,292	118,199	138,132	154,736
Charges (to)/from other programs	587,516	398,566	567,266	531,987	545,643
Net Staffing Expense	**1,652,618**	**1,570,152**	**1,640,204**	**1,680,526**	**1,715,689**
Maintenance & Utilities	17,853	12,956	32,557	31,524	31,524
Supplies & Services	286,415	300,499	374,801	496,894	496,894
Internal Service Fees	369,845	352,115	354,305	350,649	409,846
Capital	-	-	-	-	-
Net Operating Expense	**674,113**	**665,570**	**761,663**	**879,067**	**938,264**
Fund Transfers Out to					
Cost Allocation to General Fund	87,731	90,363	90,363	90,363	93,074
Liability Insurance Premium	32,892	34,537	34,537	28,851	28,270
Capital Trsfr for Stormwater Sys Imp.	-	-	-	-	-
Total Transfers Out	**120,623**	**124,900**	**124,900**	**119,214**	**121,344**
Other Department Operating Costs (Maintenance Services - Street Maintenance)	(1,464,472)	(1,383,711)	(1,480,616)	(1,597,594)	(1,672,491)
Total Expenditures	**982,882**	**976,911**	**1,046,151**	**1,081,213**	**1,102,806**
Net Change	**1,749,799**	**1,770,852**	**1,779,601**	**1,697,187**	**1,610,194**

FY 2015 Significant Budget Changes:

1. Reduction in Street Cleaning Fees.

CITY OF HAYWARD
HEART OF THE BAY

Fund Summary | **Utilities & Environmental Services**
Fund: 611, 612 | Enterprise Fund

Wastewater

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

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Sewer Service Charge	17,441,601	18,178,904	18,610,510	18,200,000	18,600,000
Sewer Connection Charge	2,304,025	2,733,497	2,596,976	5,000,000	4,000,000
EBDA Maint. By City	44,079	50,940	32,478	16,000	16,000
Other Fees	77,536	114,264	92,629	80,000	80,000
Interest	56,405	26,351	15,814	115,000	58,000
Other Revenue	(1,159,334)	5,166	3,631	-	-
Total Revenue	**18,764,312**	**21,109,122**	**21,352,038**	**23,411,000**	**22,754,000**
Fund Transfers In from					
DS Bag 2001	83,530	84,262	78,846	-	-
Misc Trsfr WWTP Replacement	1,086	499	500	500	-
DS CA WPCF Loan/Sewer	-	-	-	-	-
DS 07 Sewer Rev Refunding	362,608	364,385	267,228	364,851	366,482
DS CEC Loan	-	217,810	219,714	219,714	219,713
DS CA SWRCB Loan/Sewer	1,363,750	1,363,750	1,363,750	1,363,750	1,363,750
Total Transfers In	**1,810,975**	**2,030,706**	**1,930,038**	**1,948,815**	**1,949,945**
Total Revenues	**20,575,286**	**23,139,828**	**23,282,076**	**25,359,815**	**24,703,945**
EXPENDITURES					
Salary					
Regular	3,273,842	3,321,591	3,440,645	3,649,023	3,895,643
Overtime	136,437	151,455	262,196	117,800	117,800
Benefits					
Fringe Benefits (Med., Dent., etc.)	1,148,240	1,025,612	1,059,117	1,207,510	1,235,993
Retiree Medical	95,964	73,923	77,529	77,400	82,800
PERS	651,947	826,635	654,049	710,737	855,061
Charges (to)/from other programs	562,319	435,039	271,223	889,529	907,702
Net Staffing Expense	**5,868,748**	**5,834,255**	**5,764,758**	**6,651,999**	**7,094,999**
Maintenance & Utilities	786,412	674,469	725,021	1,216,781	1,155,529
Supplies & Services	4,226,191	4,506,265	4,812,819	4,658,560	3,073,679
Internal Service Fees	853,365	795,634	795,907	771,148	814,441
Debt Service	3,984,900	4,246,096	-	4,163,384	4,228,182
Capital	-	-	-	-	-
Net Operating Expense	**9,850,868**	**10,222,464**	**6,333,746**	**10,809,873**	**9,271,831**
Fund Transfers Out to					
Cost Allocation to General Fund	406,530	418,725	418,725	418,725	431,287
Liability Insurance Premium	353,603	367,747	367,747	331,904	292,791
Cap Proj Transf to Tech Replacement	-	-	124,500	124,500	39,000
Sewer Capital Reserves	1,000,000	1,000,000	1,000,000	1,000,000	1,400,000
WWTP Capital Reserves	1,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Transfer to Fleet Mgmt-Ent Cap	-	35,284	350,000	-	-
Connection Fee to Sewer Imprvmnt	2,305,011	2,744,878	2,596,976	5,000,000	4,000,000
Total Transfers Out	**5,065,144**	**6,566,634**	**6,857,948**	**8,875,129**	**8,163,078**
Total Expenditures	**20,784,761**	**22,623,353**	**18,956,452**	**26,337,001**	**24,529,908**
Net Change	**(209,475)**	**516,475**	**4,325,625**	**(977,186)**	**174,037**

FY 2015 Significant Budget Changes:

1. Addition of 2.0 FTE Utility Worker-Sewer (FY2014 Mid-Year).
2. Addition of 1.0 FTE Sewer Collection System Maintenance Supervisor.

CITY OF HAYWARD
HEART OF THE BAY

Fund Summary **Utilities & Environmental Services**

Fund: 621 Enterprise Fund

Water

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

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
REVENUES					
Revenue					
Water Sales	25,866,882	31,007,187	36,854,944	36,400,000	38,700,000
Water Service Charges	2,887,791	3,749,412	3,880,550	3,900,000	3,900,000
Installation Fees	212,162	198,489	215,400	250,000	250,000
Other Fees and Charges	359,636	288,331	131,683	200,000	200,000
Interest & Rents	98,243	77,788	43,088	130,000	82,000
Other Revenue	-	15,908	101,770	60,000	60,000
Total Revenue	**29,424,714**	**35,337,115**	**41,227,434**	**40,940,000**	**43,192,000**
Fund Transfers In from					
D/S ABAG 2001-02 (ABAG XXIV)	83,530	84,262	-	-	-
D/S 01 Water System Transfer	75,992	87,465	-	-	-
D/S 04 Water System Transfer	157,233	158,310	301,309	300,297	257,504
Misc. Transfer from Airport	-	-	189,119	190,019	171,994
Misc. Transfer from Water Improv Fund	170,336	193,119	78,846	-	-
Total Transfers In	**487,092**	**523,156**	**569,274**	**490,316**	**429,498**
Total Revenues	**29,911,805**	**35,860,271**	**41,796,708**	**41,430,316**	**43,621,498**
EXPENDITURES					
Expenditures					
Salary					
Regular	4,327,244	3,971,672	4,248,757	4,491,576	4,505,882
Overtime	252,298	297,632	301,930	213,100	213,100
Benefits					
Fringe Benefits (Med., Dent., etc.)	1,204,363	1,273,749	1,309,615	1,613,526	1,441,198
Retiree Medical	133,041	102,771	108,180	106,200	106,200
PERS	834,375	983,714	785,641	878,208	992,034
Charges (to)/from other programs	(1,234,552)	(1,086,518)	(1,150,111)	(1,039,823)	(1,011,168)
Net Staffing Expense	**5,516,769**	**5,543,020**	**5,604,011**	**6,262,787**	**6,247,246**
Water Purchases	15,435,741	20,177,473	22,302,215	22,200,000	25,900,000
Maintenance & Utilities	1,008,087	891,286	1,041,579	1,011,439	1,083,475
Supplies & Services	4,020,148	4,625,094	3,787,794	4,965,112	3,495,290
Internal Service Fees	1,120,174	1,076,149	1,206,773	1,106,614	1,116,200
Debt Service	866,482	865,509	-	790,613	730,457
Net Operating Expense	**22,450,632**	**27,635,511**	**28,338,361**	**30,073,778**	**32,325,422**
Fund Transfers Out to					
Cost Allocation to General Fund	800,680	824,700	824,700	824,700	849,441
Liability Insurance Premium	278,798	292,738	292,738	285,076	249,025
Capital Reserves to Water	2,000,000	2,000,000	2,000,000	2,000,000	2,500,000
Misc Trsfr to Equipt Mgmt Fd	-	35,284	-	-	-
Cap Proj Transfer to Tech Replacement	-	-	152,500	152,500	64,000
Net Transfers Out	**3,079,478**	**3,152,722**	**3,269,938**	**3,262,276**	**3,662,466**
Other Department Operating Costs (Finance Dept - Utility Billing) (Maintenance Services - Landscape Division)	(1,575,289)	(1,703,416)	-	(2,048,507)	(2,136,916)
Total Expenditures	**29,471,590**	**34,627,837**	**37,212,310**	**37,550,334**	**40,098,218**
Net Change	**440,215**	**1,232,434**	**4,584,398**	**3,879,982**	**3,523,280**

FY 2015 Significant Budget Changes:

1. Addition of 1.0 FTE Senior Secretary (FY2014 Mid-Year).
2. Deletion of 1.0 FTE Administrative Secretary (FY2014 Mid-Year).

Regional Water Inter-Tie

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

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Beginning Working Capital Balance	**159,135**	**153,299**	**165,141**	**197,641**	**231,622**
REVENUES					
Revenue					
SFPUC/EBMUD Reimbursement	1,999	51,537	140,901	83,500	83,500
Interest	2,701	(466)	802	-	-
Net Revenue	**4,700**	**51,071**	**141,703**	**83,500**	**83,500**
Total Revenues	**4,700**	**51,071**	**141,703**	**83,500**	**83,500**
EXPENDITURES					
Expenditures					
Salary	-	-	-	-	-
Regular	-	-	-	-	-
Overtime					
Benefits					
Fringe Benefits (Med., Dent., etc.)	-	-	-	-	-
Retiree Medical	-	-	-	-	-
PERS	-	-	-	-	-
Charges (to)/from other programs	-	13,936	30,153	30,000	30,000
Net Staffing Expense	**-**	**13,936**	**30,153**	**30,000**	**30,000**
Maintenance & Utilities	4,472	10,465	27,238	45,000	45,000
Supplies & Services	6,064	14,828	17,831	8,500	8,500
Internal Service Fees	-	-	-	-	-
Net Operating Expense	**10,536**	**25,293**	**45,069**	**53,500**	**53,500**
Total Expenditures	**10,536**	**39,229**	**75,222**	**83,500**	**83,500**
Net Change	**(5,836)**	**11,842**	**66,481**	**-**	**-**
Ending Working Capital Balance	**153,299**	**165,141**	**231,622**	**197,641**	**231,622**

FY 2015 Significant Budget Changes:

1. None.

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City of Hayward Debt Summary

Debt Type	Issuance Date	Maturity Date	Original Debt	Debt as of 6/30/2014	Total Debt as of 6/30/2014	Annual P&I (FY 2015)
Certificate of Participation (General Fund)						
07Refunding COP	FY2008	FY2027	$ 31,820,000	$ 22,895,000		$ 2,623,575
02ABAG/ABAG 33 Refunding	FY2002	FY2021	$ 1,309,835	$ 515,000		$ 88,681
15Fire Station #7/Firehouse Clinic (planned)	FY2015	FY2025				
Fire Suppression Equip/Promisory Note	FY2011	FY2014	$ 200,000	$ -	**$ -**	$ -
					$ 23,410,000	**$ 2,712,256**
Community Development						
04Site Lease/MJCC (Boys & Girls Club)	FY2005	FY2017	$ 1,215,000	$ -	**$ -**	**$ -**
Facilities - Solar (Internal Service Fund)						
05Equip Lease/Solar Power Energy	FY2006	FY2030	$ 1,035,000	$ 795,000		$ 73,263
CEC Solar Energy Loan #7214	FY2012	FY2024	$ 666,330	$ 598,350		$ 95,414
					$ 1,393,350	**$ 168,677**
Fleet (Internal Service Fund)						
09Equip Fleet Loan from Sewer	FY2010	FY2017	$ 1,000,000	$ 357,143		$ 148,690
11Equip Lease-Police/Fire/Maint. Vehicles	FY2011	FY2021	$ 3,170,082	$ 1,842,179		$ 411,576
12Equip Lease-Police & Fire Vehicles	FY2012	FY2016	$ 815,000	$ 313,442		$ 213,260
13Equip Lease-Police Vehicles	FY2013	FY2017	$ 520,000	$ 328,140		$ 133,826
14Equip Lease- Fire Vehicles	FY2014	FY2024	$ 824,000	$ 824,000		$ 96,226
14Equip Lease- Police Vehicles	FY2014	FY2018	$ 535,000	$ 535,000		$ 141,259
TDA Fire Truck Loan (planned)	FY2015	FY2024	$ 1,185,000	$ 1,185,000		$ 72,471
					$ 5,384,904	**$ 1,217,308**
Technology (Internal Service Fund)						
11Equip Lease/Computer Mainframe	FY2011	FY2014	$ 314,734	$ -		$ -
12Equip Lease/Computer Maintenance	FY2012	FY2014	$ 161,207	$ -		$ -
12Equip Lease/Comp Cisco Equip	FY2012	FY2014	$ 20,315	$ -		$ -
12Equip Lease/Comp ERP Cisco Hardware	FY2012	FY2017	$ 749,591	$ 481,707		$ 160,569
CAD/RMS Replacement Loan (Sewer Fund)	FY2010	FY2016	$ 2,250,000	$ 750,000		$ 390,113
					$ 1,231,707	**$ 550,682**
Water Fund Debt						
96HPFA Refunding Bonds	FY1996	FY2014	$ 6,440,000	$ -		$ -
13Water Refunding Bonds	FY2014	FY2025	$ 7,245,000	$ 6,570,000		$ 696,332
					$ 6,570,000	**$ 696,332**
Waste Water Fund Debt						
07Sewer Refunding	FY2008	FY2018	$ 9,880,000	$ 3,195,000		$ 1,221,606
SWRCB Loan	FY2006	FY2029	$ 54,550,018	$ 35,406,840		$ 2,727,501
CEC Solar Energy Loan #7505	FY2011	FY2025	$ 2,450,000	$ 2,027,628		$ 217,810
					$ 40,629,468	**$ 4,166,917**
Total Governmental and Business Activity Debt					**$ 78,619,429**	

