

HAYWARD

ADOPTED BUDGET
FISCAL YEAR 2021

FRONT COVER

Pictured on the front cover is a rendering of Heritage Plaza, which will be located across the street from the new 21st Century Library and Community Learning Center on C Street. Encompassing a full city block in downtown Hayward, the Plaza will provide the community a gathering space for events and activities. The white building seen on the right side of the rendering is the historic former City Hall building on Mission Blvd, which closed in 1969.

THIS PAGE INTENTIONALLY LEFT BLANK

HAYWARD



HAYWARD



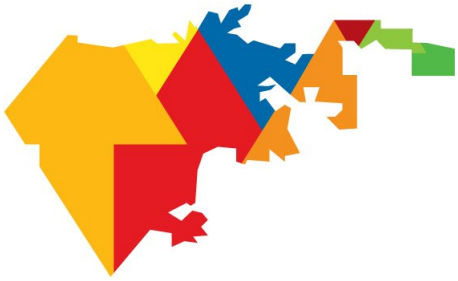
ADOPTED FY 2021 OPERATING BUDGET

Director of Finance: Dustin Claussen

Prepared by the Finance Department

THIS PAGE INTENTIONALLY LEFT BLANK

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.



Barbara Halliday
Mayor
Term Expires 2022



Sara Lamnin
Council Member
Term Expires 2022



Elisa Márquez
Council Member
Term Expires 2020



Al Mendall
Council Member
Term Expires 2020



Mark Salinas
Council Member
Term Expires 2020

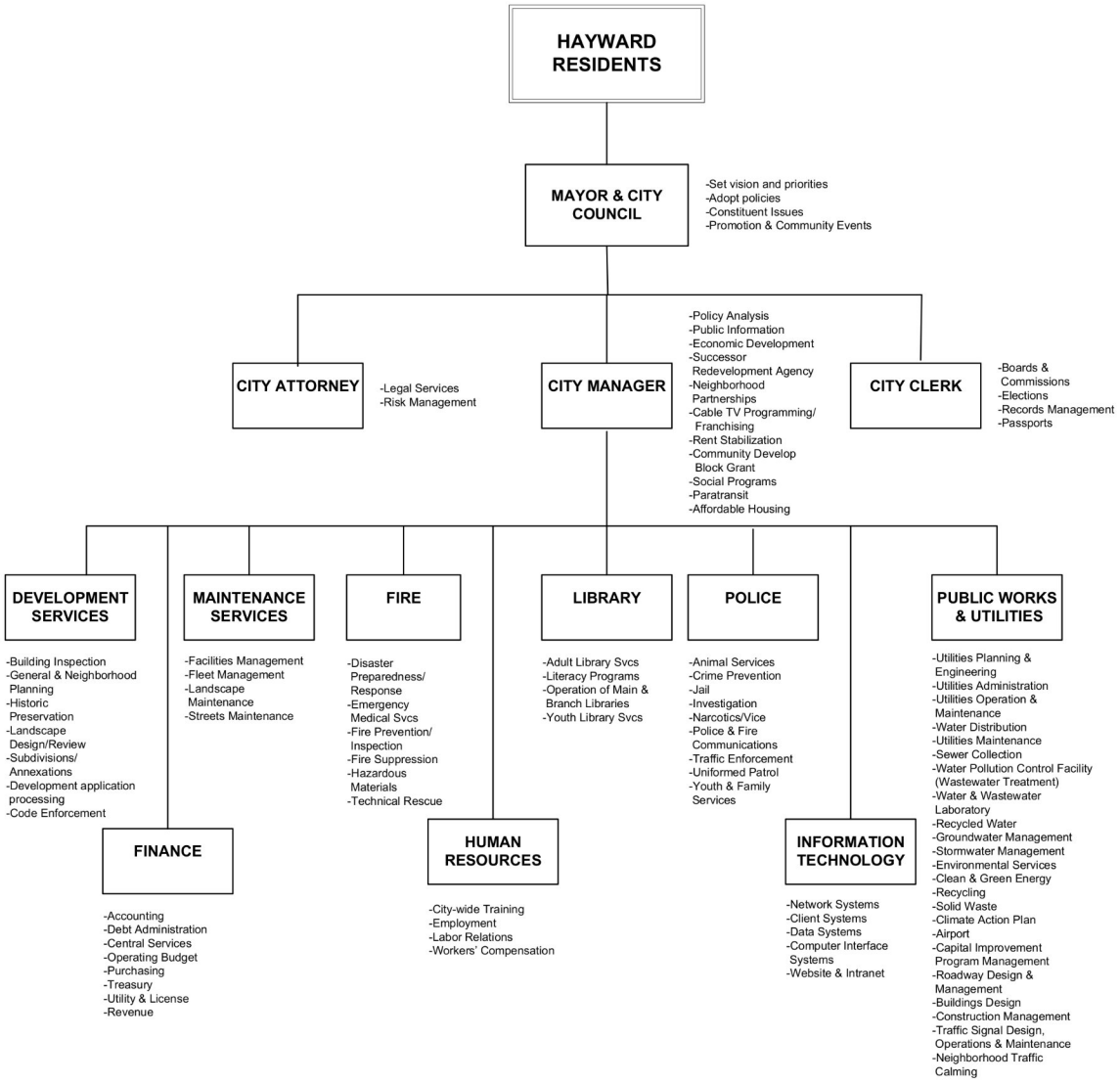


Aisha Wahab
Council Member
Term Expires 2022



Francisco Zermeño
Council Member
Term Expires 2020

CITYWIDE ORGANIZATION



ADMINISTRATIVE STAFF

Appointed by City Council

City Manager	Kelly McAdoo
City Attorney	Michael Lawson
City Clerk	Miriam Lens

Department Directors

Assistant City Manager	Maria Hurtado
Deputy City Manager	Jennifer Ott
Development Services	Laura Simpson
Finance	Dustin Claussen
Fire	Chief Garrett Contreras
Human Resources (interim)	Maria Hurtado
Information Technology	Adam Kostrzak
Library	Jayanti Addleman
Maintenance Services	Todd Rullman
Police	Chief Toney Chaplin
Public Works & Utilities	Alex Ameri

BUDGET AWARD

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 annual budget for the fiscal year beginning July 1, 2019. 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 one-year period.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Hayward

California

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morrill

Executive Director

COMMUNITY PROFILE

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.

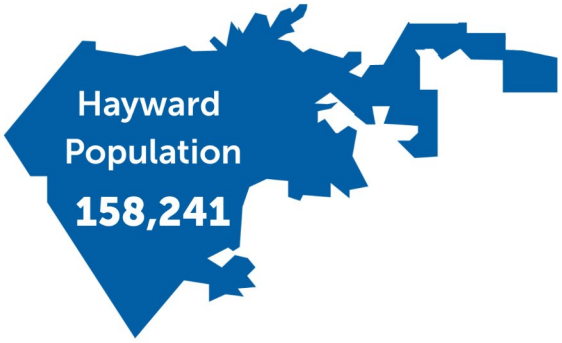


Encompassing 61 square miles that unfold from the Berkeley-Oakland Hills onto the Bay shoreline, Hayward is a strategically positioned at the epicenter of a metropolitan area synonymous with innovation, bold thinking and entrepreneurship. The city is served by three major freeways, two Bay Area Rapid Transit (BART) stations, Amtrak Capitol Corridor trains, local and commuter buses routes operated by multiple transit agencies, Union Pacific freight rail and Port of Oakland facilities. The city boasts its own thriving executive airport and enjoys easy access to three international airports, Oakland, San Francisco and San Jose.

Hayward is the Bay Area's sixth largest municipality, and ranks among the most diverse in the entire state of California. It is home to a California State University, a community college, and technical, trade and business colleges. It is a leader in water conservation, water pollution control, and development of renewable energy. A new main public library building is rising in the city's downtown civic center that is designed to meet the highest standards of environmental sustainability.While undergoing transformative change, Hayward also is planning its future.

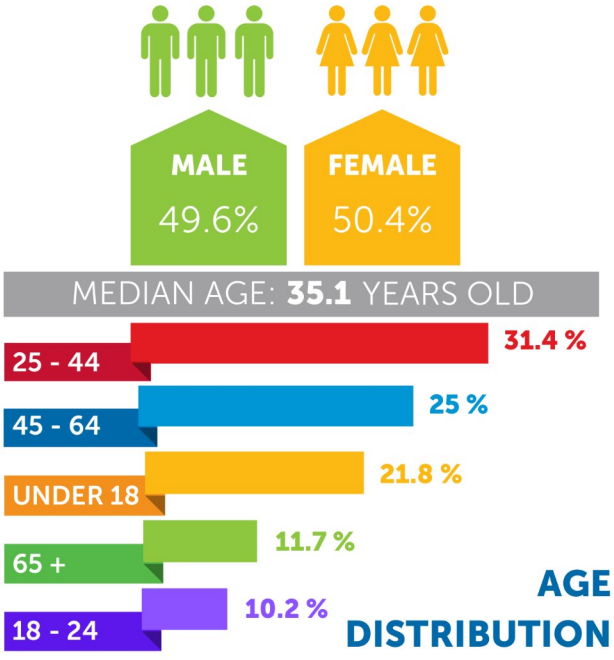
Hundreds of new apartment homes have been built, approved or put into the development pipeline within the past year. Simultaneously, the city is adopted a new Downtown Specific Plan to create a more pedestrian friendly central core and healthy balance of housing, retail, offices and restaurants, and updating its industrial zoning to support an existing manufacturing base while meeting the needs of new information, technology and advanced-manufacturing companies and startups.

DEMOGRAPHICS

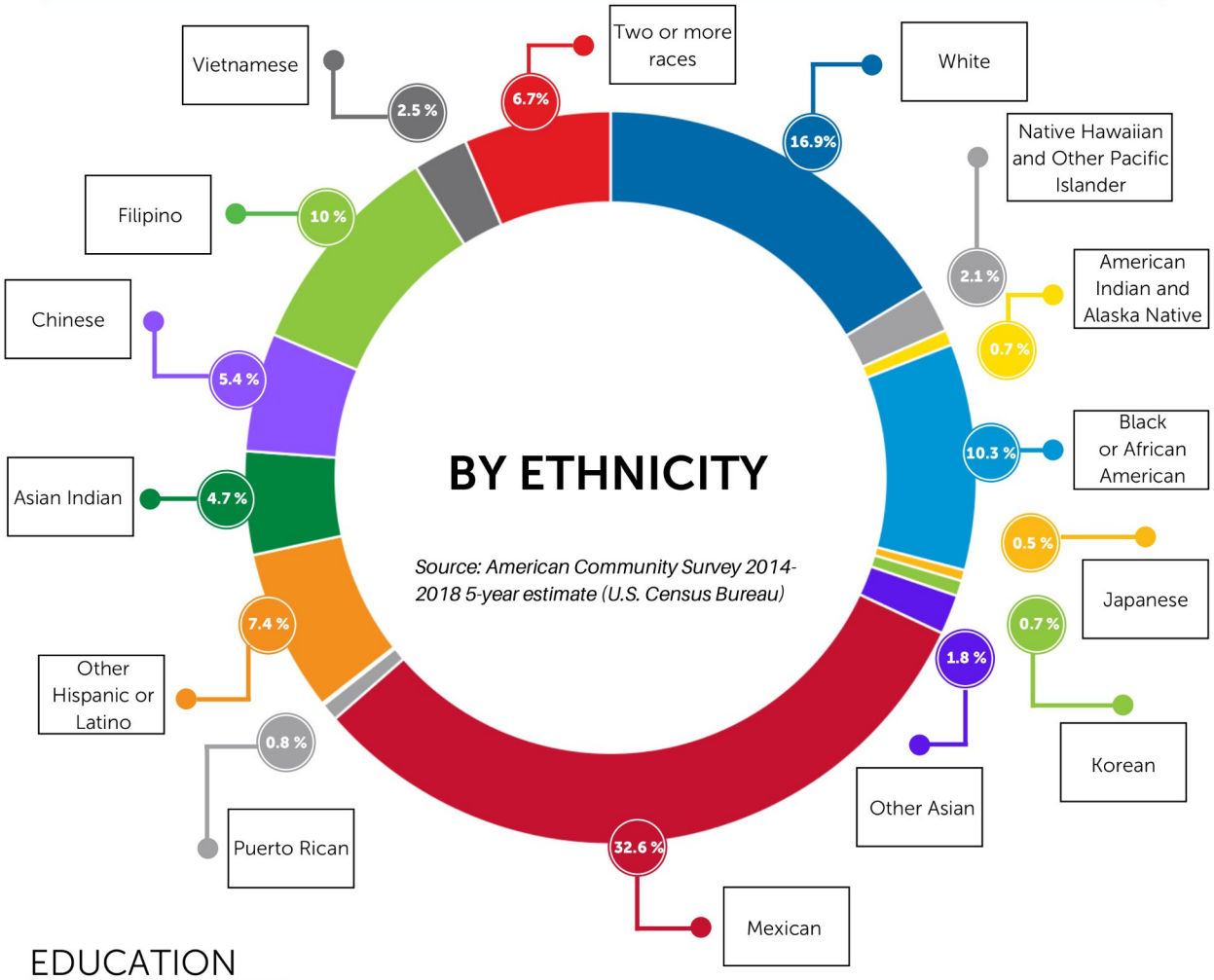


With a median age of just 35.1 years old, the city of Hayward is younger than the United States by nearly 3 years.

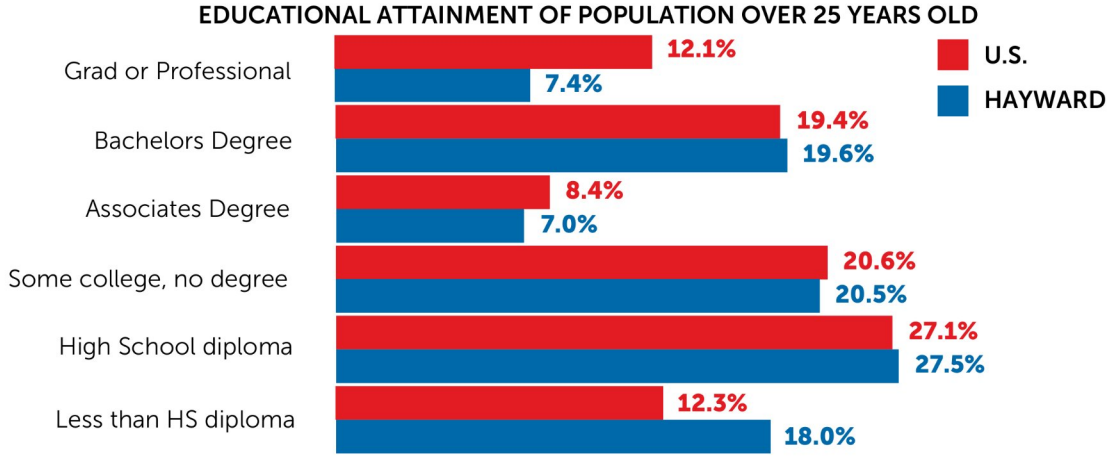
Source: American Community Survey 2014-2018 5-year estimate (U.S. Census Bureau)



COMMUNITY PROFILE



EDUCATION



COMMUNITY PROFILE

A CITY THAT EDUCATES: 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 & Business Colleges

Each day, more than 14,013 students pursue higher education in Hayward.

EMPLOYMENT, ECONOMY & HOUSING

TOP HAYWARD EMPLOYERS

- Alameda County Sheriff's Department
- Baxter Bio Pharma
- Berkeley Farms, LLC
- California State University, East Bay
- Chabot Community College
- Fremont Bank
- Hayward Unified School District
- Illumina
- Impax Laboratories, Inc.
- Pentagon Technologies
- Plastikon Industries, Inc.
- Siemens Building Tech
- St. Rose Hospital

Source: City of Hayward Comprehensive Annual Financial Report, Fiscal Year 2018

MEDIAN HOUSEHOLD INCOME

AVERAGE HOUSEHOLD INCOME





$717,500

MEDIAN SALE PRICE OF NEW AND EXISTING DETACHED, SINGLE FAMILY HOMES IN HAYWARD.

$565,000

MEDIAN SALE PRICE OF NEW AND EXISTING CONDOMINIUMS IN HAYWARD.

Source: Bay East Association of Realtors, January 2020

COMMUNITY PROFILE

COMMUNITY ENGAGEMENT

76,483
Registered Hayward voters

Source: Alameda County Registrar of Voters

Public meeting notices, agenda and meeting-related documents are online. Many audio and DVD recordings are also available.

The City has an active social media presence, using tools such as Twitter, Facebook, & YouTube to communicate with the community.

75
Home Owners Associations & neighborhood interest groups.



Live and archived Council meetings are broadcast by KHRT on cable channel 15. they are also viewable at www.hayward-ca.gov.

OTHER HAYWARD AREA AMENITIES

- California State University Campus
- Community College Campus
- A major hospital
- State & County offices
- More than 3,000 acres of open space and parks encompassing more than 20 miles of hiking trails
- California's oldest Japanese gardens
- Sulphur Creek Nature Center & the Shoreline Interpretive Center
- Two public golf courses: Skywest & Mission Hills
- A championship golf course: TPC Stonebrae, host of the PGA's annual "Stonebrae Classic" Web.com Tour tournament
- Cultural amenities including the Hayward Arts Council's Green Shutter Gallery, Sun Gallery and the Hayward Area Center for History & Culture
- Two libraries
- Two BART stations, an Amtrak station and an extensive network of freeways, including a transbay bridge
- A general aviation airport

JAPANESE GARDENS

The Hayward Japanese gardens are the oldest of their kind in the state of California. Designed by Kimio Kimura, the gardens use California native stone and plants. No stains were used on the wood constructions. Nails and fasteners are recessed, and all wood was notched and aged in the style of traditional Japanese Gardens.

COMMUNITY PROFILE

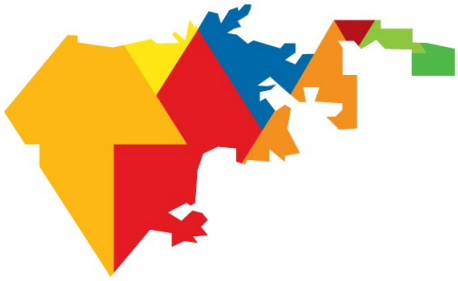
HISTORICAL NOTES & TRIVIA

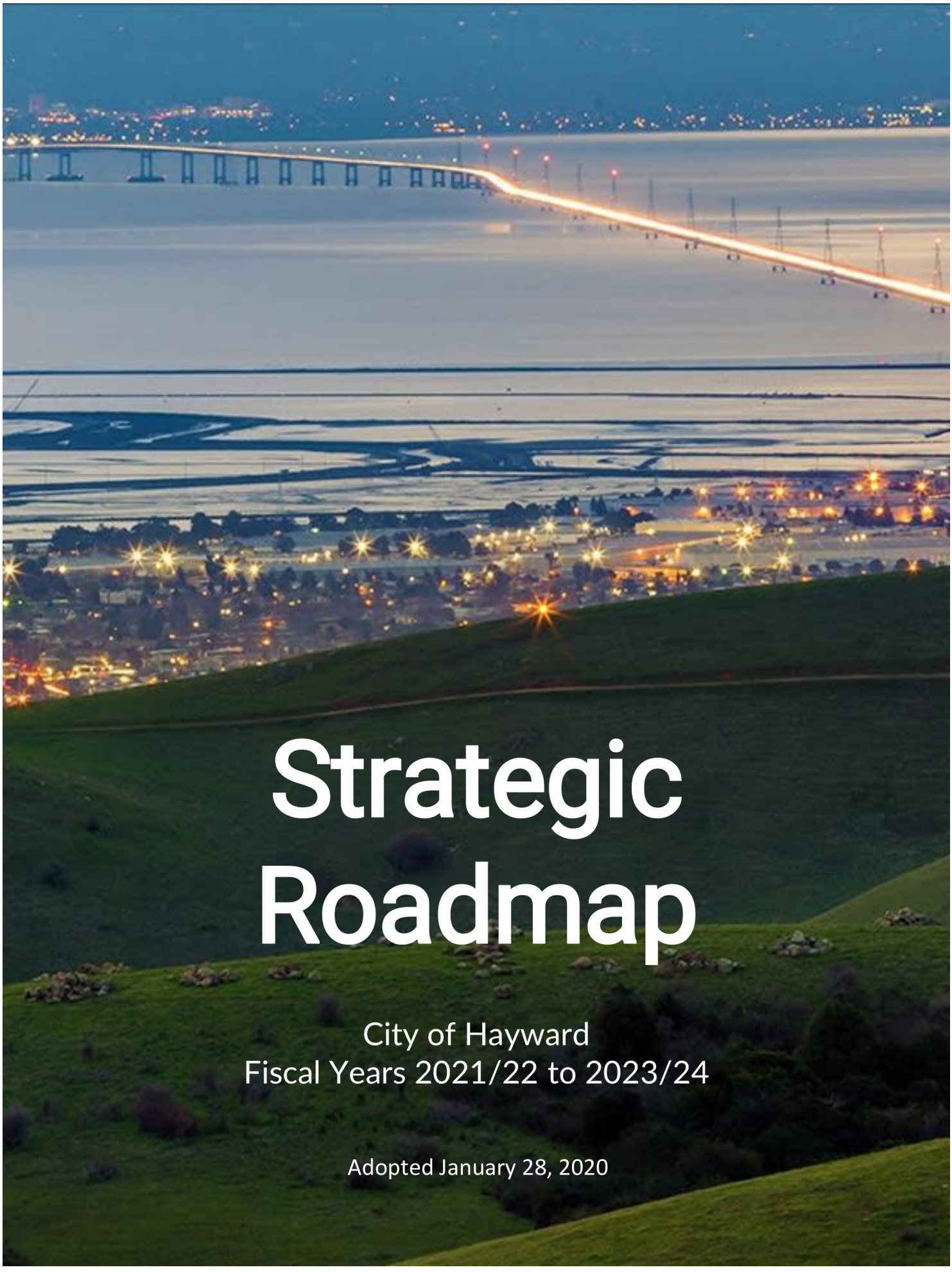
- Early settlers of the area included the Ohlone people, for some 3,000 years.
- Hayward was founded in 1852 by William Hayward.
- Although Don Castro named what is now downtown Hayward "San Lorenzo," many people referred to the town as "Hayward's Place" or "Hayward's" because of the famous Hayward Hotel built by William Hayward.
- Hayward was incorporated in 1876. The City Charter was 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 had grown to a population of 14,000 and was known as the "Apricot City," 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.
- Hayward has three sister cities: Funabashi, Japan; Ghazni, Afghanistan; and Yixing, China.
- The City flower is the carnation.

The numbers reflected are mainly based on Bay East Association of Realtors (2020) the US Census Bureau (2014-2018) and the American Community Survey (5 years estimates from 2014-2018). 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.

THIS PAGE INTENTIONALLY LEFT BLANK

HAYWARD





Strategic Roadmap

City of Hayward
Fiscal Years 2021/22 to 2023/24

Adopted January 28, 2020



Welcome

In May 2019, City Council and the City Manager's Office set out to create a Strategic Roadmap to guide Hayward over the next three years. We wanted a Roadmap that was bold in its vision for the future but also grounded in a realistic assessment of existing staff capacity and resource constraints. We also wanted to reflect the needs of the community and integrate input from diverse city employees who understand the City's daily operations, competing priorities, and current strategies. This Strategic Roadmap outlines where we see our highest priorities in the next three years and a roadmap of specific actions to get us there.

June 2020 Update: The Strategic Roadmap was adopted in this form on January 28, 2020. Due to the subsequent Covid-19 pandemic and economic contraction, the City's focus and financial outlook have changed. We are including this Roadmap in the City's budget document as a reference point and framework for amendments that will occur in FY 21/22. We expect that some of the projects for the coming fiscal year (Y1 in this document) will be amended or postponed.

About the Roadmap

The Roadmap starts with a shared Hayward **vision** for 2024. From that shared vision, we identified six core **priorities** required to achieve the vision. To accomplish each priority, we developed key **projects**, named responsible departments, and created a timeline. Together, this effort puts us on a path toward achieving our ideal Hayward 2024 vision.





The Process

Council Retreat
May 2019

City Council outlined their three-year vision, strategic priorities, and top projects per priority.

Council/Staff Workshop
Sept 2019

The Executive Team joined City Council to revise the strategic priorities and identify a preliminary list of projects for each priority.

Project Creation
Sept/Oct 2019

Each department amended the project lists, taking into consideration their own capacity, priorities, and mandates. Next, relevant department heads, managers, and analysts met in cross-department meetings, divided by strategic priority, to consolidate, debate, and finalize an organizational-wide project list. In addition, sub-tasks were identified for many projects, broken out by year and department.