Debt Type	Issuance Date	Maturity Date	Original Debt	Debt as of 6/30/2014	Total Debt as of 6/30/2014	Annual P&I (FY 2015)
Fiduciary/Special Assessment Districts						
LID 16	FY1994	FY2020	$ 2,815,000	$ 1,160,000	$ 1,160,000	$ 236,680
LID 17	FY2000	FY2024	$ 396,014	$ 240,000	$ 240,000	$ 29,134
13Community Facility District #1	FY2014	FY2033	$ 7,076,294	$ 7,076,294	$ 7,076,294	$ 671,643
					$ 8,476,294	**$ 937,458**
Successor Agency of the Hayward Redevelopment Agency						
RDA Repayment Agreement: General Fund	FY2012	FY2022	$ 7,016,422	$ 7,016,422		*
04 RDA TABS	FY2004	FY2034	$ 44,790,000	$ 33,790,000		$ 3,368,582
06 RDA TABS	FY2006	FY2036	$ 11,800,000	$ 11,555,000		$ 635,006
					$ 52,361,422	**$ 4,003,588**

** Outstanding balance as of 7/1/2012 (Per ROPS) is $7,016,422. No payments made in FY 2012 or FY 2013.*

Debt Service Fund

Certificates of Participation (COP)

COP 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.

FY2015 - 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	FY2015 Prin. & Int. Requirement
2002 ABAG Refunding[1]	12/01/01	12/01/20	3.0%-5.0%	$1,309,835	$515,000	$88,681
2007 COP Refunding[1]	08/01/07	08/01/26	4.0%-4.5%	$31,820,000	$22,895,000	$2,623,575
2012 Promissory Note	02/17/11	07/31/13	0.00%	$200,000	0	0
Total				**$33,329,835**	**$23,410,000**	**$2,712,256**

Note: 1. Certificate of Participation

Facilities Management

Solar Equipment Debt

2005 Certificate of Participation (COP) - $1,035,000: The City entered into a lease purchase agreement to purchase a solar powered electrical generating system for the City's Barnes Court warehouse. The total project cost of $1.8 million was split between Pacific Gas & Electric ($900,000 provided under the "Self Generation Incentive Program" authorized by the California Public Utilities Commission), and a $900,000 COP lease purchase agreement issued to the City.

2012 California Energy Commission Loan - $666,330: The City received a loan from the California Energy Commission to finance the installation of solar photovoltaic panels and upgraded lighting systems at various City facilities.

Ref	Types of Obligation	Term (Years)	First Payment	Last Payment	Interest Rate	Principle Amount Borrowed	FY 2015 Principle & Interest Payment
1	**2005** Solar Power Electrical Generating System	25	9/15/2005	3/15/2030	4.50%	$1,035,000	$ 73,263
2	**2012** Solar Photovoltaic Panels and Upgraded Lighting	8	12/22/2013	6/22/2021	3.00%	$666,330	$ 95,414
						$1,701,330	**$168,677**

2009 Wastewater Loan Advance - $1,000,000: City wastewater fund inter-fund loan for the purchase of a fire vehicle.

2011 Equipment Leases - $3,170,082: Bank lease for the purchase of various trucks and fire and police vehicles.

2012 Equipment Lease - $815,000: Bank lease for the purchase of fire and police vehicles.

2013 Equipment Lease - $520,000: Bank lease for the purchase of police vehicles.

2014 Equipment Leases - $1,359,000: Bank lease for the purchase of fire and police vehicles.

2015 Equipment Lease *(Planned)* **- $1,185,000:** Bank lease for the purchase of a fire vehicle.

FY2015 – Maintenance Services and Lease Purchase Agreements

Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2014	FY2015 Principle & Interest Requirement
2009 Fleet Loan from Sewer	10/20/09	012/31/16	2.0%	$1,000,000	$357,143	$148,690
2011 Equip Lease	FY 2011	FY 2018	2.85%-5.05%	$3,170,082	$1,842,179	$411,576
2012 Equip Lease	FY 2012	FY 2019	4.0%	$815,000	$313,442	$213,260
2013 Equip Lease	FY2013	FY2017	1.3%	$520,000	$328,140	$133,826
2014 Equip Lease-PD	FY2014	FY 2018	2.46%	$535,000	$535,000	$141,259
2014 Equip Lease-Fire	FY 2014	FY 2024	3.05%	$824,000	$824,000	$96,226
2015 Fire Vehicle Lease *(Planned)*	10	Estimated 1/1/2015	Estimated 1/1/2025	Estimated 4.0%	$1,185,000	$72,471
Total				**$6,864,082**	**$4,179,904**	**$1,217,308**

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.

FY2015 – Information Technology and Lease Purchase Agreements

Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2014	FY2015 Prin. & Int. Requirement
CAD/RMS Replacement	06/23/09	06/30/16	2%	$2,250,000	$750,000	$390,113
12 Equip Lease/Comp ERP Cisco Hardware	FY 2012	FY 2017	%	$749,591	$481,707	$160,569
2011 Computer Lease	03/11/11	04/01/14	2.98%	$332,434	0	0
2012 Computer Lease	07/29/11	11/10/13	0%-3.89%	$181,522	0	0
Total				**$2,763,956**	**$750,000**	**$550,682**

2013 Water Revenue Refunding Bonds
In August 2013, the City issued 2013 Water Revenue Refunding Bonds, of $7,245,000 to refund the District's outstanding Public Financing Authority 1996 Revenue Bonds, 2001 Water System Improvement Project Certificates of Participation and 2004 Water System Improvement Project Certificates of Participation. The refinancing resulted in securing a lower interest rate of 2.76% and will achieve savings to the Water Fund of about $700,000 over the remaining life of the bond.

1996 Hayward Public Financing Authority (HPFA) - REFUNDED
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.

2001 Water System Improvement Project - REFUNDED
In October 2001, the City issued $5 million in Certificates of Participation to finance construction of the Hesperian Booster Pump Station. As part of this issuance, the Airport received a loan from the water fund and is responsible for a portion of the debt. This is now included in the 2013 Water Bonds.

2002 ABAG Lease Revenue Bonds - REFUNDED
In FY2002, the City issued $7.5 million in principal for ABAG Lease Revenue Bonds, Series 2001-02, 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. Debt retired in FY2013.

2004 Water System Improvement Project -REFUNDED
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.

FY2015 – Water Department and Lease Purchase Agreements

Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2014	FY2015 Principle & Interest Requirement
1996 HPFA Refunding	02/01/96	06/01/14	3%-5.2%	$6,440,000	$0	$0
2001 Water Improvement	10/24/01	10/01/26	3%-4.75%	$5,030,000	$0	$0
2004 Water Improvement	01/21/04	10/01/24	2%-4.375%	$6,845,000	$0	$0
2013 Water Refunding Airport Portion	08/01/13	6/30/25	2.76%	$5,692,314 $1,552,686	$5,100,621 $1,469,369	$535,256 $161,076
Total				**$25,560,000**	**$2,825,100**	**$696,332**

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 (SWRCB 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.

FY2015 – Sewer Department and Lease Purchase Agreements

Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2014	FY2015 Principle & Interest. Requirement
2007 Sewer Refunding	08/15/07	02/01/18	3.5%-4%	$9,880,000	$3,195,000	$1,221,606
SWRCB Loan	08/01/06	06/30/28	0.0%	$54,550,018	$35,406,840	$2,727,501
WPCF Solar Energy Loan	2/18/11	6/22/25	3.0%	$2,450,000	$2,027,628	$217,810
Total				**$66,880,018**	**$40,629,468**	**$4,166,917**

Debt Service Fund

Special Assessments

Special Assessments

A special assessment is charges 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
Eden Shores public street improvements, including traffic signals, and various sanitary sewer and storm facilities. Issued Special Tax Refunding Bonds, Series 2013 (The Community Facilities District No. 1, Eden Shores), issuing Special Tax Refunding Bonds of $7,076,294 to refund the outstanding balance of the Special Tax Bonds, Series 2002. Refinancing resulted in securing a lower interest rate and will achieve savings of about $1 million over the remaining life of the bond.

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.

FY2015 – Special Assessment Debt Service

Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2014	FY2015 Prin. & Int. Requirement
1994 - LID 16	06/02/94	09/02/19	6.75%-7.1%	$2,815,000	$1,160,000	$236,680
1999 - LID 17	08/05/99	09/02/24	4.5%-6.125%	$396,014	$240,000	$29,134
2013 - CFD 1	10/17/13	09/01/32	4.13%	$7,076,294	$7,076,294	$671,643
Total				**$10,287,308**	**$8,476,294**	**$937,457**

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

RDA Successor Agency

Hayward Redevelopment Successor Agency Debt Service

Tax Allocation Bonds, 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 blighted project areas financed with these bond proceeds.

Use of Proceeds

2004 RDA Tax Allocation Bonds - $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 - $11.8 million financing associated with increased costs for a variety of public improvements 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 had postponed payments on this loan to the Water for three fiscal years. Repayment now pending the RDA Dissolution process.

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 were made from available tax increment revenues. Due to decreased tax increment revenue, the RDA had postponed payments on the loan to the Wastewater Fund for three fiscal years. Repayment now pending the RDA Dissolution process.

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. Repayment now pending the RDA Dissolution process.

Debt Service Fund

RDA Successor Agency

Source of Repayment Funds

Funding for loan principal and interest payments and advances from other funds comes from the approved Recognized Obligation Payment Schedule (ROPS) of the Successor Agency and paid through property tax allocation from the former RDA.

FY2015 – Hayward Redevelopment Agency Debt						
Types of Obligation	**Date of Issue**	**Date of Maturity**	**Interest Rates**	**Authorized and Issued**	**Outstanding at June 30, 2014**	**FY2015 Prin. & Int. Requirement**
2004 RDA Tax Allocation Bond	6/4/2004	3/1/2034	3.00%-5.23%	$44,790,000	$33,790,000	$3,368,582
2006 RDA Tax Allocation Bond	6/1/2006	3/1/2036	3.75%-4.30%	$11,800,000	$11,555,000	$635,006
2008 RDA Repayment Agreement with General Fund	6/1/2008	6/30/2022	2%-5%	$11,186,217	$7,016,422	*
Total				**$56,590,000**	**$45,345,000**	**$4,003,588**

**Pending approval as part of Successor Agency ROPS by the Department of Finance*

Capital Improvement Program Summary
FY 2015 – FY 2024

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 operating budget process. 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 is supports specific capital projects, providing a limited 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 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 & 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 2015 CAPITAL IMPROVEMENT BUDGET

The FY 2014 capital budget totals about $81 million, with approximately $377 million programmed for the period FY 2015 through FY 2024. The CIP also includes a list of additional identified capital needs – for which there is no funding – totaling about $510million.

The CIP contains 17 funds in which projects are funded and programmed: Gas Tax (210), Measure B - Local Transportation (215), Measure B - Pedestrian & Bicycle (216), Vehicle Registration Fee (218), , General Fund Capital (405), Route 238 Corridor Improvement Trust (410), Street System Improvement (450), Transportation System Improvement (460), Water Replacement Capital (603), Water Improvement Capital (604), Sewer Replacement Capital (611), Sewer Improvement Capital (612), Airport Capital (621), Facilities Capital (726), Information Technology Capital (731), Fleet Management General Fund Capital (736), and Fleet Management Enterprise Capital (737).