Community/Staff Engagement
Oct/Nov 2019

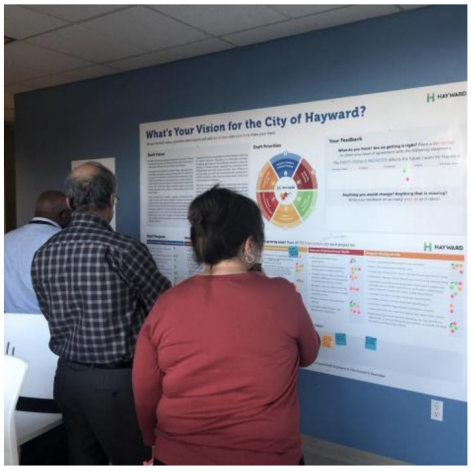
The City hosted a series of pop-up engagement events and an online survey to gather input from the community and city employees on the draft vision, priorities, and projects. Each event included three engagement posters to share project information and solicit input on the draft Strategic Roadmap. An estimated 130+ community members and 50+ staff people participated while many more learned about the effort.

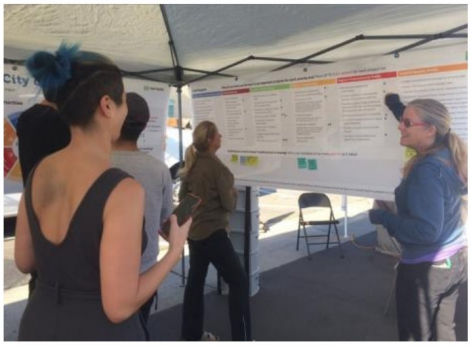
Draft & Approval
Dec 2019 to Jan 2020

As a result of the community/staff engagement and staff meetings, Council reviewed changes and made additional suggestions. These suggestions were incorporated into this final Strategic Roadmap.

Community & Staff Engagement









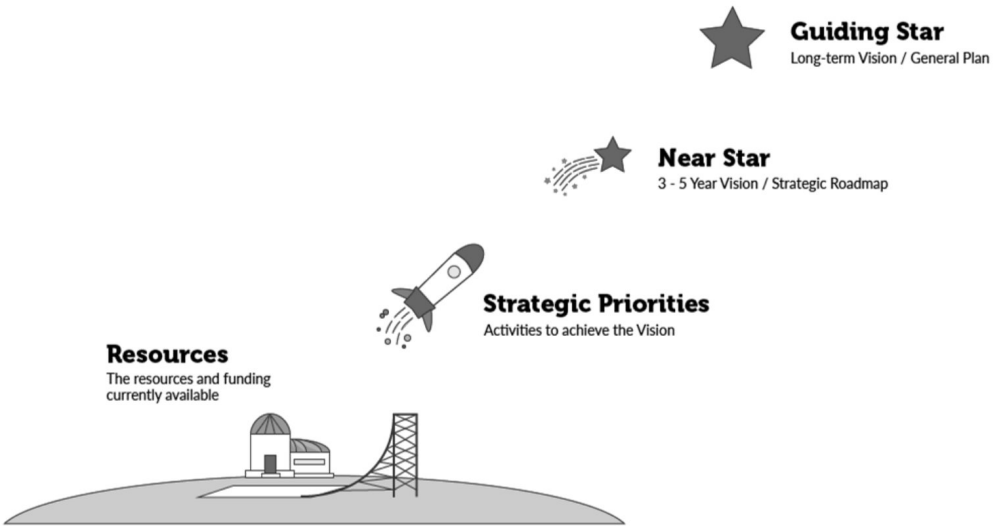




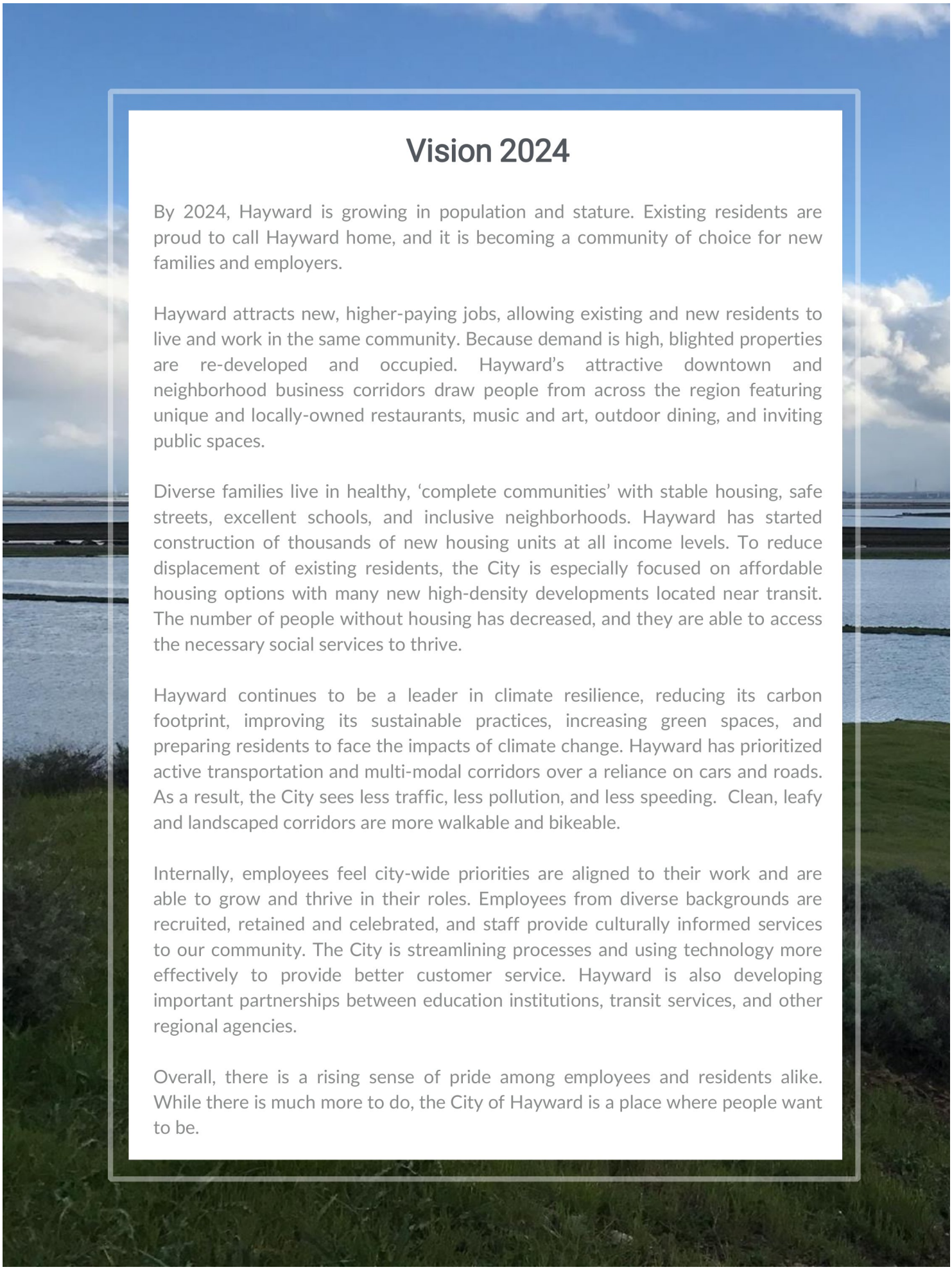
Vision

Creating the Vision

If you could teleport to the City of Hayward in 2024, what would you see, hear, and feel? The vision attempts to answer this question by painting a clear, specific, compelling picture of what the city & organization will ideally look like in three years. We use this as our guidepost to identify priorities and projects. If the General Plan vision represents our long-term north star, this one acts as our near-star, our interim step toward an even more ambitious vision.



Inspired by: Stanford Social Innovation Review



Vision 2024

By 2024, Hayward is growing in population and stature. Existing residents are proud to call Hayward home, and it is becoming a community of choice for new families and employers.

Hayward attracts new, higher-paying jobs, allowing existing and new residents to live and work in the same community. Because demand is high, blighted properties are re-developed and occupied. Hayward's attractive downtown and neighborhood business corridors draw people from across the region featuring unique and locally-owned restaurants, music and art, outdoor dining, and inviting public spaces.

Diverse families live in healthy, 'complete communities' with stable housing, safe streets, excellent schools, and inclusive neighborhoods. Hayward has started construction of thousands of new housing units at all income levels. To reduce displacement of existing residents, the City is especially focused on affordable housing options with many new high-density developments located near transit. The number of people without housing has decreased, and they are able to access the necessary social services to thrive.

Hayward continues to be a leader in climate resilience, reducing its carbon footprint, improving its sustainable practices, increasing green spaces, and preparing residents to face the impacts of climate change. Hayward has prioritized active transportation and multi-modal corridors over a reliance on cars and roads. As a result, the City sees less traffic, less pollution, and less speeding. Clean, leafy and landscaped corridors are more walkable and bikeable.

Internally, employees feel city-wide priorities are aligned to their work and are able to grow and thrive in their roles. Employees from diverse backgrounds are recruited, retained and celebrated, and staff provide culturally informed services to our community. The City is streamlining processes and using technology more effectively to provide better customer service. Hayward is also developing important partnerships between education institutions, transit services, and other regional agencies.

Overall, there is a rising sense of pride among employees and residents alike. While there is much more to do, the City of Hayward is a place where people want to be.

Strategic Priorities

Creating the Strategic Priorities

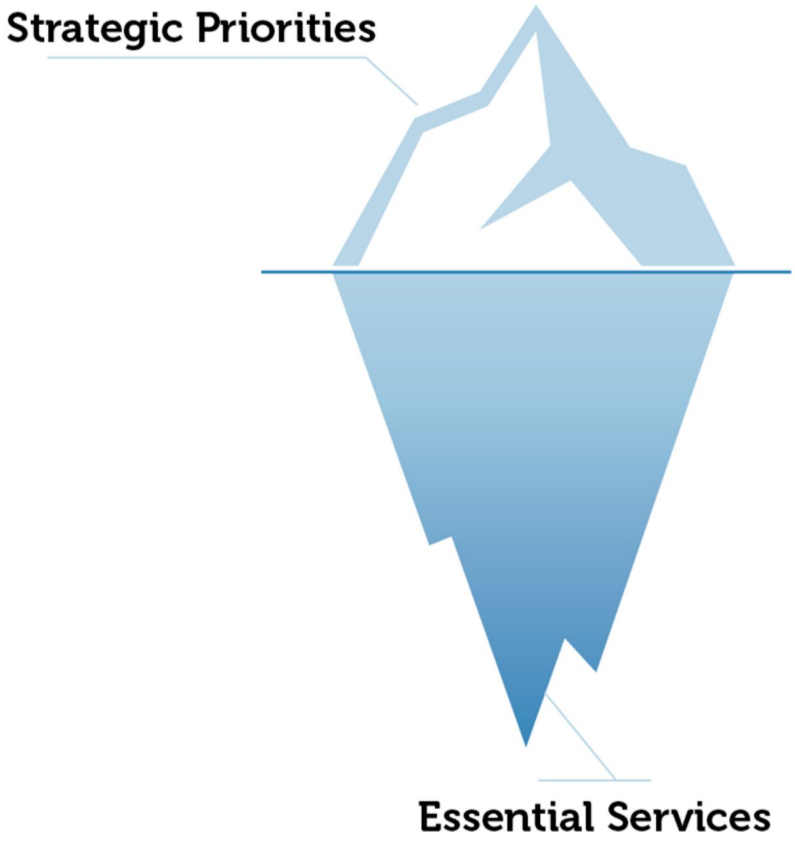
In order to achieve the vision in three years, what must the City prioritize? With limited resources and capacity, the City can't do everything. What will make the largest improvements in the most important areas over the next three years? In answer to this question, we arrived at the six overarching focus areas, or **strategic priorities**, that structure this Roadmap.





What is Strategic?

The City performs a number of essential day-to-day services such as public safety, permits and maintenance. Like an iceberg where the bulk of the mass lies below the water's surface, these core services take the majority of Hayward's staff time and resources, many out of the public's view. In addition, the community faces a number of critical and emerging issues such as homelessness and climate change. While these are often more visible issues (the tip of the iceberg), the City has limited remaining resources and capacity to tackle them. The Strategic Roadmap is the City's best effort to prioritize and address these pressing issues in order to fulfill the 2024 vision.



Strategic Priorities

The critical focus areas to achieve the vision.



Preserve, Protect & Produce Housing

Construct new housing at all income levels, stabilize rents to reduce displacement, and provide shelter and services to those who are unhoused.



Grow the Economy

Attract and retain businesses, stimulate a vibrant economy, provide high paying jobs, and ensure a strong business community.



Combat Climate Change

Continue to reduce our carbon footprint, improve sustainable practices, increase green spaces, and better prepare residents for climate change.



Improve Infrastructure

Reduce traffic and improve our roads, transit and active transport options. Upgrade city buildings, water, sewer, and the broadband network.



Improve Organizational Health

Attract and maintain a diverse, capable workforce. Collaborate to be more fiscally sustainable, data-driven, and engaged with our community.



Support Quality of Life

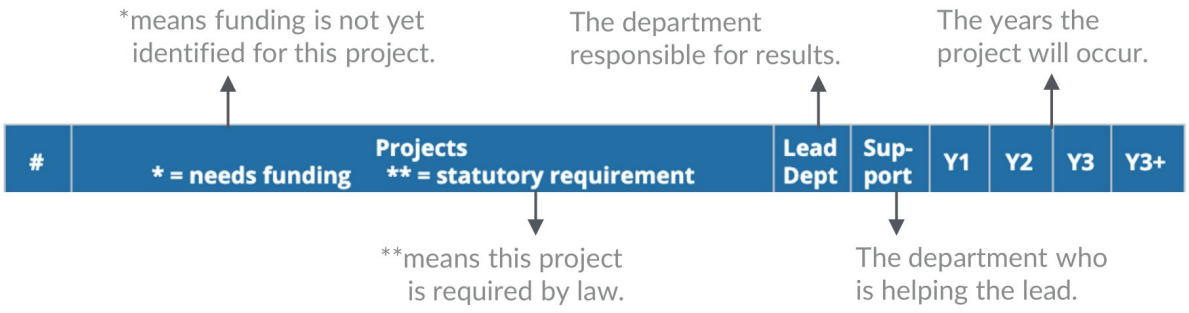
Optimize city services and public safety, clean and beautify the City, and better prepare for natural disasters.


Otis Dr
Anthony Chabot Regional Park
Bay Farm Island
EAST 14TH STREET BUSINESS DISTRICT
San Leandro
Lake Chabot Regional Park
Ashland
Castro Valley
Hayward
Sorens
Eden Landing Ecological Reserve
Foster City
Coyote Hills Regional Park
REDWOOD SHORES
Preserve, Protect & Produce Housing
Grow the Economy
Combat Climate Change
Improve Infrastructure
Improve Organizational Health
Support Quality of Life
HAYWARD STRATEGIC PRIORITIES

Projects

At a joint workshop, City Council and the Executive Team generated an initial list of projects. Afterward, each department amended the draft project lists, taking into consideration their subject matter expertise, staff capacity and legal mandates. Community members and staff were invited to select their top projects and suggest changes. Next, staff met in cross-department meetings organized by strategic priority to consolidate, debate, and finalize each project list. Finally, the Executive Team reviewed all the project lists together and discussed workload, priority, and sequencing.

The following pages detail the projects by priority area. Below is a key to the organization of information.



Preserve, Protect & Produce Housing

City Manager Housing Development Services

#	Projects * = needs funding ** = statutory requirement	Lead Dept	Sup-port	Y1	Y2	Y3	Y3+
1	**Sustain the Navigation Center to house and support the homeless**						
1a.	Identify sustainable funding source for the Navigation Center*	CSD	FIN				
1b.	Oversee operations of the Navigation Center (i.e. funding administration, contract management, data collection, and performance monitoring)	CSD					
2	**Create a Homelessness Reduction Strategic Plan**						
2a.	Create a Homelessness Reduction Strategic Plan modeled on an empowerment approach and best practices, as well as after Alameda County's EveryOne Home Plan	CSD	H, PL, PD, M				
2b.	Implement the Homelessness Reduction Strategic Plan	CSD					
3	**Provide winter temporary shelters**						
3a.	Partner with Alameda County to transition from Winter Warming Shelters to Winter Shelters (open nightly, regardless of temperature)	CSD	DSD, HSD, PL				
3b.	Continue partnership with Alameda County to implement winter shelters*	CSD					
4	**Implement housing incentives and production work plan in accordance to state housing limits**						
4a.	Explore moderate-income financing model	H					
4b.	Amend Density Bonus Ordinance**	DSD					
4c.	Update Accessory Dwelling Unit (ADU) Ordinance**	DSD					
4d.	Develop an Overlay Zoning District to allow RS zoned properties (single family residential) to develop into a variety of housing types at densities permitted under the applicable General Plan designation	DSD					
4e.	Explore program to convert tax-defaulted properties to affordable housing	H					
4f.	Create marketing materials for incentivizing housing production	H					
4g.	Expand emergency shelter sites in Hayward	H					

Preserve, Protect & Produce Housing con't

City Manager Housing Development Services

5	**Evaluate the Affordable Housing Ordinance**						
5a.	Add a section to Housing and Housing Development staff reports to track accomplishments of Housing Element goals and programs including progress toward meeting RHNA goals	H					
5b.	Hold work session for potential revisions	H					
6	**Expend the Affordable Housing Trust funds**						
6a.	Hold a work session on establishing funding priorities for Affordable Housing Trust including the potential for affordable rental housing, homeownership, co-ops, and shelter opportunities	H					
6b.	Issue Notice of Funding Availability (NOFA) or establish programs consistent with Council funding priorities	H					
7	**Recommend updates to the Rent Stabilization Ordinance**						
7a.	Provide 6-month update on the implementation of the Rent Stabilization Ordinance and recommend amendments	H					
7b.	Monitor the implementation of the Rent Stabilization Ordinance and prepare a statistical report	H					
8	**Pursue state housing funding opportunities**						
8a.	Identify and respond to regulations to ensure that Hayward or Hayward-supported projects qualify for state housing funding	H	All				
8b.	Apply for state housing funding to support strategic partnerships and Council priorities	H	All				
9	**Update the Housing Element Plan**	DSD					
10	**Implement a soft story ordinance**	DSD					

Grow the Economy

Economic Development Development Services City Manager

#	Projects * = needs funding ** = statutory requirement	Lead Dept	Sup-port	Y1	Y2	Y3	Y3+
1	**Update and implement a marketing plan, including an Opportunity Zone campaign**						
1a.	Update the marketing plan	ED	CMR				
1b.	Implement the marketing plan	ED	CMR				
2	**Implement the Vacant Building Property Ordinance and develop a strategy to engage chronic vacant property owners and activate sites**						
2a.	Enforce ordinance*	DSD					
2b.	Engage owners and encourage activation of vacant sites	ED					
3	**Strengthen workforce development pipelines**						
3a.	Devise plan to maximize workforce development pipelines	ED					
3b.	Re-establish the Business Engagement Program and referral process to Alameda County Workforce Development Department to address businesses' immediate workforce needs	ED					
3c.	Collaborate with Hayward Unified, Eden Area ROP, Hayward Adult School, CSU East Bay, Chabot College, Life Chiropractic, the YSFB, and local nonprofits to assist in connecting their training, internship, and placement programs with local businesses	ED					
3d.	Collaborate with workforce development partners to organize, host and sponsor job fairs, manufacturing/STEM career awareness events to support a local workforce pipeline	ED					
4	**Deconstruct the former City Center building and commence discussions regarding future redevelopment of the City Center properties**						
4a.	Complete deconstruction	CM	DSD PW&U				
4b.	Commence discussions on property redevelopment	CM	DSD				
4c.	Finalize disposition & development agreement	CM	DSD				
4d.	Implement disposition & development agreement	CM	DSD				

Grow the Economy con't

Economic Development Development Services City Manager

5	**Facilitate disposition and development of Route 238 Corridor lands****			
5a.	Finalize planning on redevelopment of 6 remaining parcel groups	CM	DSD	
5b.	Finalize disposition & development agreements for all parcels	CM	DSD	
5c.	Implement disposition & development agreements for all parcels	CM	DSD	
6	**Update and implement a revised cannabis ordinance to incorporate best practices to better support cannabis businesses**	DSD		
7	**Develop and implement a local minimum wage ordinance***	DSD		
8	**Revise alcohol use regulations to support existing and encourage more full-service restaurants**	DSD		
9	**Update form-based zoning codes along Mission Boulevard to streamline new development, focus commercial development where appropriate, and create a cohesively designed corridor**	DSD		
10	**Revamp community preservation ordinance to combat blight and enhance neighborhood livability**	DSD		
11	**Explore a public art program and prioritize gateway locations**	DSD		
12	**Explore the concept of a business incubator with CEDC, CSUEB, Chabot College and the Chamber**	ED		
13	**Continue supporting business development through concierge service, incentives/grants/loans, collaborations with the chamber and SBA, and the newly updated events grants**	ED		

Combat Climate Change

Public Works & Utilities | Maintenance Services | Development Services

#	Projects * = needs funding ** = statutory requirement	Lead Dept	Sup-port	Y1	Y2	Y3	Y3+
1	**Reduce dependency on fossil fuels**						
1a.	Ban natural gas in new residential buildings	PW&U	DSD				
1b.	Require EV charging infrastructure in new construction	PW&U	DSD				
1c.	Explore feasibility of banning natural gas in non-residential (commercial) buildings (for next code update)	PW&U	DSD ED				
1d.	Prepare a plan to facilitate transition of natural gas appliances to electric in City Facilities	MS	PW&U				
2	**Work with EBCE to transition citywide electricity use to 100% carbon free[1,2]** [1.] Requires working with income-qualified and medical baseline residential customers and direct-access commercial/industrial customers. [2.] Income-qualified residential customers are those who qualify for PG&E's California Alternate Rates for Energy (CARE) or Family Electric Rate Assistance Program (FERA) programs. Direct access customers are those who purchase their electricity directly from third party electric service providers.	PW&U	MS				
3	**Transition electricity use in city operations to 100% renewable energy**	PW&U	MS				
4	**Adopt & implement 2030 GHG Goal & Roadmap***	PW&U	DSD				
5	**Work with StopWaste to promote a Circular Economy and Explore Regulation of Single Use Products**						
5a.	Conduct outreach regarding single-use disposables	PW&U	DSD				
5b.	Develop ordinance regulating single-use food ware in restaurants and coordinate with county-wide efforts	PW&U	DSD				
6	**Plant 1,000 trees annually (500 trees per year by City staff, 500 additional trees by other partners (HARD, HUSD, CSU, Chabot, and private developers)**	MS	DSD				
7	**Reduce Carbon Emissions - transition 15% of total city fleet to EV/hybrid models***	MS	PW&U				
8	**Adopt and implement the 2019 Building Code & Fire Code**	DSD	FD				
9	**Complete Shoreline Master Plan**	DSD	PW&U				
9a.	Complete EIR for Shoreline Master Plan	DSD	PW&U				
10	**Update Tree Preservation Ordinance**	DSD	MS				

Improve Infrastructure

Public Works & Utilities

#	Projects * = needs funding ** = statutory requirement	Lead Dept	Sup-port	Y1	Y2	Y3	Y3+
OVERALL: Investigate outside funding opportunities: Look for outside funding from state, federal, and regional sources for new infrastructure projects like the recycled water facility, the corp yard, and a new police station							
Multi-Modal Transportation							
1	**Improve access and mobility in downtown Hayward**						
1a.	Implement downtown parking plan	PW&U	MS				
1b.	Prepare Downtown Specific Plan - Implementation Plan	PW&U	DSD				
2	**Implement major corridor traffic calming initiatives**						
2a.	Complete Hayward Boulevard feasibility study	PW&U					
2b.	Implement Hayward Boulevard traffic calming plan	PW&U					
2c.	Complete Tennyson Road feasibility study	PW&U					
2d.	Implement Tennyson Boulevard traffic calming plan	PW&U					
2e.	D Street Traffic Calming Plan Feasibility Study	PW&U					
2f.	Implement D Street Traffic Calming Plan	PW&U					
3	**Develop and submit a Traffic Impact Fee**	PW&U					
4	**Increase transit options and ridership**						
4a.	Work with AC Transit Interagency Liaison Committee to make bus transit more convenient and reliable	PW&U	CSD				
4b.	Work with Alameda County Transportation Commission (ACTC) to develop a rapid bus project along Mission Blvd.	PW&U	DSD				
4c.	Work with Alameda County Transportation Commission (ACTC) to implement a rapid bus project along Mission Blvd.	PW&U	DSD				
4d.	Continue to require new development adopt transportation demand management strategies to reduce the use of single occupancy vehicles and encourage the use of alternative modes of travel						
4e.	Continue to work with BART to encourage transit-oriented development on BART owned property in Hayward						