Major project expenditures in the FY 2015 capital budget, not previously identified, include the following:

* Reservoir Inspection/Recoating at 250' East, 250' West, Garin, South Walpert, Treeview, and 100' (603)	3,000,000
* New 0.75MG Tank, Pumps, and Generator at Garin Reservoir/Pumps Station Site (604)	1,565,000
* New 1.2MG Reservoir in 1530' Zone (604)	1,890,000
* Headworks Renewal and Replacement Project (611)	1,100,000
* West Trickling Filter and Biofilter Project (611)	19,500,000
* Sludge Screening (612)	2,370,000
* Whitesell Street Extension through WPCF (612)	1,645,000
* Digester Sludge Mixing Tank (612)	1,465,000
* Replacement and Relocation of EBDA Pump Station (612)	8,800,000
* Mechanical Sludge Dewatering Facility (612)	2,600,000
* Chlorine Disinfection System Improvements (612)	7,200,000
* New Operations and Administration Building (612)	7,600,000
* Primary Effluent Flow Equalization (612)	2,500,000
* New Standby Power Generator (612)	2,000,000
* Pavement Rehabilitation – Runway (621)	2,200,000
	65,435,000

Major continuing project expenditures in the FY 2015 capital budget include the following:

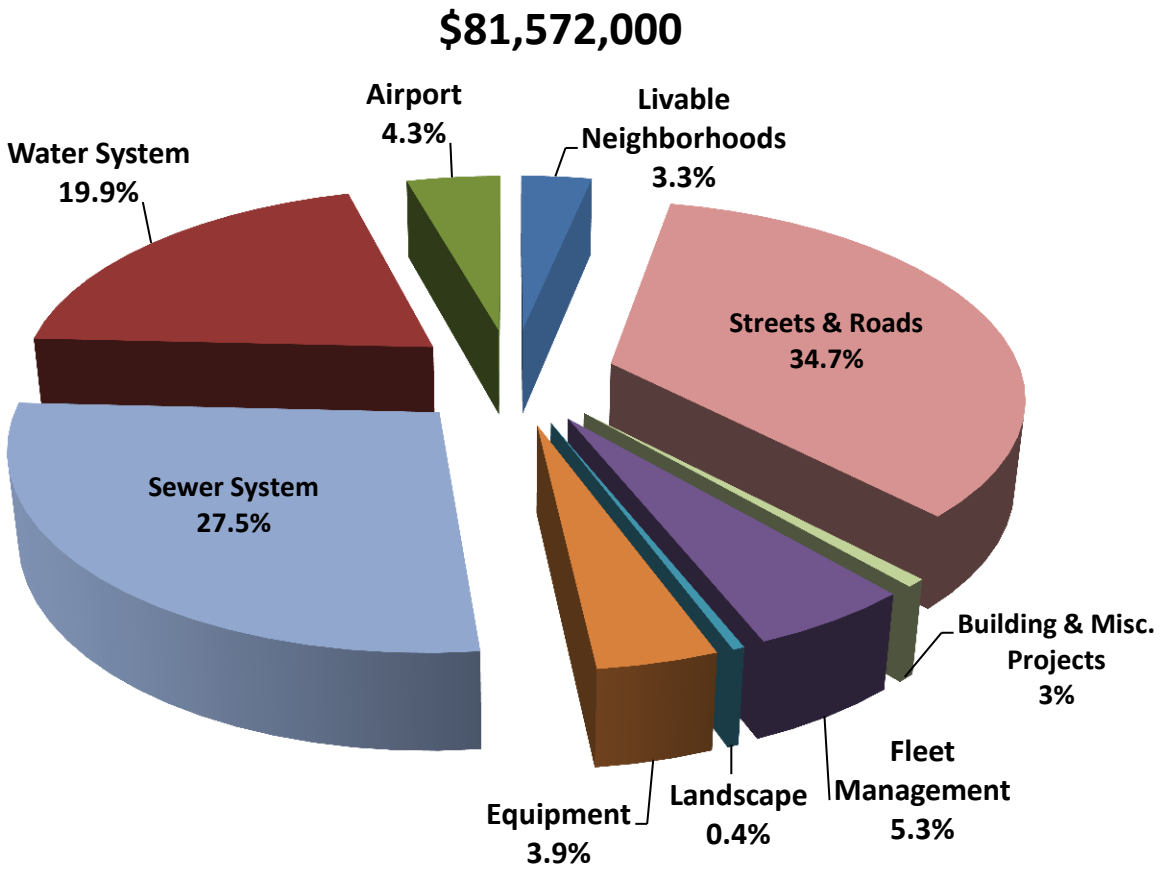
* Pavement Rehabilitation FY15 (210)	1,000,000
* Pavement Reconstruction FY15 (215)	2,400,000
* Comprehensive General Plan Update (405)	2,203,000
* Self-contained Breathing Apparatus (405)	1,200,000
* Fire Station No.7 and Health Center – Construction (405)	11,700,000
* New Library - Design (405)	3,200,000
* Route 238 Corridor Improvement Project – Phase 2 (410)	19,900,000
* 880/92 Reliever Route Project (450)	27,512,000
* Pavement Rehabilitation – Industrial Boulevard (450)	1,509,000
* Pavement Reconstruction FY15 (450)	1,200,000
* Conversion to Advanced Metering Infrastructure (603)	6,000,000
* Solar Power at Various Water Facilities (604)	3,000,000
* Mission Aqueduct Seismic Improvements (604)	3,750,000
* Seismic Retrofit Maitland Reservoir and Appurtenances (604)	2,130,000
* Seismic Retrofit Highland 250 Reservoirs (604)	1,026,000
* Utility Center Renovation/Training Center Addition (2nd Floor) (604)	2,804,000
* New 3MG Reservoir at High School Reservoir Site (604)	7,003,000
* WPCF Administration Building Renovation and Addition (612)	4,500,000
* Recycled Water Treatment and Distribution Facilities (612)	12,000,000
* Co-Generation System (612)	11,470,000
* Convert Gravity Thickener to New Primary Clarifier (612)	2,430,000
* Solar Power Design and Construction Phase II – One MW (612)	5,300,000
* New Administration Building (621)	5,122,000
* Sulphur Creek Mitigation – Design + Construction (621)	2,500,000
* Enterprise Resource Planning System (731)	4,110,000
	144,969,000

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. 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. However, in the long term, the City will need to consider ongoing funding for maintenance of these projects, including the new Route 238 Corridor.

Citywide Capital Improvement Project Expenditures by Category
FY 2015 - All Funding Sources



Project Category	FY 2014 Adopted	FY 2015 Proposed	Change (+/-)
Livable Neighborhoods Projects	$ 4,128,000	2,665,000	$ (1,463,000)
Road and Street Projects	22,535,000	28,285,000	$ 5,750,000
Building & Misc. Projects	9,283,000	540,000	$ (8,743,000)
Fleet Management Projects	2,580,000	4,354,000	$ 1,774,000
Landscape Projects	329,000	320,000	$ (9,000)
Equipment Projects	3,229,000	3,214,000	$ (15,000)
Sewer System Projects	33,455,000	22,420,000	$ (11,035,000)
Water System Projects	18,617,000	16,232,000	$ (2,385,000)
Airport Projects	4,006,000	3,542,000	$ (464,000)
Total Capital Improvement Projects	**$ 98,162,000**	**$ 81,572,000**	**$ (16,590,000)**

CITY OF HAYWARD
HEART OF THE BAY

General Fund Five-Year Capital Plan Costs

Program Areas	FY 2015 Proposed	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected
Capital Projects (General) - Transfer to Fund 405	320	243	279	289	368
Transportation System Improvement - Transfer to Fund 460	550	350	350	350	350
Information Technology - Transfer to Fund 731	1,140	920	240	248	450
Transfer from General Fund	**2,010**	**1,513**	**869**	**887**	**1,168**
General Fund Fleet ISF Charges - Transfer to Fund 736	1,000	1,500	2,000	2,500	3,000
Total General Fund CIP	**3,010**	**3,013**	**2,869**	**3,387**	**4,168**

FY 2015 - FY 2024 CAPITAL IMPROVEMENT PROGRAM

LIVABLE NEIGHBORHOODS EXPENDITURE SUMMARY

PROJECT DESCRIPTION	TOTAL	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24
Pedestrian and Bicycle Improvements	400	220	20	20	20	20	20	20	20	20	20
Wheelchair Ramps	1,200	120	120	120	120	120	120	120	120	120	120
Sidewalk Rehabilitation & New Sidewalks	12,432	902	1,270	1,320	1,320	1,320	1,320	1,320	1,220	1,220	1,220
Speed Hump Installation & Traffic Calming	1,600	160	160	160	160	160	160	160	160	160	160
Street Trees/Median Landscaping/Murals	4,415	330	680	730	975	1,175	105	105	105	105	105
Traffic Signal & Streetlight Energy/Maintenance	9,667	883	901	918	937	955	975	994	1,015	1,034	1,055
New and Replacement Street Lights	500	50	50	50	50	50	50	50	50	50	50
TOTAL CAPITAL EXPENDITURES	30,214	2,665	3,201	3,318	3,582	3,800	2,750	2,769	2,690	2,709	2,730

NOTE: All expenditures expressed in $1,000's.

FY15 LIVABLE NEIGHBORHOODS

Expenditure amounts do not include reimbursements, transfers between funds, or vehicle replacements and operating/maintenance expense.			PRIOR EXPEND.	FY15 EXPEND.	FY16 EXPEND.	FY17 EXPEND.	FY18 EXPEND.	FY19 EXPEND.	FY20 EXPEND.	FY21 EXPEND.	FY22 EXPEND.	FY23 EXPEND.	FY24 EXPEND.	TOTAL
			(In thousands)											
FUND:	**PROJECT NUMBER**	**DESCRIPTION**												
PEDESTRIAN AND BICYCLE IMPROVEMENTS														
Measure B Tax (216)	05175	Pedestrian Traffic Signal Improvements	203	20	20	20	20	20	20	20	20	20	20	403
Measure B Tax (216)	NEW	Pedestrian Master Plan/Update Bicycle Master Plan	0	200										200
		SUBTOTAL		**220**	**20**	**20**	**20**	**20**	**20**	**20**	**20**	**20**	**20**	**400**
WHEELCHAIR RAMPS														
Gas Tax Fund (210)	05190	Wheelchair Ramps FY15 - Districts 1 & 8	12	108										120
Gas Tax Fund (210)	TBD	Wheelchair Ramps FY16 - FY24	0	12	120	120	120	120	120	120	120	120	120	1,092
		SUBTOTAL		**120**	**120**	**120**	**120**	**120**	**120**	**120**	**120**	**120**	**120**	**1,200**
SIDEWALK REHABILITATION & NEW SIDEWALK														
Measure B Tax (216)	05268	New Sidewalks FY16: Hayward Blvd.	8	42	400									450
Measure B Tax (216)	05260	Project Predesign Services	10	20	20	20	20	20	20	20	20	20	20	190
Measure B Tax (216)	TBD	New Sidewalks FY17-FY24	0	0	50	500	500	500	500	500	500	500	500	4,050
Measure B Tax (216)	NEW	New Sidewalks FY15: Laurel Avenue	50	250										300
Street System Imp (450)	05264	Sidewalk Rehab Project FY14 - Districts 7 & 10	260	540										800
Street System Imp (450)	05267	Sidewalk Rehab Project FY15 - Districts 1 & 8	0	50	750									800
Street System Imp (450)	TBD	Sidewalk Rehabilitation FY16 - FY24	0	0	50	800	800	800	800	800	700	700	700	6,150
		SUBTOTAL		**902**	**1,270**	**1,320**	**1,320**	**1,320**	**1,320**	**1,320**	**1,220**	**1,220**	**1,220**	**12,432**
SPEED HUMP INSTALLATION & TRAFFIC CALMING														
Measure B Tax (215)	05166	Speed Monitoring Devices	217	30	30	30	30	30	30	30	30	30	30	487
Capital Proj (Gov't) (405)	06950	Neighborhood Partnership Program Project	345	50	50	50	50	50	50	50	50	50	50	845
Transp Sys Imp (460)	05734	Speed Hump Installation Program	80	80	80	80	80	80	80	80	80	80	80	880
		SUBTOTAL		**160**	**160**	**160**	**160**	**160**	**160**	**160**	**160**	**160**	**160**	**1,600**

FY15 LIVABLE NEIGHBORHOODS

Expenditure amounts do not include reimbursements, transfers between funds, or vehicle replacements and operating/maintenance expense.			PRIOR EXPEND.	FY15 EXPEND.	FY16 EXPEND.	FY17 EXPEND.	FY18 EXPEND.	FY19 EXPEND.	FY20 EXPEND.	FY21 EXPEND.	FY22 EXPEND.	FY23 EXPEND.	FY24 EXPEND.	TOTAL
			(In thousands)											
FUND:	**PROJECT NUMBER**	**DESCRIPTION**												
STREET TREES/MEDIAN LANDSCAPING/MURALS														
Capital Proj (Gov't) (405)	06906	Mural Art Program	125	75	75	75								350
Capital Proj (Gov't) (405)	05102	Landscape Material/Street Tree Replacements	59	55	55	55	55	55	55	55	55	55	55	609
Capital Proj (Gov't) (405)	06938	Annual Median Tree & Shrub Replacement	60	50	50	50	50	50	50	50	50	50	50	560
Street System Imp (450)	05157	Median Landscaping Improvement Project FY14 - Winton: Soutland Drive to Southland Place	200	100										300
Street System Imp (450)	05263	Median Landscaping Improvement Project FY15 - Industrial Parkway - Hesperian to Hwy 880	0	50	450									500
Street System Imp (450)	TBD	Median Landscaping Improvement Project FY16 - Hesperian - Winton to Chabot Ct.	0	0	50	450								500
Street System Imp (450)	TBD	Median Landscaping Improvement Project FY17 - Hesperian - West A St. to Winton	0	0	0	100	770							870
Street System Imp (450)	TBD	Median Landscaping Improvement Project FY18 - Industrial Blvd. - Hwy 92 to Arf Ave.	0	0	0	0	100	1,070						1,170
		SUBTOTAL		**330**	**680**	**730**	**975**	**1,175**	**105**	**105**	**105**	**105**	**105**	**4,415**
TRAFFIC SIGNAL AND STREETLIGHT ENERGY/MAINTENANCE														
Gas Tax Fund (210)	05186	Traffic Signal Energy	367	78	80	81	83	84	86	88	90	91	93	1,221
Gas Tax Fund (210)	05187	Traffic Signal Maintenance	579	253	258	263	268	274	279	285	291	296	302	3,348
Gas Tax Fund (210)	05188	Streetlight Energy	1,728	344	351	358	365	372	380	387	395	403	411	5,494
Gas Tax Fund (210)	05189	Streetlight Maintenance	614	208	212	216	221	225	230	234	239	244	249	2,892
		SUBTOTAL		**883**	**901**	**918**	**937**	**955**	**975**	**994**	**1,015**	**1,034**	**1,055**	**9,667**
NEW AND REPLACEMENT STREETLIGHTS														
Gas Tax Fund (210)	05132	New and Replacement Street Lights	496	50	50	50	50	50	50	50	50	50	50	996
		SUBTOTAL		**50**	**50**	**50**	**50**	**50**	**50**	**50**	**50**	**50**	**50**	**450**
		TOTAL LIVABLE NEIGHBORHOODS PROJECTS		**2,665**	**3,201**	**3,318**	**3,582**	**3,800**	**2,750**	**2,769**	**2,690**	**2,709**	**2,730**	**30,164**