Improve Infrastructure con't

Public Works & Utilities

Maintenance Services

5	**Maintain and improve pavement**						
5a.	Maintain Pavement Condition Index (PCI) at 70*	PW&U					
5b.	Prepare OHHA pavement improvement program design and financing structure	PW&U					
5c.	Construct various OHHA pavement improvements	PW&U					
6	**Develop a micro-mobility policy (eBikes, eScooters)**	**PW&U**					
7	**Improve Mission Boulevard as a key 'Gateway to the City'**						
7a.	Complete construction of Mission Boulevard Phase 2	PW&U					
7b.	Explore funding of Mission Boulevard Phase 2 and Linear Park	PW&U					
7c.	Complete design of Mission Boulevard Phase 3 and construction*	PW&U					
8	**Implement the Bike & Ped Master Plan**						
8a.	Add 2 miles of sidewalks per year*	PW&U					
8b.	Add 10 lane miles of bike lanes per year	PW&U					
8c.	Assess Safe Routes to School	PW&U					
8d.	Implement Safe Routes School*	PW&U					
8e.	Assess Safe Route for Seniors in the downtown area	PW&U					
8f.	Implement Safe Route for Seniors in the downtown area*	PW&U					
8g.	Conduct a feasibility study of Jackson Street Improvements*	PW&U					
9	**Expand EV charging infrastructure for city fleet and employees***						
9a.	Conduct analysis of future demand	MS	PW&U				
9b.	Construct additional EV charging facilities	MS	PW&U				

Improve Infrastructure con't

Public Works & Utilities

City Manager

City Buildings & Facilities							
10	**Investigate major municipal building upgrade needs**						
10a.	Conduct a site and cost analysis of a new Police building	PW&U	PD				
10b.	Conduct a needs assessment of upgrading the Corp Yard	PW&U	MSD				
10c.	Investigate funding options for new Police building and Corp Yard	CM	PW&U FIN				
11	**Upgrade and maintain Airport infrastructure and facilities**						
11a.	Rehabilitate the pavement in phases	PW&U					
11b.	Design, enclose, and construct open sections of Sulphur Creek adjacent to runways	PW&U					
11c.	Design and construct Engineered Materials Arresting System (EMAS) at the departure end of Runway 28L	PW&U					
11d.	Design and construct capital improvements to Airport hangars	PW&U					
12	**Construct the fire station and Fire Training Center**	**PW&U**	**FD**				
Water Supply, Sanitation & Storm Sewers							
13	**Upgrade water system infrastructure**						
13a.	Develop and launch Advanced Metering Infrastructure (AMI) customer portal	PW&U	FIN				
13b.	Replace 4-6 miles of water pipelines annually	PW&U					
14	**Update Water Pollution Control Facility Phase II Plan**						
14a.	Design the upgrade	PW&U					
14b.	Construct the upgrade	PW&U					
15	**Upgrade sewer collection system by replacing 3-4 miles of sewer lines annually**	PW&U					
16	**Implement phase 2 of solar project and investigate interim usages of additional energy**	PW&U					

Improve Infrastructure con't

Public Works & Utilities City Manager IT Department

17	**Meet regulatory requirements for zero trash in stormwater by installing trash capture devices**						
17a.	Install trash capture devices	PW&U					
17b.	Perform related trash reduction activities	PW&U					
18	**Expand recycled water facilities**						
18a.	Complete RW project construction (initial phase)	PW&U					
18b.	Develop a Recycled Water Master Plan	PW&U					
Information Technology							
19	**Improve broadband network**						
19a.	Investigate the use of dark fiber	IT					
19b.	Finalize implementation of fiber grant	CM					
19c.	Complete installation of dark fiber	PW&U	IT				

Improve Organizational Health

Finance | City Manager | Human Relations

#	Projects * = needs funding ** = statutory requirement	Lead Dept	Sup-port	Y1	Y2	Y3	Y3+
Fiscal Sustainability							
1	**Maintain and expand fiscal sustainability**						
1a.	Evaluate an increase in the Transient Occupancy Tax	FIN					
1b.	Continue to investigate funding tools and cost reduction strategies for PERS, other post employment benefits (OPEB) liability, and other health care costs	FIN					
1c.	Redo the Business License Tax	FIN					
Racial Equity							
2	**Develop and implement a racial equity action plan to best serve our community and support our employees (follow up action from the Committee for an Inclusive, Equitable, and Compassionate Community)**						
2a.	Create a language accessibility policy	CM GARE	All				
2b.	Create a training policy	CM GARE	All				
3	**Work across Strategic Roadmap priorities to include racial equity lens**	CM GARE	All				
4	**Continue city participation in the Government Alliance for Race and Equity**	CM	All				
Employee Engagement, Professional Development & Retention							
5	**Continue to support and build capacity for lean innovation throughout the organization**	CM	All				
6	**Performing staff resource allocation and workforce and prioritization analysis to support annual budget process and explore succession planning efforts***	FIN	HR All				
6a.	Develop talent acquisition plan for citywide and critical positions	HR					
7	**Increase employee homeownership by rolling out a down payment assistance program for City Staff**	FIN	HR CM				
8	**Re-engineer performance management process to align with organizational values**	HR	All				

Improve Organizational Health con't

Human Relations IT

9	**Continue employee engagement initiatives and develop employee recognition program(s)**	HR CM					
10	**Interdepartmentally collaborate to formalize, expand and promote the onboarding program to improve new employee experience**	HR	All				
10a.	Create an interdepartmental team to develop standards for creation of citywide operating protocols and desk manuals in preparation for loss of institutional knowledge	HR	All				
10b.	Develop a template/checklist departments can use to standardize and ease on-boarding	HR	All				
10c.	Continue the one-on-one coaching program including speed coaching events and establish a "buddy" System for new employees; explore new coaching and mentoring opportunities	HR	All				
10d.	Use technology to create efficiencies	HR	All				
11	**Develop talent development initiatives and training platform that involves interdepartmental representation**	HR	All				
11a.	Develop training academy to cultivate leadership skills	HR	All				
11b.	Develop training calendar to expand and share resources citywide	HR	All				
11c.	Explore a path to higher education for employees (i.e: working scholar's)	HR	All				
12	**Develop a managerial course to cultivate leadership skills**						
12a.	Identify training areas	HR	All				
12b.	Roll out pilot course	HR	All				
12c.	Integrate with performance evaluations	HR	All				
13	**Centralize training platforms to reap greater use and efficiencies**	HR	All				
Efficient, Safe & Collaborative Work Environment							
14	**Establish and implement solutions which increase our security footprint and reduce the risk of system outages for business-critical systems (security & business continuity)**						
14a.	Establish an Information security awareness training and outreach program	IT					
14b.	Upgrade water utility technology	IT	PW&U				

Improve Organizational Health con't

IT Finance Community & Media Relations

15	**Extract and publish data from existing city systems to assist in key decision making across the City as well as providing deeper access to our residents and stakeholders (data-driven).**			
15a.	Explore additional modules in Opengov to assist with visibility and awareness of current spending and future projections	IT		
15b.	Implement new online planning and permitting solution	IT	DSD PW&U	
16	**Deliver products and services that facilitate access to the city's technology-based tools beyond the confines of the office (mobile-focused)**			
16a.	Improve IT asset management program	IT		
16b.	Establish new mobile device management solution	IT		
17	**Identify, assess and upgrade systems, infrastructure, and technology to modern architecture and design (modernize technology and systems)**			
17a.	Replace aging fiber optic lines between City facilities	IT		
17b.	Upgrade City network connections and speeds	IT		
18	**Analyze and shift technology solutions and services to external web-based platforms and providers (cloud-first transition)**			
18a.	Assess current ERP solution, investigate new offerings available and implement appropriate solutions.	FIN	IT	
Communications				
19	**Maintain and expand communications efforts to better inform and gather input from the community**			
19a.	Conduct a website audit and update	CMR		
19b.	Conduct a public opinion survey on the Transient Occupancy Tax	CMR		
19c.	Inform the public about the 2020 Census	CMR		
19d.	Reconstitute the Citywide Communications Committee	CMR		
19e.	Relaunch In the Loop	CMR		
19f.	Issue an RFP for translation services	CMR		
19g.	Explore using additional social media channels to broadcast City Council Meetings	CMR		
19h.	Create a CRM operations desk manual	CMR		
19i.	Conduct the Biennial Resident Satisfaction Survey	CMR		
19j.	Continue working with local partners to promote and recognize Hayward events and accomplishments, as appropriate	CMR		

Support Quality of Life

City Manager
Police
Public Works & Utilities
Maintenance Services

#	Projects * = needs funding ** = statutory requirement	Lead Dept	Sup-port	Y1	Y2	Y3	Y3+
1	**Oversee the rebuilding of the South Hayward Youth and Family Center (the Stack)***						
1a.	Finalize financing	CM	Lib, CS				
1b.	Design and construct center	PW&U					
1c.	Continue working with service providers to ensure a mix of services and opportunities that best address the needs of the corridor.	CM					
2	**Complete gateway and corridor landscape beautification***						
2a.	Complete Tennyson corridor landscape beautification	MS	PW&U				
2b.	Complete Jackson corridor landscape beautification	MS	PW&U				
3	**Implement mental health comprehensive assessment teams (CAT) to provide targeted mental health services and avoid inefficient use of public safety resources**						
3a.	Assess findings from pilot	PD, FD	Lib, CS				
3b.	Roll out permanent CAT program (outside of County)	PD, FD	Lib, CS				
4	**Update comprehensive emergency services plan for community and staff**						
4a.	Update and approve community emergency plan	FD	MS PW&U PD				
4b.	Implement updated plan	FD	All				
4c.	Conduct a 'risk & resilience' assessment of water system and update emergency response plan**	PW&U	FD				
5	**Update Fire Department strategic plan**						
5a.	Update and adopt strategic plan	FD					
5b.	Implement strategic plan	FD					

Support Quality of Life con't



6	**Plan library operations and hours to leverage the new facility**						
6a.	Conduct survey of library hours need and analysis of use	Lib					
6b.	Conduct strategic planning and implementation	Lib					
7	**Implement targeted illegal dumping prevention program***						
7a.	Pilot programs and analysis	MS	PD				
7b.	Roll out permanent program	MS	PD				
8	**Implement Hayward Police Department Community Advisory Panel**	PD					
9	**Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include life skills, education and restorative justice**	PD					
10	**Implement a strategy to compel Union Pacific to clean up their unsafe and blighted properties, mitigate public safety risk, and reduce inefficient use of staff resources**	CM	CAO DSD PW&U FD,PD MS				
11	**Implement a vaping ban**	DSD					
12	**Complete La Vista Park**						
12a.	Design La Vista Park	PW&U					
12b.	Construct La Vista Park	PW&U					
13	**Evaluate options for adding bathrooms to Heritage Plaza for Council consideration**	PW&U					

Strategic Roadmap Metrics



Community Indicators: These metrics measure population-level outcomes. In most cases, the City does not have direct control over these metrics, which are influenced by many factors. However, we report on these metrics as useful information to inform our actions.

Measure of Success: These metrics measure program-level efficiencies and outcomes for programs that are directly controlled by the City. These metrics tell us how well we are doing at implementing our strategies.

Update June 2020: These metrics were developed to reflect the strategic priorities and projects in the Roadmap that Council adopted January 28, 2020. Due to the Covid-19 pandemic and resulting economic contraction, the FY20/21 (Y1) projects may be amended or postponed throughout the coming year. The metrics will also be amended to reflect any changes.