FY 2015 - FY 2024 CAPITAL IMPROVEMENT PROGRAM

CAPITAL PROJECT EXPENDITURE SUMMARY

PROJECT DESCRIPTION	PROJECT TOTAL	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24
Livable Neighborhoods	30,214	2,665	3,201	3,318	3,582	3,800	2,750	2,769	2,690	2,709	2,730
Road & Street Projects	92,069	28,285	21,392	4,934	4,602	4,681	5,381	5,238	5,795	5,652	6,109
Building/Misc Projects	3,895	540	440	175	405	225	645	190	225	225	825
Fleet Management	35,153	4,354	3,174	3,005	3,041	2,658	3,419	5,088	3,636	3,906	2,872
Landscaping & Parks	570	320	250	0	0	0	0	0	0	0	0
Equipment	15,896	3,214	1,129	1,305	2,622	1,533	1,363	618	1,746	1,249	1,117
Water System Projects	68,140	22,420	9,350	4,830	5,830	1,830	7,880	3,610	1,830	8,730	1,830
Sewer System Projects	107,452	16,232	47,360	22,025	3,075	3,135	2,610	5,285	1,910	2,160	3,660
Airport Projects	23,427	3,542	627	3,007	2,791	560	12,290	170	135	170	135
TOTAL CAPITAL EXPENDITURES	376,816	81,572	86,923	42,599	25,948	18,422	36,338	22,968	17,967	24,801	19,278

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

Expenditure amounts do not include reimbursements, transfers between funds, or vehicle replacements and operating/maintenance expense.			PRIOR EXPEND.	FY15 EXPEND.	FY16 EXPEND.	FY17 EXPEND.	FY18 EXPEND.	FY19 EXPEND.	FY20 EXPEND.	FY21 EXPEND.	FY22 EXPEND.	FY23 EXPEND.	FY24 EXPEND.	TOTAL
			(In thousands)											
FUND:	**PROJ. NO.**	**DESCRIPTION**												
LIVABLE NEIGHBORHOODS														
Gas Tax Fund (210)	05190	Wheelchair Ramps - FY15 - Districts 1 & 8	12	108										120
Gas Tax Fund (210)	05132	New and Replacement Street Lights	496	50	50	50	50	50	50	50	50	50	50	996
Gas Tax Fund (210)	05186	Traffic Signal Energy	367	78	80	81	83	84	86	88	90	91	93	1,221
Gas Tax Fund (210)	05187	Traffic Signal Maintenance	579	253	258	263	268	274	279	285	291	296	302	3,348
Gas Tax Fund (210)	05188	Streetlight Energy	1,728	344	351	358	365	372	380	387	395	403	411	5,494
Gas Tax Fund (210)	05189	Streetlight Maintenance	614	208	212	216	221	225	230	234	239	244	249	2,892
Gas Tax Fund (210)	TBD	Wheelchair Ramps FY16 - FY24	0	12	120	120	120	120	120	120	120	120	120	1,092
Measure B Tax (215)	05166	Speed Monitoring Devices	217	30	30	30	30	30	30	30	30	30	30	517
Measure B Tax (216)	05268	New Sidewalks FY16: Hayward Blvd	8	42	400									450
Measure B Tax (216)	05175	Pedestrian Traffic Signal Improvements	203	20	20	20	20	20	20	20	20	20	20	403
Measure B Tax (216)	05260	Project Predesign Services	10	20	20	20	20	20	20	20	20	20	20	210
Measure B Tax (216)	TBD	New Sidewalks FY17-FY24	0	0	50	500	500	500	500	500	500	500	500	4,050
Measure B Tax (216)	NEW	New Sidewalks FY15: Laurel Avenue	50	250										300
Measure B Tax (216)	NEW	Pedestrian Master Plan/Update Bicycle Master Plan	0	200										200
Capital Proj (Gov't) (405)	06906	Mural Art Program	125	75	75	75								350
Capital Proj (Gov't) (405)	05102	Landscape Material/Street Tree Replacements	59	55	55	55	55	55	55	55	55	55	55	609
Capital Proj (Gov't) (405)	06938	Annual Median Tree & Shrub Replacement	60	50	50	50	50	50	50	50	50	50	50	560
Capital Proj (Gov't) (405)	06950	Neighborhood Partnership Program Project	345	50	50	50	50	50	50	50	50	50	50	845
Street System Imp (450)	05157	Median Landscaping Improvement Project FY14	200	100										300
Street System Imp (450)	05264	Sidewalk Rehabilitation FY14 - Districts 7 & 10	260	540										800
Street System Imp (450)	05263	Median Landscaping Improvement Project FY15	0	50	450									500
Street System Imp (450)	05267	Sidewalk Rehabilitation FY15 - Districts 1 & 8	0	50	750									800
Street System Imp (450)	TBD	Sidewalk Rehabilitation FY16 - FY24	0	0	50	800	800	800	800	800	700	700	700	6,150
Street System Imp (450)	TBD	Median Landscaping Improvement Project FY16	0	0	50	450								500
Street System Imp (450)	TBD	Median Landscaping Improvement Project FY17	0	0	0	100	770							870
Street System Imp (450)	TBD	Median Landscaping Improvement Project FY18	0	0	0	0	100	1,070						1,170
Transp Sys Imp (460)	05734	Speed Lump Installation Program	80	80	80	80	80	80	80	80	80	80	80	880
		TOTAL LIVABLE NEIGHBORHOODS PROJECTS	5,413	2,665	3,201	3,318	3,582	3,800	2,750	2,769	2,690	2,709	2,730	35,627

CAPITAL PROJECTS BY CATEGORY

Expenditure amounts do not include reimbursements, transfers between funds, or vehicle replacements and operating/maintenance expense.			PRIOR EXPEND.	FY15 EXPEND.	FY16 EXPEND.	FY17 EXPEND.	FY18 EXPEND.	FY19 EXPEND.	FY20 EXPEND.	FY21 EXPEND.	FY22 EXPEND.	FY23 EXPEND.	FY24 EXPEND.	TOTAL
			(In thousands)											
FUND:	**PROJ. NO.**	**DESCRIPTION**												
AIRPORT PROJECTS														
Airport Capital (621)	06814	Sulphur Creek Mitigation - Design + Construction	100	2,400										2,500
Airport Capital (621)	06815	New Administration Building	5,072	50										5,122
Airport Capital (621)	06834	Wireless Internet Access at Airport	35	50										85
Airport Capital (621)	06820	Airport Striping Maintenance (Runways 28L/10R)	20	20	20	20								80
Airport Capital (621)	06816	Sulphur Creek 10-Year Monitoring	79	22	5	23	6	23	24					182
Airport Capital (621)	06805	Project Predesign Services	30	30	30	30	30	30	30	30	30	30	30	330
Airport Capital (621)	06806	Consultant Predesign Services	10	10	10	10	10	10	10	10	10	10	10	110
Airport Capital (621)	06891	Miscellaneous Pavement/Building/Grounds Repairs	61	50	50	50	50	50	50	50	50	50	50	561
Airport Capital (621)	06898	Noise Monitoring	468	55	45	45	45	45	45	45	45	45	45	928
Airport Capital (621)	06818	Airport Pavement Management Program Update	35	35	0	35	0	35	0	35	0	35	0	210
Airport Capital (621)	06840	Crash Rescue Equipment	0	0	0	0	0	0	250					250
Airport Capital (621)	TBD	Airport Pavement Rehabilitation FY15 - Airport Terminal Building Access Road	0	300										300
Airport Capital (621)	TBD	Airport Pavement Rehabilitation FY16	0	0	300									300
Airport Capital (621)	TBD	Realignment of Taxiway Zulu	0	0	167	2,444								2,611
Airport Capital (621)	TBD	East T-Hangar Foam Re-roofing	0	0	0	350	450	200						1,000
Airport Capital (621)	TBD	EMAS Runway Safety Area Improvements	0	0	0	0	0	167	8,333					8,500
Airport Capital (621)	TBD	Golf Course Modifications/Road Relocation	0	0	0	0	0	0	3,009					3,009
Airport Capital (621)	TBD	Rehab of TWY Alpha and 10L/28R & Rehab TWY Delta	0	0	0	0	0	0	539					539
Airport Capital (621)	NEW	South Side Access Road and Perimeter Road Improvements	0	520										520
Airport Capital (621)	NEW	Pavement Rehabilitation - Runways 28L/10R	0	0	0	0	2,200							2,200
		TOTAL AIRPORT PROJECTS	5,910	3,542	627	3,007	2,791	560	12,290	170	135	170	135	29,337

CAPITAL PROJECTS BY CATEGORY

Expenditure amounts do not include reimbursements, transfers between funds, or vehicle replacements and operating/maintenance expense.			PRIOR EXPEND.	FY15 EXPEND.	FY16 EXPEND.	FY17 EXPEND.	FY18 EXPEND.	FY19 EXPEND.	FY20 EXPEND.	FY21 EXPEND.	FY22 EXPEND.	FY23 EXPEND.	FY24 EXPEND.	TOTAL
			(In thousands)											
FUND:	**PROJ. NO.**	**DESCRIPTION**												
Sewer Improvement (612)	07515	Convert Gravity Thickener to New Primary Clarifier	400	2,030										2,430
Sewer Improvement (612)	07507	Recycled Water Treatment and Distribution Facilities	537	1,063	10,400									12,000
Sewer Improvement (612)	07523	Project Predesign Services	15	15	15	15	15	15	15	15	15	15	15	165
Sewer Improvement (612)	07530	Solar Power Design and Construction Phase II - 1 MW	94	5,206										5,300
Sewer Improvement (612)	07506	WPCF Administration Building Renovation and Addition	41	1,459	3,000									4,500
Sewer Improvement (612)	07534	Headworks Hydraulic Forcemain Improvement	0	75	590									665
Sewer Improvement (612)	NEW	Upgrade Grade 4 Separation Station Pump Stations	0	160										160
Sewer Improvement (612)	NEW	Digester Gas Flare Project	0	50	375									425
Sewer Improvement (612)	NEW	Digester Piping and Gas Metering Optimization	0	70	560									630
Sewer Improvement (612)	NEW	Digester Sludge Mixing Tank	0	165	1,300									1,465
Sewer Improvement (612)	NEW	Sludge Screening	0	270	2,100									2,370
Sewer Improvement (612)	NEW	New Operations Building	0	900	6,700									7,600
Sewer Improvement (612)	NEW	Upgrade Valle Vista Station Discharge	0	0	200									200
Sewer Improvement (612)	NEW	Chlorine Disinfection System Improvements	0	0	800	6,400								7,200
Sewer Improvement (612)	NEW	Replacement and Relocation of EBDA Pump Station	0	0	1,000	7,800								8,800
Sewer Improvement (612)	NEW	Mechanical Sludge Dewatering Facility	0	0	0	2,600								2,600
Sewer Improvement (612)	NEW	Aeration Blower	0	0	0	0	0	85						85
Sewer Improvement (612)	NEW	Primary Effluent Flow Equalization	0	0	0	0	0	0	300	2,200				2,500
Sewer Improvement (612)	NEW	New Standby Power Generator	0	0	0	0	0	0	0	0	0	250	1,750	2,000
		TOTAL SEWER SYSTEM PROJECTS	1,858	16,232	47,360	22,025	3,075	3,135	2,610	5,285	1,910	2,160	3,660	109,310

CAPITAL PROJECTS BY CATEGORY

Expenditure amounts do not include reimbursements, transfers between funds, or vehicle replacements and operating/maintenance expense.			PRIOR EXPEND.	FY15 EXPEND.	FY16 EXPEND.	FY17 EXPEND.	FY18 EXPEND.	FY19 EXPEND.	FY20 EXPEND.	FY21 EXPEND.	FY22 EXPEND.	FY23 EXPEND.	FY24 EXPEND.	TOTAL
			(In thousands)											
FUND:	**PROJ. NO.**	**DESCRIPTION**												
SEWER SYSTEM PROJECTS														
Sewer Replacement (611)	07531	Asset Management Plan	1	99										100
Sewer Replacement (611)	07611	Equalization Pond Diversion Valve Replacement	0	100										100
Sewer Replacement (611)	07642	Headworks Hydraulic Valve Actuator and Shaft Replacement	0	150										150
Sewer Replacement (611)	07648	Seismic Retrofit Miscellaneous Plant Buildings	5	370										375
Sewer Replacement (611)	07664	UST Cleanup and Closure at Maintenance Building	220	35										255
Sewer Replacement (611)	07516	EBDA Outfall Replacement Payment	100	100	120	120	120	120	150	150	150	150	150	1,430
Sewer Replacement (611)	07524	Project Predesign Services	15	15	15	15	15	15	15	15	15	15	15	165
Sewer Replacement (611)	07529	Miscellaneous Plant Replacements	300	300	300	300	300	300	350	350	350	350	350	3,550
Sewer Replacement (611)	07575	Miscellaneous Lift Station Equipment Replacement	100	100	100	100	100	100	150	150	150	150	150	1,350
Sewer Replacement (611)	07594	Collection Systems SCADA & Transducer Replacement	15	15	15	15	15	15	15	15	15	15	15	165
Sewer Replacement (611)	07596	WPCF SCADA System Miscellaneous Replacements	15	15	15	15	15	15	15	15	15	15	15	165
Sewer Replacement (611)	07544	Stormwater Trash Capture Device - Phase II	0	0	0	150								150
Sewer Replacement (611)	07656	Main 480V MCC Electrical Distribution Repairs	0	0	0	0	0	0	50	1,175				1,225
Sewer Replacement (611)	TBD	Digester #2 Cleaning	0	150										150
Sewer Replacement (611)	TBD	Annual Line Replacements FY15	0	200										200
Sewer Replacement (611)	TBD	Sewer Collection System Master Plan Recommendations	0	500	500	500	500							2,000
Sewer Replacement (611)	TBD	Annual Line Replacements FY16 - FY24	0	0	1,000	1,000	1,000	1,200	1,200	1,200	1,200	1,200	1,200	10,200
Sewer Replacement (611)	TBD	WPCF Access Roads Rehabilitation	0	0	0	500								500
Sewer Replacement (611)	TBD	Valle Vista Submersible Pump Repl and Wet Well Rehab	0	0	0	800								800
Sewer Replacement (611)	TBD	Digester #2 Cleaning and Dome Rehabilitation	0	0	0	0	500							500
Sewer Replacement (611)	TBD	Digester #1 Cleaning and Dome Rehabilitation	0	0	0	0	0	500						500
Sewer Replacement (611)	TBD	Gravity Belt Thickener Rebuilding	0	0	0	0	0	500						500
Sewer Replacement (611)	TBD	Tennyson Lift Station Submersible Pump Repl & Wet Well Rehab	0	0	0	0	0	0	350					350
Sewer Replacement (611)	NEW	Linden and Halifax Lift Station Backup Generator Repl	0	350										350
Sewer Replacement (611)	NEW	Sanitary Sewer System Repair at Various Locations	0	70	730									800
Sewer Replacement (611)	NEW	West Trickling Filter and Biofilter Project	0	2,200	17,300									19,500
Sewer Replacement (611)	NEW	Plant Structural Repairs and Canopy Covers	0	0	225	225	225							675
Sewer Replacement (611)	NEW	Site Waste Pump Station and Control Bldg Improvements	0	0	0	370								370
Sewer Replacement (611)	NEW	Headworks Renewal and Replacement Project	0	0	0	1,100								1,100
Sewer Replacement (611)	NEW	Heating and Mixing Building Improvements	0	0	0	0	270	270						540

CAPITAL PROJECTS BY CATEGORY

Expenditure amounts do not include reimbursements, transfers between funds, or vehicle replacements and operating/maintenance expense.			PRIOR EXPEND.	FY15 EXPEND.	FY16 EXPEND.	FY17 EXPEND.	FY18 EXPEND.	FY19 EXPEND.	FY20 EXPEND.	FY21 EXPEND.	FY22 EXPEND.	FY23 EXPEND.	FY24 EXPEND.	TOTAL
			(In thousands)											
FUND:	**PROJ. NO.**	**DESCRIPTION**												
Water Improvement (604)	07029	Project Predesign Services	15	15	15	15	15	15	15	15	15	15	15	165
Water Improvement (604)	07119	Radio Telemetry & Transducer Replacement & Upgrade	15	15	15	15	15	15	15	15	15	15	15	165
Water Improvement (604)	07172	New 3 MG Reservoir at High School Reservoir Site	103	0	0	0	0	0	0	0	0	6,900		7,003
Water Improvement (604)	TBD	Groundwater Mgmnt Plan Modeling & Implementation	0	0	0	0	3,000							3,000
Water Improvement (604)	TBD	New 2 MG Reservoir at Hesperian Site	0	0	0	0	0	0	5,800					5,800
Water Improvement (604)	NEW	Hesperian Site Additional Paving	0	90										90
Water Improvement (604)	NEW	Hydra Stop Line Stopping and Valve Kit	0	100										100
Water Improvement (604)	NEW	New 8" Pipeline - BART Access Road Near Maintenance Yard	0	300										300
Water Improvement (604)	NEW	New 1000' Zone Regulating Station (Skyline Drive)	0	475										475
Water Improvement (604)	NEW	New 12" Pipeline - Dunn Road Near RCEC	0	580										580
Water Improvement (604)	NEW	New 0.75MG Tank, Pumps, and Generator at Garin Reservoir/Pumps Station Site	0	1,565										1,565
Water Improvement (604)	NEW	New 1.2MG Reservoir in 1530' Zone	200	1,690										1,890
Water Improvement (604)	NEW	Overhead Structures at 250' and 500' Pump Stations	0	160	150									310
Water Improvement (604)	NEW	New 12" Pipeline - Navan/Benmore Drive	0	0	110									110
Water Improvement (604)	NEW	Rehabilitation of Pressure Regulation Station in 250' Zone	0	0	500									500
		TOTAL WATER SYSTEM PROJECTS	5,086	22,420	9,350	4,830	5,830	1,830	7,880	3,610	1,830	8,730	1,830	73,226

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.	FY15 EXPEND.	FY16 EXPEND.	FY17 EXPEND.	FY18 EXPEND.	FY19 EXPEND.	FY20 EXPEND.	FY21 EXPEND.	FY22 EXPEND.	FY23 EXPEND.	FY24 EXPEND.	TOTAL
			(In thousands)											
WATER SYSTEM PROJECTS														
Water Replacement (603)	07026	Water System Leak Detection Survey and Repair	125	150										275
Water Replacement (603)	07043	Asset Management Plan	2	98										100
Water Replacement (603)	07035	City Irrigation System Backflow Replacements	130	10	10									150
Water Replacement (603)	07025	Conversion to Advanced Metering Infrastructure	0	2,000	2,000	2,000								6,000
Water Replacement (603)	07005	Cast Iron Water Pipeline Replacement	1,000	1,000	1,000	1,000	1,000							5,000
Water Replacement (603)	07003	Miscellaneous Hydrant Replacement Program	88	50	25	25	25	25	25	25	25	25	25	363
Water Replacement (603)	07006	Annual System Replacement Program	100	150	150	150	150	150	150	150	150	150	150	1,600
Water Replacement (603)	07013	High Efficiency Fixture Replacement Program	900	100	100	100	100	100	100	100	100	100	100	1,900
Water Replacement (603)	07030	Project Predesign Services	25	25	25	25	25	25	25	25	25	25	25	275
Water Replacement (603)	07112	Water System Master Plan Replacement Projects	0	0	0	500	500							1,000
Water Replacement (603)	07046	Replace 16" Water Line near Mission & Willis	0	0	0	0	0	0	250	1,780				2,030
Water Replacement (603)	TBD	Annual Water Line Replacements FY15	0	300										300
Water Replacement (603)	TBD	Annual Line Replacements FY16-FY24	0	0	1,000	1,000	1,000	1,500	1,500	1,500	1,500	1,500	1,500	12,000
Water Replacement (603)	NEW	Floor Drain Removal Project at 1285 and 1530 Tanks	0	200										200
Water Replacement (603)	NEW	Parts Replacement at Wells B & D2	0	400										400
Water Replacement (603)	NEW	Restore Water Mains Crossing at I-880	0	550										550
Water Replacement (603)	NEW	Green Hayward PAYS Pilot Project	0	1,000										1,000
Water Replacement (603)	NEW	Reservoir Coating Inspection/Recoating at 250' East, 250' West, Garin, South Walpert, Treeview, and 1000'	0	1,500	1,500									3,000
Water Improvement (604)	07102	Reservoir Water Quality Review	100	200										300
Water Improvement (604)	07106	Dead-End Water Main Improvements	200	200										400
Water Improvement (604)	07122	Mission Aqueduct Seismic Improvements	750	3,000										3,750
Water Improvement (604)	07136	System Seismic Upgrades	0	400										400
Water Improvement (604)	07140	Second Water Supply Source to 330 Zone	370	400										770
Water Improvement (604)	07160	Seismic Retrofit Maitland Reservoir & Appurtenances	530	1,600										2,130
Water Improvement (604)	07173	Seismic Retrofit Highland 250 Reservoirs	29	997										1,026
Water Improvement (604)	07176	Utility Center Renovation/Training Center Addition (2nd Floor)	304	2,500										2,804
Water Improvement (604)	07105	Solar Power at Various Water Facilities	0	500	2,500									3,000
Water Improvement (604)	07108	D St,Treeview,Maitland Reservr Water Quality Pump Upgrade	100	100	250									450

CAPITAL PROJECTS BY CATEGORY

Expenditure amounts do not include reimbursements, transfers between funds, or vehicle replacements and operating/maintenance expense.			PRIOR EXPEND.	FY15 EXPEND.	FY16 EXPEND.	FY17 EXPEND.	FY18 EXPEND.	FY19 EXPEND.	FY20 EXPEND.	FY21 EXPEND.	FY22 EXPEND.	FY23 EXPEND.	FY24 EXPEND.	TOTAL
			(In thousands)											
FUND:	**PROJ. NO.**	**DESCRIPTION**												
LANDSCAPE PROJECTS														
Water Replacement (603)	07049	City-owned Turf Area Assessment & Pilot Turf Repl Program	70	35										105
Water Replacement (603)	07050	Bay-Friendly Water Conserv/Demonstration Garden	10	160										170
Water Replacement (603)	07047	Water Efficient Landscape Surveys and Incentives	100	125	250									475
		TOTAL LANDSCAPE PROJECTS	180	320	250	0	0	0	0	0	0	0	0	750
EQUIPMENT														
Gas Tax Fund (210)	05133	StreetView System Upgrade	104	76	0	60	0	60	0	60	0	60	0	420
Capital Proj (Gov't) (405)	07402	Supporting Services Equipment	44	34	25	165	82	52	27	54	25	32	30	570
Capital Proj (Gov't) (405)	07405	SWAT Team Equipment	132	56	44	17	18	30	16	17	47	84	72	533
Capital Proj (Gov't) (405)	07409	Police Officer Equipment	160	151	72	66	240	175	321	66	60	240	156	1,707
Capital Proj (Gov't) (405)	07411	Field Operations Equipment	34	32	27	2	2	25	22	27	32	19	25	247
Capital Proj (Gov't) (405)	07412	Criminal Investigations Equipment	11	14	8	14	2	28	14	2	20	2	22	137
Capital Proj (Gov't) (405)	07466	Self-Contained Breathing Apparatus	760	440										1,200
Capital Proj (Gov't) (405)	07469	Fire Operations Equipment	230	130										360
Capital Proj (Gov't) (405)	07452	Fire Special Operations	378	82	82	200	157	82	103	82	82	82	82	1,412
Capital Proj (Gov't) (405)	07475	Replacement Equipment for Maintenance Services	80	50	25	25	25	25	10	10	10	10	10	280
Capital Proj (Gov't) (405)	07451	Defibrillators	250	0	0	0	240							490
Street System Imp (450)	05153	Alameda County Aerial Photography	100	0	0	50	0	0	50					200
Water Replacement (603)	TBD	SCADA System Evaluation and Upgrade	0	0	0	0	500							500
Sewer Replacement (611)	TBD	Collection Systems SCADA System Evaluation and Upgrade	0	0	0	0	300							300
Sewer Replacement (611)	TBD	WPCF SCADA System Evaluation and Upgrade	0	0	0	0	0	0	500					500
Info Tech Capital (731)	07255	Enterprise Resource Planning (ERP) System	3,830	140	140									4,110
Info Tech Capital (731)	07253	Desktop Computer Replacement Program	950	125	125	125	125	125	125	125	125	125	125	2,200
Info Tech Capital (731)	07256	Public Safety Mobile Replacement Project	1,034	50	50	50	400	400	50	50	50	50	50	2,234
Info Tech Capital (731)	07257	Network Server Replacement Project	160	262	100	100	100	100	100	100	100	100	100	1,322
Info Tech Capital (731)	07259	Geographic Information System Improvements	75	25	25	25	25	25	25	25	25	25	25	325
Info Tech Capital (731)	NEW	Agenda Management System Replacement	0	100										100
Info Tech Capital (731)	NEW	Security Camera Pilot Project	0	200										200
Info Tech Capital (731)	NEW	Network Infrastructure Replacement - Police Department	0	149	58	58	58	58	0	0	60	60	60	561
Info Tech Capital (731)	NEW	Network Infrastructure Replacement	0	348	348	348	348	348	0	0	360	360	360	2,820
Info Tech Capital (731)	NEW	Council Chambers Technology Upgrade	0	750	0	0	0	0	0	0	750			1,500
		TOTAL EQUIPMENT	8,332	3,214	1,129	1,305	2,622	1,533	1,363	618	1,746	1,249	1,117	24,228