Preserve, Protect and Produce Housing

Community Indicators

- Regional Housing Needs Allocation (RHNA) numbers
- Point in Time (PIT) homeless count
- % rent burden
- Annual average % rent increase
- # and nature of notices to termination tenancy

Measures of Success

- # of people moved to permanent housing from the Navigation Center
- % of referred cases to the Navigation Center that result in successful outcomes
- # of rental dispute petitions resolved
- # and nature of housing inquiries addressed
- Number of affordable housing units incentivized through various approaches
- # of and $ amount of successful state funding applications
- % of properties screened on soft story inventory

Grow the Economy

Community Indicators

- # jobs by industry sector
- # new business starts by industry sector
- Unemployment rate
- Leakage rate by industry sector

Measures of Success

- # of job placements associated with city-sponsored job fairs and events
- # of new jobs associated with businesses referred to Alameda County Workforce Development services
- # of remediated violations on vacant commercial properties
- # of vacant properties removed from register based upon compliance
- # of months to approval for cannabis applications

Combat Climate Change

Community Indicators

- Greenhouse gas emissions compared to 2005 levels
- % of citywide electricity use that is carbon free
- # of residential buildings with no natural gas

Measures of Success

- % of City operations electricity use that is renewable
- # of trees planted per year
- % of city fleet that is EV/Hybrid

Improve Infrastructure

Community Indicators

- Pavement Condition Index
- % of arterial roads that are complete streets

Measures of Success

- # of traffic calming measures installed per year
- % of Mission Boulevard upgrades complete
- % of Bike & Ped Master Plan implemented
- # of new EV charging stations installed
- # of Airport hangars improved
- # of Airport-related noise complaints
- # of complaints related to drinking water
- # of sewer overflows per year

Improve Organizational Health

Organizational Indicators

- % budget reserves
- % engaged employees, per survey
- Staff turnover rate, in comparison to similar jurisdictions

Measures of Success

- % of employees who are part of current or past GARE cohort
- Satisfaction rate of new hires on onboarding process
- Satisfaction rate of performance management pilot participants

Support Quality of Life

Community Indicators

- Resident satisfaction as measured in the bi-annual survey

Measures of Success

- # of youth served annually in PD's new diversion, life skills, and restorative justice services
- % employees up to date in emergency management and incident command trainings
- % of Tennyson and Jackson Corridors with updated landscape medians
- # of requests for illegal dumping & cubic yards removed
- # complaints over time about Union Pacific properties
- # of per capita uses of library print and e-resources

THIS PAGE INTENTIONALLY LEFT BLANK

HAYWARD

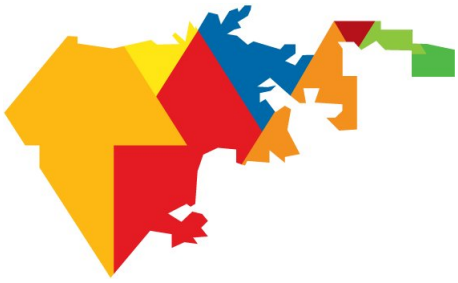


TABLE OF CONTENTS

Table of Contents
- Budget Guide 1
- Budget Process & Calendar 2

Budget Message & Overview 4

Financial Summaries 21

General Fund 27

Enterprise & Other Revenue Funds 44

Staffing Summary 65

Departments
- Mayor & City Council 83
- City Attorney 87
- City Clerk 97
- City Manager 105
- Development Services 140
- Finance 157
- Fire 171
- Human Resources 181
- Information Technology 192
- Library 199
- Maintenance Services 218
- Police 240
- Public Works-Engineering & Transportation 262
- Utilities & Environmental Services 272

Non-departmental Debt Service 289

Capital Improvement Program 303

Supplemental
- Financial Policies 326
- Budget Practices 336
- Resolutions 339
- Glossary & Acronyms 369

BUDGET GUIDE

The City of Hayward's budget provides a financial plan that integrates Council goal-setting 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 planning and 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 & Strategic Initiatives: 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. Council and City staff have developed performance factors and measures linked to the City's overarching policies of Safe-Clean-Green-Thrive.

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 and the plan to balance the budget.

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

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

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

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

Departments: Provides department mission statement and overview of department structure and services, key performance accomplishments, key service objectives/goals, as well as significant changes that are planned for the upcoming fiscal year. Financial summaries are also included.

Capital Improvement Program: Overview of major capital projects and the revenues, expenditures; essentially a summary of the larger FY21-30 Capital Improvement Program Plan.

Supplemental: This section contains the City's budget and financial policies and a glossary of budget terminology and referenced acronyms.

BUDGET PROCESS & CALENDAR

The City of Hayward's budget is prepared in conformance with California State law, generally accepted accounting principles (GAAP), actions of City Council and the professional standards of the Government Finance Officers Association (GFOA) and the National Advisory Council on State and Local Budgeting (NACSLB) principles. The standard set by these authorities establish the budget process and provide for budget control.

Budget Process

The budget process assigns resources to the goals, objectives and community priorities set by City Council. New programs are added based on Council service and program priorities. Pursuant to the City Charter, the City Manager prepares and recommends to the City Council an operating budget and a capital improvement program budget for consideration and adoption.

The budget process begins with the development of Budget Instructions and a Budget Calendar that include policy directives to City staff. The City Manager develops a balanced budget that reflects the needs of the organization based on available resources and submits this to the Mayor and City Council in April.

Community participation - The City Council holds several public budget work sessions and public hearings as well as involvement of various Council Committees and Commissions.

Any changes as approved by City Council through the budget process are incorporated into the budget before formal adoption. Multi-year forecasts for the General Fund and key revenue funds are included as part of this process to assist with decision-making - allowing Council to consider resources as part of long-term policy initiatives beyond the budget year.

FY 2021 Budget Development Calendar

Key Dates	Actions
	FY 2021 Annual Operating Budget
February 2020	
17-21	Initial operating budget review meetings with department budget liaisons prior to CM/ACM meetings
March 2020	
3-10	Initial operating budget meetings with CM, ACM, Departments & Finance
May 2020	
19	City Council to adopt FY 2021 Master Fee Schedule
20	Council Budget and Finance Committee - FY 2021 Budget Process Update
June 2020	
9	City Council Operating & CIP Budget Work Session #1
16	City Council Operating & CIP Budget Work Session #2
23 or 30	City Council Public Hearing & Adoption - Operating and Capital budgets
30	City Council to adopt FY 2021 GANN Appropriations Limit
30	City Council Adopt Operating and Capital Budgets (if not approved on 6/23)

THIS PAGE INTENTIONALLY LEFT BLANK

HAYWARD

HAYWARD

June 2020

Honorable Mayor and Members of the City Council:

The City, as with many other agencies both large and small, is facing a tremendous challenge in FY 2021. The impacts of the COVID-19 pandemic are not entirely known, but what is known is that there have been a historic number of unemployment claims and entire industries have, at least temporarily, shut down. This will likely result in a continued economic downturn and ultimately a recession that will make the City's financial outlook even more tenuous. It is my hope, and assuredly the hope of Council, that this is a very brief and shallow downturn. Given that the local and national economies have seen historic growth and have not seen a recession period in over 10 years, it is hard to think that this will not be the case in the near term. The real question is how deep it will go and how long it will last. As you are all aware, the City took immediate action this spring to reduce and control expenses. The FY 2021 operating budget included many cost saving and expenditure control strategies. I am committed to stabilizing the City's fiscal position after a significant use of reserves in FY 2020 to sustain the community and organization through the pandemic and during the State's and County's continuing shelter in place order.

The City's General Fund entered FY 2020 with reserves of $36.9 million; this amount equated to approximately 19.7% of budgeted expenditures in the General Fund. During the final months of FY 2020, however, the City is projecting to use approximately $11.8 million in reserves due to reductions in many key revenue sources while continuing to provide services to the community and creating organizational stability. During the Great Recession of 2008-2011, the City was able to weather the storm while maintaining a high level and quality of services, through organizational strength, partnerships with our employee groups, and innovation. While there are few remaining visible signs of the Great Recession, the City still struggles with a minor structural budget gap. Closing this gap has been challenging year after year as the City works to reduce its unfunded liabilities, meet ongoing service demands, address its capital needs, and appropriately address emerging needs.

While slowing a bit, Hayward had continued to see positive economic improvement in many of its key General Fund revenues, such as Property Tax and Sales Tax, but we continue to experience considerable growth in employee benefit costs, particularly pension and post-employment healthcare costs. The phased in lowering of the CalPERS discount rate to 7% and modifications to the mortality and investment risk assumptions only exacerbate the already steep growth in retirement benefit costs for cities. Further negative cost impacts based on recent performance of the pension fund are anticipated in the coming fiscal years. The City is also working to address emerging needs that were not previously a significant part of our operations such as the increasing demands on the organization and community to serve and support our increasing homeless population and addressing the housing crisis. While there are some resources available from outside funding sources, this funding is not nearly enough to entirely address the additional need.

The FY 2021 operating budget includes strategic reductions in areas of personnel expenses and community programs. While these strategies have allowed us to narrow the structural budget gap, the City projects a shortfall of approximately $3.3 million. This budget is

"balanced" with the assumed use of $3.3 million of the General Fund Reserves. Last year's initial FY 2020 proposed budget identified building General Fund reserves by $0.9 million. We instead anticipate ending FY 2020 with a use of $11.8 million of General Fund reserves.

Future years continue to project significant structural budget gaps, primarily attributed to current economic uncertainty. As we continue to work to address and resolve the City's ongoing structural deficit, we must also strategically address staffing needs throughout the organization to manage increasing workloads and emerging needs in our community. Our deferred infrastructure and capital needs, along with our unfunded liabilities like CalPERS and Other Post Employment Benefits (OPEB/Retiree Medical), must also be accommodated in both our short and long-range financial planning.

A continuing challenge to balance…
While the FY 2021 General Fund budget is balanced with the reluctant use of General Fund Reserves, achieving even this delicate balance is the result of some difficult choices faced by Council and employees alike. For example, while the City is committed to paying down its unfunded liabilities, the FY 2021 operating budget includes funding our annually required contribution (ARC) amount for retiree healthcare (OPEB) contributions but not at the level originally anticipated or necessary to manage the City's long term liabilities. The FY 2021 ARC is estimated at $8.5 million yet the FY 2021 operating budget only proposes to fund $4.5 million of this amount, $3.5 million toward the pay as you go portion (benefits being paid out to current retirees) and an additional $1 million towards the unfunded liability amount. Council has provided clear intent to fund the OPEB ARC by phasing it in over the next five fiscal years and the City still intends to phase in full funding of the ARC annually by FY 2022 of the long range financial forecast.

Additionally, this budget contains a number of expenditure reductions, which may impact service levels to the community.

While the City certainly faces its financial challenges, the voters of Hayward have been a wonderful partner in our mission to achieve long-term fiscal sustainability. "Measure A," passed in June 2009 and re-approved for 20 years by 73.3% of the voters in June 2016, generates approximately $16.6 million annually in Utility Users Tax (UUT) funds that are entirely locally controlled. This has allowed us to maintain staffing levels in public safety, as well as other critical City services. Absent re-approval in 2016, the City would have had an enormous financial gap that would have required drastic and immediate measures (including service reductions) to correct.

The community should take pride in all the successful efforts we have made to effectively utilize the Measure A revenue in a way intended by Council and the voters. Even during the darkest period of the recent Great Recession, we have been able to maintain the same number of sworn personnel as before the recession, in both Fire and Police. We did that while maintaining other essential services, albeit with a reduced staff.

Additionally, Measure C, a 0.5% local sales tax add-on, was approved for 20 years by 67.4% of the voters in June 2014. This has generated approximately $15.4 million a year to fund debt service for the financing and construction of the new Library and Community Learning Center and adjacent plaza, improvements to fire stations, a new fire training center, and the

repaving of many City streets, as well as providing funding for increased police and maintenance staffing and services.

In the November 2018 election, the voters of Hayward again expressed their support for preserving City services by approving Measure T, which increased the City's Real Property Transfer Tax with a positive impact on the General Fund estimated between $5.5 and $7.0 million annually. This increase will allow the City to maintain services and work towards addressing the demands of the developing Hayward community.

We would not be able to weather the impacts of the current economic climate without these locally approved revenue measures. The impacts of the COVID-19 pandemic have severely impacted many industries, resulting in an unprecedented number of unemployment claims. Recently released, the nation as a whole currently has a 10.2% unemployment rate, representing 16.3 million unemployed persons. As of June 2020, California has a current unemployment rate of 14.9%, representing almost 2.6 million unemployed persons. Alameda County unemployment was at 13.4% as of June 2020.

While no economist can definitively predict the depth or length of the expected recession, many expect it to last through FY 2021, albeit forecasters predict one less severe than the Great Recession. Additionally, the current political climate produces much uncertainty and anxiety for California as current Federal policies are often diametrically opposed to the core values and beliefs this State has supported.