CAPITAL PROJECTS BY CATEGORY

Expenditure amounts do not include reimbursements, transfers between funds, or vehicle replacements and operating/maintenance expense.			PRIOR EXPEND.	FY15 EXPEND.	FY16 EXPEND.	FY17 EXPEND.	FY18 EXPEND.	FY19 EXPEND.	FY20 EXPEND.	FY21 EXPEND.	FY22 EXPEND.	FY23 EXPEND.	FY24 EXPEND.	TOTAL
			(In thousands)											
FUND:	**PROJ. NO.**	**DESCRIPTION**												
BUILDING/MISC PROJECTS														
Capital Proj (Gov't) (405)	06901	City Facilities Needs Assessment Study	250	180										430
Capital Proj (Gov't) (405)	06977	UST Remediation Study - Fire Station 2	295	25										320
Capital Proj (Gov't) (405)	05160	Surplus Property Maintenance	15	15	15	15	15	15	15	15	15	15	15	165
Capital Proj (Gov't) (405)	06121	Property Taxes on Excess Right-of-Way	5	5	5	5	5	5	5	5	5	5	5	55
Capital Proj (Gov't) (405)	06907	Project Predesign Services	35	35	35	35	35	35	35	35	35	35	35	385
Capital Proj (Gov't) (405)	06905	Disaster Preparedness Exercise	0	50										50
Capital Proj (Gov't) (405)	06968	Sealing Centennial Hall Parking Deck	232	0	0	0	0	0	0	30				262
Facilities Capital (726)	07211	Underground Storage Tank Upgrades and Certification	85	20	20	20	20	20	20	30	30	30	30	325
Facilities Capital (726)	07201	HVAC Replacement/Various Units	236	0	65	70	70							441
Facilities Capital (726)	07202	Miscellaneous Flooring Replacement	84	0	55	0	230	50	25	25	25	25	25	544
Facilities Capital (726)	07203	Roof Repair/Replacement	262	0	115	0	0	0	425					802
Facilities Capital (726)	07217	Exterior Painting of City Facilities	30	0	45	0	0	0	90	0	35	35	35	270
Facilities Capital (726)	07210	Window Covering Replacement	48	0	55	0	0	0	0	20	20	20	20	183
Facilities Capital (726)	07209	Emergency Generator Replacements - Fire Station Nos. 2-6	155	0	0	0	0	70						225
Facilities Capital (726)	TBD	Interior Painting of City Facilities	0	30	30	30	30	30	30	30	30	30	30	300
Facilities Capital (726)	NEW	Animal Control Floor Coating	0	60										60
Facilities Capital (726)	NEW	FD Training Tower Siding Replacement	0	60										60
Facilities Capital (726)	NEW	Furniture Replacement	0	60	0	0	0	0	0	0	30	30	30	150
Facilities Capital (726)	NEW	Fleet Management Work Area	0	0	0	0	0	0	0	0	0	0	600	600
		TOTAL BUILDING & MISCELLANEOUS PROJECTS	1,732	540	440	175	405	225	645	190	225	225	825	5,627
FLEET MANAGEMENT														
Fleet Mgmt Capital (736)	07301	Vehicle Replacement Needs - Fire	4,422	1,185	912	902	929	997	985	2,693	1,495	1,076	1,109	16,705
Fleet Mgmt Capital (736)	07302	Vehicle Replacement Needs - Other General Fund	1,478	499	803	464	807	740	585	741	609	483	634	7,843
Fleet Mgmt Capital (736)	07303	Vehicle Replacement Needs - Police	2,208	551	568	776	765	765	794	738	760	1,368	806	10,099
Fleet Mgmt Enterprise (737)	07352	Vehicle Replacement Needs - Sewer	690	1,212	143	328	236	75	239	412	253	235	242	4,065
Fleet Mgmt Enterprise (737)	07353	Vehicle Replacement Needs - Water	628	592	435	344	265	81	452	246	380	131	81	3,635
Fleet Mgmt Enterprise (737)	07350	Vehicle Replacement Needs - Airport	59	30	90	191	39	0	113	0	0	339	0	861
Fleet Mgmt Enterprise (737)	07351	Vehicle Replacement Needs - Stormwater	207	285	223	0	0	0	251	258	139	274	0	1,637
		TOTAL FLEET MANAGEMENT PROJECTS	9,692	4,354	3,174	3,005	3,041	2,658	3,419	5,088	3,636	3,906	2,872	44,845

CAPITAL PROJECTS BY CATEGORY

Expenditure amounts do not include reimbursements, transfers between funds, or vehicle replacements and operating/maintenance expense.			PRIOR EXPEND.	FY15 EXPEND.	FY16 EXPEND.	FY17 EXPEND.	FY18 EXPEND.	FY19 EXPEND.	FY20 EXPEND.	FY21 EXPEND.	FY22 EXPEND.	FY23 EXPEND.	FY24 EXPEND.	TOTAL
			(In thousands)											
FUND:	**PROJ. NO.**	**DESCRIPTION**												
ROAD AND STREET PROJECTS														
Gas Tax Fund (210)	05191	Pavement Rehabilitation - Gas Tax FY15	50	950										1,000
Gas Tax Fund (210)	05106	Project Predesign	60	30	30	30	30	30	30	30	30	30	30	360
Gas Tax Fund (210)	05110	Pavement Management Program	65	15	65	15	65	15	65	15	65	15	65	465
Gas Tax Fund (210)	05116	Congestion Management Program	82	87	92	97	103	109	116	123	130	137	144	1,220
Gas Tax Fund (210)	05140	Miscellaneous Curb and Gutter Repair	30	30	30	30	30	30	30	30	30	30	30	330
Gas Tax Fund (210)	TBD	Pavement Rehabilitation - Gas Tax FY16 - FY24	0	50	800	800	700	700	700	600	600	700	700	6,350
Measure B Tax (215)	05251	Pavement Reconstruction FY15	350	2,050										2,400
Measure B Tax (215)	05199	Project Predesign Services	30	30	30	30	30	30	30	30	30	30	30	330
Measure B Tax (215)	TBD	Pavement Reconstruction FY16 - FY24	0	50	800	900	900	900	900	800	900	1,000	1,100	8,250
Measure B Tax (215)	TBD	Pavement Rehabilitation, Measure B FY16 - FY24	0	100	1,400	1,300	1,400	1,400	1,500	1,700	1,700	1,600	1,700	13,800
Vehicle Reg Fee (218)	05261	Pavement Reconstruction VRF FY15	100	800										
Vehicle Reg Fee (218)	TBD	Pavement Rehabilitation/Reconstruction VRF FY16-FY24	0	50	750	750	750	750	750	750	750	750	750	
Vehicle Reg Fee (218)	NEW	Whipple Pavement Repair (City share for Union City Proj)	0	120										
Route 238 Imp (410)	05194	Prelim Design/Env Study - Phases 2 and 3	200	1,800										2,000
Route 238 Imp (410)	05270	Rte 238 Corridor Improvement Proj - Phase 2	0	4,000	15,900									19,900
Route 238 Imp (410)	05114	Administration and Predesign	324	60	60	60	60	60	60	60	60	60	60	924
Street System Imp (450)	05265	Pavement Rehabilitation - Industrial Blvd	100	1,409										1,509
Street System Imp (450)	05266	Pavement Reconstruction FY15 - Winton and Industrial	50	1,150										1,200
Street System Imp (450)	05197	880/92 Reliever Route Project - Phase I	12,675	14,397	440									27,512
Street System Imp (450)	05148	Project Predesign Services	228	30	30	30	30	30	30	30	30	30	30	528
Street System Imp (450)	TBD	City Municipal Parking Lot #4	0	270										270
Street System Imp (450)	TBD	Pavement Reconstruction FY16-FY24	0	50	550	400	0	0	400	500	700	700	700	4,000
Street System Imp (450)	TBD	City Municipal Parking Lot #1	0	0	0	322								322
Street System Imp (450)	TBD	City Municipal Parking Lot #3	0	0	0	0	134							134
Street System Imp (450)	TBD	City Municipal Parking Lot #7	0	0	0	0	0	107						107
Street System Imp (450)	TBD	Slurry Seal/Preventive Maintenance - FY19-FY24	0	0	0	0	0	350	400	400	400	400	400	2,350
Street System Imp (450)	NEW	Transit Connector Feasibility Study	20	178										198
Transp Sys Imp (460)	05705	Citywide Intersection Improvement Study	150	150										300
Transp Sys Imp (460)	05706	Signal Timing and Controller Replacement Program - A St	150	59										209
Transp Sys Imp (460)	05709	Traffic Control Devices Repair/Replacement	40	40	40	40	40	40	40	40	40	40	40	440
Transp Sys Imp (460)	05856	Controller Cabinet Replacement Program	25	25	25	25	25	25	25	25	25	25	25	275
Transp Sys Imp (460)	05877	Transportation System Management Projects	40	40	40	40	40	40	40	40	40	40	40	440
Transp Sys Imp (460)	05893	Quick Response Traffic Safety Projects	15	15	15	15	15	15	15	15	15	15	15	165
Transp Sys Imp (460)	05701	Sig Timing and Contlr Repl Prog-Hesperian,Tennyson,Winton	648	0	45									693
Transp Sys Imp (460)	TBD	Intersection Improvement Project - TBD	0	50	250	50	250	50	250	50	250	50	250	1,500
Transp Sys Imp (460)	NEW	Traffic Impact Fee Study	0	200										200
		TOTAL ROAD AND STREET PROJECTS	15,432	28,285	21,392	4,934	4,602	4,681	5,381	5,238	5,795	5,652	6,109	99,681

Resolutions



HAYWARD CITY COUNCIL

RESOLUTION NO. 14-097

Introduced by Council Member Zermeño

RESOLUTION APPROVING THE OPERATING BUDGET OF THE CITY OF HAYWARD FOR FISCAL YEAR 2015; ADOPTING APPROPRIATIONS FOR FISCAL YEAR 2015, EXCEPT FOR GENERAL FUND COMMUNITY AGENCY FUNDING

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 2015 contained in those documents entitled "City of Hayward Proposed FY 2015 Annual Operating Budget," with adjustments to the Proposed Budget as approved at the June 24, 2014 Council meeting, including the additional expenditure of $250,000 for the electronic scanning of planning documents;

WHEREAS, the City Council has stated that while not yet included in the FY 2015 Adopted Budget, Measure C, the half cent sales tax approved by Hayward voters on June 3, 2014, is intended to restore and maintain Hayward city services and facilities, which include: firefighting/emergency medical services; police protection for neighborhoods; City street repair and maintenance; replacing the aging downtown library; updating aging neighborhood fire stations; and enhancing other city services; and

WHEREAS, three 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 Proposed FY 2015 Annual Operating Budget," with adjustments to the proposed budget as outlined in the June 24, 2014 budget report is hereby approved and adopted as the budget of the City of Hayward for FY 2015, with specific exception of General Fund Community Agency funding, which is separately addressed in Resolution No. 14-099. 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 2015 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 the General Fund Reserve and Designation of Fund Balances, which the Director of Finance shall enter upon the records and reflect in the financial statement of the City:

General Fund - Fund Balance Designations		FY 2015
Unassigned		
Contingencies	$	5,000
Economic Uncertainty		5,000
Liquidity		5,000
Emergencies		8,302
Undesignated Fund Balance		-
Total Designated Fund Balance	**$**	**23,302**
Proposed Use of Fund Balance		**4,813**
Total Reserves & Designated	**$**	**28,115**

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 services 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.

AND THEREFORE, BE IT FURTHER RESOLVED by the City Council of the City of Hayward that is the City Council's clear intent to allocate Measure C half-cent sales tax funding in accordance with the spending parameters as included in Attachment VII of the June 24, 2014 budget staff report titled "Intended Council Priorities for Measure C."

IN COUNCIL, HAYWARD, CALIFORNIA June 24, 2014

ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS: Zermeño, Jones, Halliday, Peixoto, Mendall
MAYOR: Sweeney

NOES: COUNCIL MEMBERS: None

ABSTAIN: COUNCIL MEMBERS: None

ABSENT: COUNCIL MEMBERS: Salinas

ATTEST: _____
Deputy City Clerk of the City of Hayward

APPROVED AS TO FORM:

_____
City Attorney of the City of Hayward

FY 2015 Fund Transfers To/From

EXHIBIT A

General Fund Transfers In			
100-00-0000-00000-49100	230	Cost Allocation From Recycling Fund	(74,750)
100-00-0000-00000-49100	225	Cost Allocation From CDBG Fund	(45,361)
100-00-0000-00000-49100	245	Cost Allocation From Low & Mod Housing Fund	-
100-00-0000-00000-49100	217	Cost Allocation From Paratransit Measure B Fund	(11,466)
100-00-0000-00000-49100	615	Cost Allocation From Stormwater Enterprise Fund	(93,074)
100-00-0000-00000-49100	610	Cost Allocation From Sewer Enterprise Fund	(431,287)
100-00-0000-00000-49100	605	Cost Allocation From Water Enterprise Fund	(849,441)
100-00-0000-00000-49100	620	Cost Allocation From Airport Enterprise Fund	(117,606)
100-00-0000-00000-49100	705	Cost Allocation From Workers Compensation Fund	(157,011)
100-00-0000-00000-49100	710	Cost Allocation From Liability Insurance Fund	(337,372)
100-00-0000-00000-49100	725	Cost Allocation From Facilities Fund	(111,433)
100-00-0000-00000-49100	730	Cost Allocation From Information Technology Fund	(135,664)
100-00-0000-00000-49100	735	Cost Allocation From Equipment Management Fund	(116,565)
100-00-0000-00000-49530	210	Transfer From Gas Tax Fund	(223,000)
100-00-0000-00000-49530	220	Transfer From Citizens Option for Public Safety (COPS) Gran	(184,000)
100-00-0000-00000-49530	220	Transfer-Byrnes Justice Assistance Grant	(47,864)
100-00-0000-00000-49530	810	Misc. Transfer From CFD #1 for Trustee Costs	(8,000)
100-00-0000-00000-49530	810	Misc. Transfer From CFD #1 for Police Services	(278,000)
		Transfers In Total	**(3,221,894)**
General Fund Transfers Out			
100-00-0000-00000-98100	405	Transfer To Capital Projects	320,000
100-00-0000-00000-98200	710	Liability Insurance Allocation	2,337,949
100-00-0000-00000-98100	460	Capital Transfer To Transportation Sys Improvement Fund	550,000
100-00-0000-00000-98100	731	Supplemental To Technology Replacement Fund	1,040,000
100-00-0000-00000-98101	720	OPEB Retiree Medical Liability	2,060,000
100-00-0000-00000-98100	300	D/S ABAG 2001-02 (ABAG 33)	86,806
100-00-0000-00000-98100	300	D/S City Hall Debt Service	2,620,175
100-00-0000-00000-98100	300	Transfer In D/S Fire Station #7 & Firehouse Clinic	590,000
100-00-0000-00000-98100	705	Miscellaneous Transfer To Workers Compensation Fund	1,665
100-00-0000-00000-98100	736	Miscellaneous Transfer To Fleet Capital	14,578
		Transfers Out Total	**9,621,173**
Recycling Fund			
230-00-0000-00000-97100	100	Transfer Out Cost Allocation to General Fund	74,750
230-00-0000-00000-98200	710	Transfer Out Liability Insurance	8,480
		Recycling Fund	**83,230**
Community Development Block Grant Fund (CDBG)			
225-00-0000-00000-97100	100	Transfer Out Cost Allocation to General Fund	45,361
225-00-0000-00000-98200	710	Transfer Out To Liability Insurance	6,277
		Community Development Block Grant Fund (CDBG)	**51,638**
Housing Authority-Low/Mod HSG			
245-00-0000-00000-49530	405	Transfer In From RT 238 Admin	(727,344)
245-00-0000-00000-49530	815	Transfer In From Hayward Redevelopment Successor Agenc	(2,200,355)
		Housing Authority-Low/Mod HSG	**(2,927,699)**
Housing Mortgage Bond Fund			
246-00-0000-00000-98200	710	Transfer Out To Liability Insurance	5,653
		Housing Mortgage Bond Fund	**5,653**

FY 2015 Fund Transfers To/From

EXHIBIT A

Paratransit Fund			
217-00-0000-00000-97100	100	Transfer Out Cost Allocation To General Fund	11,466
217-00-0000-00000-98200	710	Transfer Out To Liability Insurance	5,653
		Paratransit Fund	**17,119**
Byrnes Justice Assist Grant Fund			
220-00-0000-00000-98100	100	Transfer Out Byrnes Justice Assist G	47,864
		Byrnes Justice Assist Grant Fund	**47,864**
Citizen's Option in for Public Safety Fund			
220-00-0000-00000-98100	100	Transfer Out To General Fund for COPS Grant	184,000
		Citizen's Opt in for Public Safety Fund	**184,000**
Certificates of Participation Fund			
300-00-0000-00000-49530	100	Transfer In D/S ABAG 2001-02 (ABAG 33)	(86,806)
300-00-0000-00000-49530	100	Transfer In D/S City Hall Debt Service	(2,620,175)
300-00-0000-00000-49530	100	Transfer In D/S Fire Station #7 & Firehouse Clinic	(590,000)
300-00-0000-00000-49530	100	Transfer In Misc. Transfer From General Fund	(1,665)
		Certificates of Participation	**(3,298,646)**
Successor Agency-RDA of COH			
815-00-0000-00000-98100	245	Transfer Out To Housing Authority	2,200,355
		Successor Agency-RDA of COH	**2,200,355**
Stormwater Maint. & Operations Fund			
615-00-0000-00000-97100	100	Transfer Out Cost Allocation To General Fund	93,074
615-00-0000-00000-98200	710	Transfer Out To Liability Insurance	28,270
		Stormwater Maint. & Operations Fund	**121,344**
Sewer Maintenance & Operating Fund			
610-00-0000-00000-49530	616	Transfer In D/S07 Sewer Rev Refund Bonds	(366,482)
610-00-0000-00000-49530	613	Transfer In D/S CA SWRCB Loan/Sewer	(1,583,463)
610-00-0000-00000-97100	100	Transfer Out Cost Allocation to General Fund	431,287
610-00-0000-00000-98100	614	Transfer Out Capital Reserves to Sewer	1,400,000
610-00-0000-00000-98100	616	Transfer Out Capital Reserves to WWTP	2,000,000
610-00-0000-00000-98100	726	Transfer Out Capital Information Technology Capital Fund	39,000
610-00-0000-00000-98200	711	Transfer Out To Liability Insurance	292,791
610-00-0000-00000-98100	613	Transfer Out Connect Fee Tran To Sewer Imp	4,000,000
		Sewer Maintenance & Operations Fund	**6,213,133**
Water Maintenance & Operating Fund			
605-00-0000-00000-49530	604	Transfer In D/S 04 Water Sys Transfer	(257,504)
605-00-0000-00000-49530	621	Transfer In Misc. Transfer From Airport	(171,994)
605-00-0000-00000-97100	100	Transfer Out Cost Allocation To General Fund	849,441
605-00-0000-00000-98200	710	Transfer Out To Liability Insurance	249,025
605-00-0000-00000-98100	603	Transfer Out Capital Reserves To Water	2,500,000
605-00-0000-00000-98100	731	Transfer Out to Information Technology Capital Fund	64,000
		Water Maintenance & Operations Fund	**3,232,968**
Airport Operations Fund			
620-00-0000-00000-97100	100	Transfer Out Cost Allocation To General Fund	117,606
620-00-0000-00000-98200	710	Transfer Out To Liability Insurance	53,815
620-00-0000-00000-98100	621	Transfer Out Cap Reserves To Airport Capital	600,000
620-00-0000-00000-98100	605	Transfer Out Miscellaneous Transfer to Water Maintenance	171,994
		Airport Operations Fund	**943,415**

FY 2015 Fund Transfers To/From

EXHIBIT A

Workers' Compensation Fund			
705-00-0000-00000-97100	100	Transfer Out Cost Allocation To General Fund	157,011
705-00-0000-00000-98200	710	Transfer Out To Liability Insurance	8,480
		Workers' Compensation Fund	**165,491**
Risk Management Fund			
710-00-0000-00000-49100	100	Transfer In Liability Insurance-General Fund	(2,337,949)
710-00-0000-00000-49100	230	Transfer In Liability Insurance-Recycling	(8,480)
710-00-0000-00000-49100	225	Transfer In Liability Insurance-Block Grant	(6,277)
710-00-0000-00000-49100	246	Transfer In Liability Insurance-Housing Mortg	(5,653)
710-00-0000-00000-49100	217	Transfer In Liability Insurance-Meas B2 PRTRNST	(5,653)
710-00-0000-00000-49100	615	Transfer In Liability Insurance-Stormwater	(28,270)
710-00-0000-00000-49100	610	Transfer In Liability Insurance-WWTP M & O	(292,791)
710-00-0000-00000-49100	605	Transfer In Liability Insurance-Water M & O	(249,025)
710-00-0000-00000-49100	620	Transfer In Liability Insurance-Airport	(53,815)
710-00-0000-00000-49100	705	Transfer In Liability Insurance-Workers Comp	(8,480)
710-00-0000-00000-49100	725	Transfer In Liability Insurance-Facilities FD	(29,173)
710-00-0000-00000-49100	730	Transfer In Liability Insurance-Tech Services FD	(54,037)
710-00-0000-00000-49100	735	Transfer In Liability Insurance-Equip Mgmt.	(39,908)
710-00-0000-00000-97100	100	Transfer Out Cost Allocation to General Fund	337,372
		Risk Management Fund	**(2,782,139)**
Facilities Management Fund			
725-00-0000-00000-97100	100	Transfer Out Cost Allocation To General Fund	111,433
725-00-0000-00000-98200	710	Transfer Out To Liability Insurance	29,173
725-00-0000-00000-98100	726	Transfer Out Capital Project Transfer Facilities Capital Fund	300,000
		Facilities Management Fund	**440,606**
Technology Services Fund			
730-00-0000-00000-97100	100	Transfer Out Cost Allocation To General Fund	135,664
730-00-0000-00000-98100	736	Transfer Out To Fleet Mgmt. Capital	32,000
730-00-0000-00000-98200	710	Transfer Out To Liability Insurance	54,037
		Information Technology Fund	**221,701**
Fleet Management Fund			
735-00-0000-00000-97100	100	Transfer Out Cost Allocation To General Fund	116,565
735-00-0000-00000-98200	710	Transfer Out To Liability Insurance	39,908
735-00-0000-00000-98100	736	Transfer Out Miscellaneous Transfer to Fleet Mgmt. Capital	1,185,000
		Fleet Management Fund	**1,341,473**
Retiree Medical Fund			
720-00-0000-00000-49530	100	Transfer In From General Fund - OPEB Liability	(2,060,000)
		Retiree Medical Fund	**(2,060,000)**
Comm. Facility Dist. #1-Trustee Fund			
810-00-0000-00000-98100	100	Transfer Out To General Fund for Trust Expenses	8,000
810-00-0000-00000-98100	100	Transfer Out To General Fund for Police Services	278,000
		Comm. Facility Dist. #1-Trusteee Fund	**286,000**

FY 2015 Fund Expenditure Appropriations - Operating Budget

EXHIBIT B

General Fund		
100		133,303,536
Special Revenue Funds		
230	Recycling Fund	615,066
225	CDBG	2,616,123
220	Home Loan Fund	277,661
245	Housing Authority	170,324
235	Neighborhood Svcs-Promise Grant	391,171
246	Housing Mortgage Bond Fund	184,552
217	Paratransit Fund	1,590,284
255	Park Dedication - Zone A	1,261,916
256	Park Dedication - Zone B	71,300
257	Park Dedication - Zone C	657,300
258	Park Dedication - Zone D	447,650
259	Park Dedication - Zone E	200,650
280	Downtown Bus Improvement	87,000
220	Byrne Justice Assistance	47,864
220	Citizen's Option for Public Safety	184,000
271	MD 2	111,255
273	LLD Zone 6	14,625
276	LLD Zone 9	1,805
277	LLD Zone 10	191,680
278	LLD Zone 11	47,590
279	LLD Zone 12	211,384
281	LLD Zone 13	39,890
266	LLD Zone 1	5,935
267	LLD Zone 2	8,765
268	LLD Zone 3	112,740
269	LLD Zone 4	22,675
272	LLD Zone 5	5,445
270	MD 1	35,333
274	LLD Zone 7	193,690
275	LLD Zone 8	5,375
	Special Revenue Fund Total	9,811,048
Enterprise Funds		
615	Stormwater	2,775,297
610	Wastewater	24,529,908
605	Water	42,235,134
620	Airport	3,147,155
606	Regional Intertie	83,500
	Enterprise Fund Total	72,770,994
Debt Service Funds		
300	Certificate of Participation	2,714,174
810	Special Assessment District	574,524
	Debt Service Fund Total	3,288,698
Internal Service Funds		
705	Worker's Compensation	6,080,974
710	Risk Management	3,165,906
725	Facilities	3,818,531
730	Information Technology	5,259,213
735	Fleet	5,704,791
720	Employee Benefits	2,597,408
	Internal Service Fund Total	26,626,823
Hayward Redevelopment Successor Agency (HRSA)		
815		7,148,047
Total Appropriation Authority		**252,949,146**

HAYWARD CITY COUNCIL

RESOLUTION NO. 14-099

Introduced by Council Member Halliday

RESOLUTION APPROVING AND APPROPRIATING THE GENERAL FUND COMMUNITY AGENCY FUNDING RECOMMENDATIONS FOR FISCAL YEAR 2015

BE IT RESOLVED that the City Council of the City of Hayward hereby approves and adopts the Community Agency Funding recommendations for Fiscal Year 2015 in Exhibit A, in a total amount not to exceed $411,950 which is incorporated by reference herein.

BE IT FURTHER RESOLVED that except as may be otherwise provided, any and all expenditures relating to the objectives described in the General Fund Community Agency 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.