The City of Hayward has long prided itself on being a lean, efficient, and nimble organization, making the most of the resources entrusted to us. The previous recession forced the organization to make hard choices about which services were provided to the community, and how best to provide them. The current financial situation forced the City to again make some very tough decisions, including negotiated employee concessions, a significant hiring freeze, reductions in supplies and services, program service reductions, and a deferral of contributions to unfunded liabilities and capital contributions. We have also relied on strong partnerships with our employees who have continued to contribute more towards the costs of their benefits to allow the City to preserve vital services for our community. I am grateful to the employee groups that have stepped up to provide concessions that helped us work to balance our FY 2021 budget. Through it all, I know that this organization will continue to do more with less, based on a strong ethic of commitment to the community we serve; and to do it with creative energy and an innovative approach.

Balancing the budget and staffing resources to meet service demands…
Staffing resources in the General Fund are at 671.07 positions, down from a high in FY 2003 of 773 General Fund positions. Total citywide staffing (inclusive of all operating funds) hit a high of 937 in FY 2003; in FY 2021, there are 907.3 total citywide positions budgeted.

We must continue to be mindful that increases to staffing absent additional funding sources only widens the structural budget gap and exponentially increases unfunded liabilities for CalPERS (retirement) and OPEB (retiree medical benefits). The operating budget includes a minimal decrease in staffing, primarily related to program reductions and position vacancies. The City will continue to be strategic in its staffing decisions as it looks towards fiscal sustainability.

The quest towards long-term fiscal sustainability…

For the past several years, the City has been effective in implementing strategies to avoid the ongoing use of General Fund reserves to fund operations. FY 2020 is projecting a significant use of General Fund reserves. It will take the City time to rebuild and restore adequate reserves to provide stability should another catastrophic event take place, presenting an immediate need for funds to stabilize the community. I am confident that, through the continued partnership between staff and Council, we can weather this storm and work back to a place of consistently building towards adequate reserves. During FY 2018, we developed a new ten-year financial model and identified a number of budget balancing strategies that the Council reviewed and prioritized during an October 2017 work session. In FY 2019, the City worked to implement many of the strategies Council identified to improve fiscal sustainability including successful labor negotiations with all labor groups to achieve annual savings over projected amounts, going to the voters to ask for an increase in the City's Real Property Tax Rate from $4.50/$1,000 of valuation to $8.50/$1,000 of valuation, and an update to the City's cost allocation plan. We will continue our work to implement additional balancing strategies and work with all departments to identify operational efficiencies that can be implemented. While difficult decisions may be necessary, the General Fund Ten-Year Plan clearly demonstrates that we cannot continue to balance the budget with the use of Reserves.

If we cannot resolve our structural gap over the long-term, future budgets must contain recommendations for service reductions even as the economy improves. It is better to act now when our actions will have greater impact and will not need to be as severe. We need to take these steps long before the City risks fiscal insolvency and has to implement more drastic and emergency measures in the future. No matter how much progress we make in economic recovery, operating expenses, primarily employee benefit costs, continue to grow faster than revenue and will continue to do so for the foreseeable future absent substantive action.

In this struggle to resolve our structural deficit and meet the demands of the future, I want to recognize and be thankful for the leadership and courage of our Mayor and Council. The decisions you made as we continue to navigate the COVID-19 pandemic were extremely difficult, and you met them each with honesty, fairness, and a keen sense of your responsibilities to both the organization and its employees and the community you represent. It is largely through the partnership with our elected officials, our executives and unrepresented employees, and our multiple bargaining groups that the City works every year to balance the budget in a variety of ways.

In acknowledgement of the national dialogue around police reform, the City remains committed to engaging with the community in a discussion relating to policing in our community during FY 2021. These discussions will focus on community perceptions regarding Hayward police services and possible alternative service models that might be explored. These efforts have begun in earnest and further discussions with City Council about the level and type of funding needed for our Police Department will occur throughout the first half of FY 2021.

I look to a bright future for all of us as we recover and work our way back toward fiscal stability in FY 2021, as well as continuing to provide core services we deliver to Hayward residents and businesses. We must always be mindful of the future and the long-term

consequences of our actions today. We will work towards solutions that have meaningful impact together. Hayward is a wonderful community that understands and truly honors the value of diversity in every facet of life. Our municipal organization is committed to the value of being a "family" despite our immediate differences; one that has shown its grit and mettle through the tough years and one that looks to the future with maturity, strength, and a strong commitment to service. Thank you for the honor and the privilege of being your City Manager and leading such a fantastic organization in service to our community.

Sincerely,



Kelly McAdoo
City Manager
ICMA-CM

Attachment: FY 2021 Budget Overview

CITYWIDE FINANCIALS

The City's operating budget is comprised of a number of different funding sources.[1] The General Fund is the largest single fund and represents the resources over which the City Council has the most discretion. The total adopted City expenditure budget for the FY 2021 is $326.7 million, with a General Fund budget of $169.6 million.

Table 1: City Expenditure Budget Summary - All Funds

Expenditures

in 1,000's	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted	$ Change	% Change
General Fund	162,790	172,104	169,567	(2,537)	(1.5)%
All Other Funds	152,474	179,675	157,132	(22,543)	(12.5)%
Total City Budget	**315,264**	**351,779**	**326,699**	**(25,080)**	**(7.1)%**

The FY 2021 adopted budget reflects a General Fund expenditure reduction over the FY 2020 adopted budget of (1.5)%; this amount represents a reduction of $10.3 million in comparison to projected actual FY 2020 expenditures (6.3%). The FY 2021 adopted budget also shows a decrease to All Other Funds of (12.5)%. Reductions in both the General Fund and All Other Funds is primarily due to negotiated employee concessions, a significant hiring freeze, reductions in supplies and services, program service reductions, and a deferral of contributions to other post employment benefits unfunded liability and capital contributions. The reduction is a result of projected declines in several revenue streams related to the impacts and future uncertainties of the COVID-19 pandemic. Total overall reduction is (7.1)% for all funds combined.

CITYWIDE STAFFING

The FY 2021 adopted budget reflects staffing changes over what was approved at the time of adoption of the FY 2020 Budget, resulting in a net decrease of -2.6 budgeted Full Time Equivalents (FTE) to the General Fund and 0.6 budgeted FTE net decrease in other funds. Staffing changes result in a (0.2)% decrease in overall labor resources.

The Staffing section of the budget document provides more details regarding specific department and fund staffing changes.

Table 2: Staffing Summary

FTE Summary	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted	# Change	% Change
General Fund	654.5	664.1	673.7	671.07	(2.63)	(0.4)%
All Other Funds[1]	226.3	230.2	235.6	236.23	0.63	0.3%
Total City Budget	**880.8**	**894.3**	**909.3**	**907.3**	**(2)**	**(0.2)%**

[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).

GENERAL FUND DISCUSSION

The General Fund represents over fifty percent of the City's total operating costs, and provides 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 Hayward.

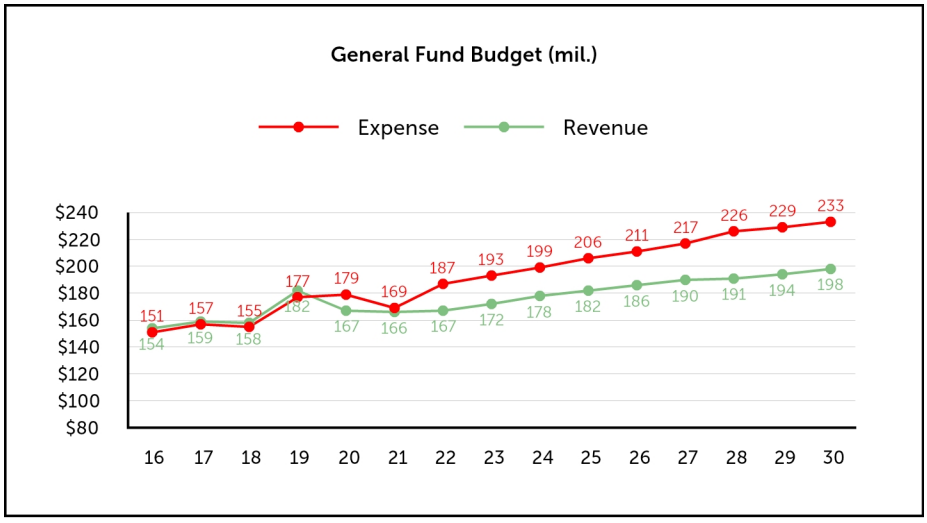
The economic crisis that began in 2008 hit the General Fund the hardest of all of the City's funds. In 2011, the General Fund forecasted a 30 million deficit - a reflection of the severe loss of revenue caused by the recession with the continued forecast of expenditure growth relating to the cost of providing services outpacing revenue growth.

In October 2017, the City held a Fiscal Sustainability work session, where the Council was presented with a new and updated General Fund Long Range Financial Model (Model), as well as options for revenue generation, cost shifting, expenditure controls, and changes to service provisions to assist in closing the City's long term structural budget gap. Council supported exploration of options from all categories with the exception of reductions to provision of services.

In FY 2021, the City will be addressing the challenge of recovering from the COVID-19 pandemic. While the City is not unique in this from an agency perspective, as most if not all, municipalities will face changes in their financial outlook, it is a unique situation that most agencies, including the City of Hayward, have never faced. On March 4, 2020, the Governor of California declared a State of Emergency due to the COVID-19 pandemic. On March 11, 2020, the City Manager declared a Local Emergency in the City of Hayward, which was affirmed by Resolution of the Hayward City Council on March 17, 2020.

Upon the declaration of the Local Emergency, Council was provided with several updates on the City's projected cash flow through the end of FY 2020. Due to COVID-19, the City is projecting a significant reduction to several revenue streams. The projected reduction in revenues has widened the structural budget gap in FY 2021. To address the significant challenges in balancing the FY 2021 General Fund operating budget, the City used many different strategies. Without the implementation of these strategies, the City would have faced a budget deficit of more than $15 million. To accomplish this the City was successful in partnering with its labor groups to save more than $1.6 million dollars. Additional strategies included: 1) Reduction of $3.6 million in contributions towards the City's unfunded liability related to other post-employment benefits (OPEB); 2) Partnership with the City's labor groups for concessions including COLA deferral or furloughs; 3) Reduction in supplies and services; 4) Deferral of recruitment for vacant non-sworn positions for a six-month period; 5) Reduction in General Fund Contributions to Capital Projects; 6) Reduction in General Fund Contributions to Internal Service Funds; and 7) Deferral of recruitment for 10 vacant police officer positions and two additional sworn positions for 12 months. Based on year-end projections and due to the impacts of the COVID-19 pandemic, the City is projecting to use approximately $11.8 million in General Fund reserves in FY 2020. This is a significant reduction to the $36.9 million in reserves it began the year with. While the City does not intend to continue to use a significant amount of reserves to balance this and future budgets, it will likely take a prolonged period of time to recover back to pre-2020 levels.

Table 3: General Fund Long Range Financial Model



Basic General Fund Long Range Financial Assumptions

In FY 2017, the City worked with Management Partners to develop and enhance its General Fund Long Range Financial Model (Model). The Model is a dynamic planning tool used to assist City Council and staff in managing and projecting the City's current and future fiscal status. The updated Model provides sophisticated economic forecasting, escalation factors, and detailed personnel related costs. The City uses the Model to simulate a variety of different fiscal scenarios to understand the long-term fiscal impacts to the General Fund.

The General Fund section of the budget document contains a detailed General Fund Long Range Financial forecast. Critical Cost Drivers impacting FY 2021 and beyond include:

- Recovery from the COVID-19 pandemic
- Potential recession in FY 2021
- Escalating CalPERS retirement costs, related to the recent PERS performance and economic downturn
- Funding Retiree Medical benefits
- Addressing growing community needs during downturn

General Fund Reserve

The General Fund Reserve is made up of funds intended to support City operations during emergency situations (such as a catastrophic natural or financial disaster). It also provides some flexibility to address one-time priority programs, smooth out economic swings, and buffer the loss of state and federal funds. Current City Council policy is to maintain a reasonable Reserve level equal to 20% of total General Fund expenditures.

The FY 2021 adopted budget projects that the City will end the fiscal year by spending $3.3 million of General Fund Reserves. The estimated FY 2021 ending General Fund Reserve is approximately $21.9 million, resulting in a projected Reserve level of 12.9%.

It is Council's policy to replenish the General Fund Reserve when it dips below the 20% threshold as one-time funds become available. Council has been wise in past uses of reserves, and staff has made every effort to maintain reserve levels at or above Council

policy. It is because of this prudent and very minimal use of reserves to fund operations that the City has been able to make it through this period in ways that many other agencies have not.