IN COUNCIL, HAYWARD, CALIFORNIA June 24, 2014

ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS: Zermeño, Halliday, Mendall
ACTING MAYOR PRO TEMPORE: Peixoto

NOES: COUNCIL MEMBERS: None

ABSTAIN: COUNCIL MEMBERS: None

ABSENT: COUNCIL MEMBERS: Jones, Salinas
MAYOR: Sweeney

ATTEST: _____
Deputy City Clerk of the City of Hayward

APPROVED AS TO FORM:

_____
City Attorney of the City of Hayward

EXHIBIT A

FY 2014-15
Community Agency Funding Allocations
(General Fund)

SOCIAL SERVICES			
#	Agency	CSC Recommendation	Council Authorized Allocation 4/15/2014
1	Alameda County Community Food Bank	$21,000	$21,000
2	CALICO	$20,000	$20,000
3	Eden Information & Referral Inc.: 2-1-1	$50,000	$50,000
4	SAVE/COPS	$24,000	$24,000
5	South Hayward Parish: Food Pantry	$15,000	$15,000
6	Alameda County Office of Education: Project EAT	$30,000	$30,000
7	Hayward Public Library: Family Education Program	$30,000	$30,000
8	Horizon Services Inc.	$30,000	$30,000
9	St. Rose Hospital Foundation: FACES	$15,000	$15,000
10	Tiburcio Vasquez Health Center	$18,000	$18,000
11	East Bay Agency for Children	$10,000	$10,000
12	Afgan Elderly Association	$10,000	$10,000
13	Community Resources for Independent Living	$21,000	$21,000
14	Legal Assistance for Seniors	$15,000	$15,000
15	Spectrum Community Services	$21,000	$21,000
SOCIAL SERVICES SUBTOTAL		$330,000	$330,000

ARTS & MUSIC			
#	Agency	CSC Recommendation	Council Authorized Allocation 4/15/2014
1	HAHS: Hayward Arts Council	$18,134	$18,134
2	HAHS: Hayward Band & Orchestra Festival	$8,140	$8,140
3	HAHS: Hayward Municipal Band	$16,165	$16,165
4	HAHS: Pacific Chamber Symphony	$5,176	$5,176
5	HAHS: Sun Gallery	$30,195	$30,195
6	HAHS: Youth Orchestra of Southern Alameda County	$4,142	$4,142
ARTS & MUSIC SUBTOTAL		$81,950	$81,950

TOTALS	
Social Services	$330,000
Arts & Music	$81,950
GRAND TOTAL	$411,950

HOUSING AUTHORITY OF THE CITY OF HAYWARD

RESOLUTION NO. HA RES 14-06

Introduced by Commissioner Zermeño

RESOLUTION CONFIRMING THE PROPOSED HAYWARD HOUSING AUTHORITY BUDGET FOR FISCAL YEAR 2015

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 2015 contained in the document entitled "Recommended Capital Improvement Program FY 2015-24"; and

WHEREAS, a public hearing was held by the City Council of the City of Hayward, at which time all interested persons were afforded an opportunity to be heard on matters pertaining to the Capital Improvement Program budget recommended by the City Manager; and

WHEREAS, by Resolution No. 13-105, dated June 25, 2013, the City Council adopted the budget and appropriated funds for operating expenses for Fiscal Year 2014.

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

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 2015 contained in those documents entitled "Proposed FY 2015 Annual Operating Budget;" and

WHEREAS, a public hearing was held by the Housing Authority Board of Directors, on June 17, 2014, 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 FY2015 presented by the Executive Director in the document entitled Proposed FY 2015 Annual Operating Budget is hereby accepted and confirmed as the budget of the Hayward Housing Authority for FY 2015. 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 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.

3. Except as limited in paragraph 5 of this resolution, the Executive Director is authorized without further action from the Board to enter into a contract or agreement for any commodity or service included in the annual budget of the Housing Authority.

4. For the purposes of determining whether the Executive Director has the authority to execute a contract for a commodity or service pursuant to section 3 above, the Executive Director shall have the authority to expend such funds and enter into and execute any and all contracts and documents necessary to carry out the objectives of the Housing Authority's appropriations as set forth in this budget.

5. Any contract for professional services included in the annual budget that will cost more than $25,000 shall be executed by the Executive Director only upon approval of the contract by the Housing Authority Board given at a meeting of the Housing Authority.

IN COUNCIL, HAYWARD, CALIFORNIA June 24, 2014

ADOPTED BY THE FOLLOWING VOTE:

AYES: COMMISSIONER MEMBERS: Zermeño, Jones, Halliday, Peixoto, Mendall
CHAIR: Sweeney

NOES: COMMISSIONER MEMBERS: None

ABSTAIN: COMMISSIONER MEMBERS: None

ABSENT: COMMISSIONER MEMBERS: Salinas

ATTEST: _____

Acting Secretary of the Housing Authority
of the City of Hayward

APPROVED AS TO FORM:

_____

General Counsel of the Housing Authority
of the City of Hayward

REDEVELOPMENT SUCCESSOR AGENCY OF THE CITY OF HAYWARD

RESOLUTION NO. RSA 14-03

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 2015

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 2015; 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 Executive Director is hereby approved and adopted as the budget of the Redevelopment Successor Agency of the City of Hayward for FY 2015.

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

4. The following amounts are hereby estimated resources and appropriated expenditures:

Hayward Redevelopment Successor Agency (HRSA) Fund (815)	FY 2015
Revenue	
Property Tax (Tax Increment)	6,560,628
Interest Income	2,557
Principal	19,447
Successor Agency Administrative Allowance	250,000
School Impact Fee Reimbursement	337,000
Lease Payment - Cinema Place	50,000
Total Revenue	**7,219,632**
Operating Expenses	
Salary & Benefits	214,701
Charges to/from other programs	137,880
Supplies & Services	560,503
Maintenance & Utilities	23,884
Total Operating Expenses	936,968
HRSA Debt Service & Transfers Out	
HRSA Debt Service, 2004 TABS	3,368,582
HRSA Debt Service, 2006 TABS	635,006
HRSA Debt Service, misc charges	7,136
Transfer Out to Housing Authority	2,200,355
Total Debt Service & Transfers Out	6,211,079
Total Expenditures	**7,148,047**

5. Except as limited in paragraph 6 of this resolution, the Executive Director is authorized without further action from the Board to enter into a contract or agreement for any commodity or service included in the annual budget of the Redevelopment Successor Agency.

6. For the purposes of determining whether the Executive Director has the authority to execute a contract for a commodity or service pursuant to section 4 above, the Executive Director

shall have the authority to expend such funds and enter into and execute any and all contracts and documents necessary to carry out the objectives of the Redevelopment Successor Agency's appropriations as set forth in this budget.

7. Any contract for professional services included in the annual budget that will cost more than $25,000 shall be executed by the Executive Director only upon approval of the contract by the Redevelopment Successor Agency Board given at a meeting of the Redevelopment Successor Agency and upon final approval by the Oversight Board and Department of Finance.

IN COUNCIL, HAYWARD, CALIFORNIA June 24, 2014

ADOPTED BY THE FOLLOWING VOTE:

AYES: AGENCY MEMBERS: Zermeño, Jones, Halliday, Peixoto, Mendall
CHAIR: Sweeney

NOES: AGENCY MEMBERS: None

ABSTAIN: AGENCY MEMBERS: None

ABSENT: AGENCY MEMBERS: Salinas

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

APPROVED AS TO FORM:

_____
General Counsel of the Successor Redevelopment Agency of the City of Hayward

HAYWARD CITY COUNCIL

RESOLUTION NO. 14-098

Introduced by Council Member Zermeño

RESOLUTION APPROVING CAPITAL
IMPROVEMENT PROJECTS FOR FISCAL YEAR 2015

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 2015 contained in the document entitled "Recommended Capital Improvement Program FY 2015-24"; and

WHEREAS, a public hearing was held by the City Council of the City of Hayward, at which time all interested persons were afforded an opportunity to be heard on matters pertaining to the Capital Improvement Program budget recommended by the City Manager; and

WHEREAS, by Resolution No. 13-105, dated June 25, 2013, the City Council adopted the budget and appropriated funds for operating expenses for Fiscal Year 2014.

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 2015, as embodied in Recommended Capital Improvement Program FY 2015-24, are hereby adopted as the Capital Improvement Program for Fiscal Year 2014. 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

Fund	Amount
Gas Tax Fund (210)	2,291,000
Measure B Tax Fund (Local Transportation) (215)	2,260,000
Measure B Tax Fund (Pedestrian & Bicycle) (216)	532,000
Vehicle Registration Fee Fund (218)	970,000
Capital Projects (Governmental) Fund (405)	2,929,000
Route 238 Corridor Improvement Fund (410)	5,860,000
Street System Improvements Fund (450)	18,224,000
Transportation System Improvement Fund (460)	659,000
Water Replacement Fund (603)	7,853,000
Water Improvement Fund (604)	14,887,000
Sewer Replacement Fund (611)	4,769,000
Sewer Improvement Fund (612)	11,463,000
Airport Capital Fund (621)	3,542,000
Facilities Capital Fund (726)	230,000
Information Technology Capital Fund (731)	1,174,000
Fleet Management Capital Fund (736)	2,235,000
Fleet Management Enterprise (737)	2,119,000
TOTAL: ALL CAPITAL FUNDS	**81,997,000**

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)	223,000
Route 238 (410)	Gas Tax (210)	100,000
General (100)	Capital Projects (Governmental) (405)	320,000
Gas Tax (210)	Street System Improvements (450)	1,600,000
Route 238 (410)	Street System Improvements (450)	250,000
General (100)	Transportation System Improvement (460)	550,000
Water Improvement (604)	Sewer Improvement (612)	3,685,000
Information Technology Operations (730)	Sewer Improvement (612)	390,000
Sewer Operations (610)	Sewer Replacement (611)	3,400,000
Water Operations (605)	Water Replacement (603)	2,500,000
Water Improvement (604)	Water Replacement (603)	500,000
Airport Operations (620)	Airport Capital (621)	600,000
Facilities Operations (725)	Facilities Capital (726)	300,000
General (100)	Information Technology Capital (731)	1,040,000
Sewer Operations (610)	Information Technology Capital (731)	39,000
Water Operations (605)	Information Technology Capital (731)	64,000
Airport Operations (620)	Information Technology Capital (731)	13,000
Information Technology Operations (730)	Fleet Management Capital (736)	32,000
Fleet Operations (735)	Fleet Management Capital (736)	1,000,000
Sewer Operations (610)	Fleet Management Enterprise (737)	240,000
Water Operations (605)	Fleet Management Enterprise (737)	286,000
Airport Operations (620)	Fleet Management Enterprise (737)	71,000
Stormwater Operations (615)	Fleet Management Enterprise (737)	155,000
Sewer Replacement (611)	Fleet Management Enterprise (737)	400,000

In order to provide for completion of work on projects previously authorized but not completed as of June 30, 2014, in addition to the above appropriations for capital expenditures, appropriation balances remaining as of June 30, 2014, for capital projects previously authorized but uncompleted, are hereby appropriated for expenditure in fiscal year 2015.

6. Any monies received during fiscal year 2015 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 2015, as contained in the document entitled " Recommended Capital Improvement Program FY 2015-24," is hereby approved.

9. Any contract for professional services 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 24, 2014

ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS: Zermeño, Jones, Halliday, Peixoto, Mendall
MAYOR: Sweeney

NOES: COUNCIL MEMBERS: None

ABSTAIN: COUNCIL MEMBERS: None

ABSENT: COUNCIL MEMBERS: Salinas

ATTEST: _____
Deputy 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



Budget Policies and Procedures

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.

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



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.

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.

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.

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.

References
• Developing Formal Debt Policies," *Government Finance Review*, August 1991. • "Preparing a Municipal Debt Policy Statement," *Government Finance Review*, June 1994. • Audio Cassette Tape, GFOA Annual Conference Session, "Debt Affordability Analysis: A Comparative Approach," 1996. • An Elected Official's guide to Debt Issuance, J.B. Kurish and Patricia Tigue, GFOA, 2005. • Debt Management Policy, GFOA Recommended Practice, 2003

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.

c. The method of assessing and collecting fees should be simple as possible in order to reduce the administrative cost of collection.
d. Charges and fees should be reviewed annually and adjusted by the Bay Area CPI increase, salary increases or by their applicable multipliers based on the cost of providing services.

References

- *Catalog of Public Fees and Charges*, compiled by Dennis Strachota and Bruce Engelbrekt, GFOA, 1992.
- *Costing Government Services: A Guide for Decision Making*, Joseph T. Kelley, GFOA, 1984.
- "User Charges and Fees," C. Kurt Zorn in *Local Government Finance: Concepts and Practices*, edited by John E. Petersen and Dennis R. Strachota, GFOA, 1991.

"Cost Analysis and Activity-Based Costing for Government," GFOA, 2004

Multi-Year Capital Improvement Plan (CIP) *(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

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)

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.

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.

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

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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Glossary & Acronyms

CITY OF HAYWARD
HEART OF THE BAY

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 it 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

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 Coty 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

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

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.

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.

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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Artist: ANDREW KONG KNIGHT – Location: Cinema Place Parking Structure



CITY OF HAYWARD

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