KEY FY 2021 BUDGET CHANGES

The following General Fund analysis provides a comparison of the FY 2021 adopted Budget to the immediate previous years. FY 2020 "Projected" is based on what staff currently knows about how this fiscal year will end; the actual ending balance may be different when the year is closed.

General Fund Revenues

Overall, staff is projecting a decrease in General Fund revenues in FY 2021 over the amounts adopted during the FY 2020 Mid-Year budget process for General Fund revenues of approximately $9.6 million or 5.5% and a of 3.6% decrease of the amounts adopted for the same revenues in May of 2019. Each revenue category varies in its change over the prior year, with some revenues seeing declines and others experiencing increases.

Table 4: FY 2021 General Fund Revenues

		A	B	C	D	E	F
	(in the 1,000's)	FY 2019 Actuals	FY 2020 Adopted	FY 2020 Projected	FY 2021 Adopted	Change $ (D-B)	Change % (D/B-1)
	Revenue						
1	Annual Property Tax - Recurring	$ 50,398	$ 53,887	$ 53,887	$ 52,438	$ (1,449)	-2.7%
2	RPTTF Pass- Thru & Annual	4,070	3,062	3,062	3,062	—	—%
3	Property Tax Total	$ 54,468	$ 56,949	$ 56,949	$ 55,500	$ (1,449)	-2.5%
4	Sales Tax (incl Prop 172)	36,032	35,372	36,000	33,000	(2,372)	-6.7%
5	Utility Users Tax	16,935	18,135	17,500	18,135	—	—%
6	UUT Prior Period Payment	—	—	—	—	—	
7	Franchise Fees	9,730	11,018	11,018	11,150	132	1.2%
8	Property Transfer Tax	12,256	15,500	11,500	13,500	(2,000)	-12.9%
9	Business License Tax	2,933	3,001	2,900	2,600	(401)	-13.4%
10	Transient Occupancy Tax	2,823	2,600	1,800	1,800	(800)	-30.8%
11	Cannabis Tax	—	250	10	100	(150)	-60.0%
12	Emergency Facilities Tax	2,186	2,115	2,115	1,800	(315)	-14.9%
13	Charges for Services	15,763	13,493	12,839	12,973	(520)	-3.9%
14	Intergovernmental	7,075	6,551	7,551	8,286	1,735	26.5%
15	Fines and Forfeitures	2,510	2,379	2,187	2,292	(88)	-3.7%
16	Interest and Rents	525	579	374	579	—	—%
17	Other Revenue	1,210	532	329	633	101	19.0%
18	**Total Revenue**	**$ 164,447**	**$ 168,475**	**$ 163,072**	**$ 162,348**	**$ (6,127)**	**-3.6%**
19	Transfers In-Other Funds	17,357	3,964	3,964	3,967	3	0.1%
20	**Total Revenue/Resources**	**$ 181,804**	**$ 172,439**	**$ 167,036**	**$ 166,315**	**$ (6,124)**	**-3.6%**

A summary of key revenue assumptions for FY 2021 follows. Please note that the General Fund section of the budget document contains further discussion and analysis of key General Fund revenue categories.

Property Tax - In FY 2021, Property Tax revenue is projected to decline by 2.5% over the amount adopted in FY 2020 revenues. The projection for Property Tax revenue is primarily based on the annual County Assessor's Office estimate of assessed values, with projections for the adopted budget based on information provided by the Assessor in March.

In addition, the City uses a property tax consultant to review and confirm estimates. Future annual growth is projected between 2%-5%.

Sales Tax - Projections for FY 2021 reflect a decline of 6.7% from the amount adopted in FY 2020 and a reduction over the FY 2020 projected amount of 8.3%.

During the COVID-19 pandemic many businesses and entire industry segments have been forced to close operations and sales tax has been materially impacted. This will likely be one of the hardest hit revenue sources for many agencies.

Real Property Transfer Tax - FY 2021 Transfer Tax revenues are projected at $13.5 million - of which $10.3 million are considered recurring baseline revenues pursuant to current Council policy. This is a decrease of $2.0 million over FY 2020 adopted revenues. The significant decrease over adopted FY 2020 is attributed to the unanticipated onset and uncertainties surrounding COVID-19.

- *RPTT Volatility and Base Annual Revenues:* RPTT is volatile revenue - and is entirely connected to Hayward's real estate market conditions, both value and rate of sales. 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, currently set at $10.3 million, are considered non-recurring and are to be used toward one-time expenses such as replenishing the General Fund reserve, capital improvements, and/or reductions 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 budget gaps.

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. Overall franchise fees are experiencing an increase of 1.2% for FY 2021.

Charges for Services - This revenue category is comprised of a variety of fees for building and development related activities. Due to the downturn of the economy, FY 2021 projects a 3.9% decrease over FY 2020 Adopted. Future years reflect a steady annual growth of 2-3% as a means to smooth the impacts of a future recession and market slow-down.

General Fund Expenditures

Overall, the adopted FY 2021 expenditures have decreased over the FY 2020 Adopted Budget by $2.5 million or 1.5%. There are several factors driving the expenditure growth, almost entirely the result of escalating employee-related costs.

Table 5: FY 2021 adopted General Fund Expenditures

	(in the 1,000's)	A FY 2019 Actuals	B FY 2020 Adopted	C FY 2020 Projected	D FY 2021 Adopted	E Change $ (D-B)	F Change % (D/B-1)
1	**Expenditures**						
2	Salary	$ 73,770	$ 79,742	$ 80,004	$ 82,189	$ 2,447	3.07%
3	Overtime	9,574	3,320	3,330	3,320	—	0.00%
4	**Wages Subtotal**	**$ 83,345**	**$ 83,062**	**$ 83,334**	**$ 85,509**	**$ 2,447**	**2.95%**
5	Medical/Dental/Other Benefits	12,427	14,753	14,580	15,246	492	3.34%
6	Retiree Medical (pay-go)	3,020	3,105	3,105	3,057	(48)	-1.54%
7	Worker's Compensation	6,786	7,142	7,142	8,143	1,001	14.02%
8	Retirement (CalPERS)	26,951	31,952	31,952	34,536	2,584	8.09%
9	**Benefits Subtotal**	**$ 132,527**	**$ 140,013**	**$ 140,113**	**$ 146,490**	**$ 6,477**	**4.63%**
10	Assumed Vacancy Savings	—	(2,631)	(2,631)	(3,794)	(1,163)	44.21%
11	Program Reduction Savings	—	—	—	(1,822)	(1,822)	
12	Furlough / COLA Deferral	—	—	—	(1,607)	(1,607)	
13	Interdepartmental (ID) Charges	(3,803)	(4,507)	(4,361)	(4,722)	(215)	4.77%
14	OPEB Liability Contribution*	2,000	2,880	2,573	1,000	(1,880)	-65.28%
15	**Net Staffing Expense**	**$ 130,724**	**$ 135,755**	**$ 135,694**	**$ 135,546**	**$ (6,686)**	**-0.15%**
16	Supplies & Services	12,238	10,636	13,479	11,939	1,303	12.25%
17	Internal Service Fees	15,504	17,162	16,163	14,048	(3,114)	-18.15%
17	Debt Service*	2,857	2,927	3,434	2,931	4	0.13%
18	Liability Insurance*	2,950	3,139	3,140	3,902	764	24.33%
19	Economic Dev. Fund (from RPTTF)*	350	550	432	350	(200)	-36.36%
20	Capita/Projects/Other Funding*	11,983	1,935	6,459	850	(1,085)	-56.07%
21	**Non-Personnel Expenses Subtotal**	**$ 45,883**	**$ 36,349**	**$ 43,108**	**$ 34,021**	**$ (2,329)**	**-6.41%**
22	UUT Prior Period Payment Offset	—	—	—	—	—	0.00%
23	**Total Expenditures**	**$ 176,608**	**$ 172,104**	**$ 178,801**	**$ 169,567**	**$ (2,537)**	**-1.47%**

**Transfers Out of General Fund Total*

Salary -FY 2021 include the contracted Cost of Living Adjustment (COLA) for all applicable bargaining groups.

Overtime - FY 2021 Non-Mutual Aid overtime is $3.3 million - which is congruent with the FY 2020 Adopted Budget. The majority of General Fund overtime is appropriated in the Police Departments to meet mandatory staffing level requirements.

CalPERS Retirement Rates - Retirement rates increase significantly in FY 2021 - with total costs increasing 8.1%. 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.

The cost of the retirement plans is broken into Employee Contribution rates (fixed) and Employer Contribution rates (variable). Both rates are calculated as a percent of payroll. The Employee Contribution is fixed and is based on the pension plan formula (generally 9% for public safety plans and 7% or 8% for miscellaneous plans). The Public Employees' Pension Reform Act of 2013 (PEPRA) introduced new benefit formulas effective January 1, 2013 that affect new employees to the City that have not previously been part of the CalPERS system. While there is little immediate financial benefit to the City with this "two-tiered" system, the long-term benefit of lower retiree costs is anticipated to be significant.

Most employee groups contribute beyond the Employee Contribution portion and pay a portion of the Employer Contribution: 6% for sworn police and fire personnel, 3% for the majority of non-sworn personnel. The Employer rates displayed in Table 6 represent the full Employer cost as assessed by CalPERS, and do not reflect these cost-sharing agreements, as these agreements do not affect the overall cost of CalPERS, only who pays what share.

Table 6 below reflects the CalPERS Board decision to lower the discount rate from 7.5% to 7.0% in December 2016. Lowering the discount rate, also known as the assumed rate of return, means employers that contract with CalPERS to administer their pension plans will see increases in their normal costs and unfunded actuarial liabilities in order to make the plan more sustainable in the long term. Active members hired after January 1, 2013, under the Public Employees' Pension Reform Act will also see their contribution rates rise.

The most recent actuarial valuations provided to the City of Hayward by CalPERS in July 2019 reflect the final rates for FY 2021.The new valuations the City received in July 2017 reflect rate projections that include all of the rate actions taken by the CalPERS Board to date.

Table 6 provides a summary of what the City's projected CalPERS rates will be based on CalPERS change to the discount rate. Please note that these projections are an estimate based on a model and are not entirely reflective of what the City's exact rates will be.

Table 6 - CalPERS Rates

(in the $1,000s)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Miscellaneous							
Normal Cost %	9.496%	10.276%	10.300%	10.300%	10.300%	10.300%	10.300%
UAL Payment	$ 10,555	$ 11,692	$ 13,046	$ 14,245	$ 15,007	$ 15,792	$ 16,226
Employer Contribution Rate %	31.20%	33.70%	35.80%	37.40%	38.00%	38.70%	38.70%
Change over Prior Year	2.60%	2.50%	2.10%	1.60%	0.60%	0.70%	—%
Police							
Normal Cost %	22.755%	23.224%	23.200%	23.200%	23.200%	23.200%	23.200%
UAL Payment	$ 9,832	$ 10,860	$ 12,042	$ 13,000	$ 13,670	$ 14,386	$ 14,781
Employer Contribution Rate %	58.50%	65.56%	68.90%	71.20%	72.40%	73.50%	73.50%
Change over Prior Year	4.10%	7.06%	3.34%	2.30%	1.20%	1.10%	—%
Fire							
Normal Cost %	18.452%	19.294%	19.300%	19.300%	19.300%	19.300%	19.300%
UAL Payment	$ 7,040	$ 7,860	$ 8,838	$ 9,610	$ 10,107	$ 10,577	$ 10,868
Employer Contribution Rate %	56.20%	57.89%	61.50%	64.00%	65.10%	65.90%	65.90%
Change over Prior Year	7.30%	1.69%	3.61%	2.50%	1.10%	0.80%	—%

Vacancy Savings - FY 2021 includes a six-month hiring freeze on vacant General Fund positions. Projected FY 2021 vacancy savings are $3.8 million in the General Fund.

Retiree Medical Unfunded Liabilities - City Council policy is to pre-fund the City's benefit liabilities to the greatest extent possible within existing operating resources. FY 2021 adopted Budget includes a $1.0 million contribution toward the City's Other Post-Employment Benefits (OPEB) Retiree Medical unfunded liability. The City will continue to phase in the funding of the total Annual Required Contribution (ARC) for its OPEB liability. Prior to the unanticipated onset of the COVID-19 pandemic, the City was projected to reach the full funding of the OPEB ARC in FY 2022. Due to the financial implications of the pandemic, the City reduced its intended additional contribution from $4.7 million to $1.0 million for the FY 2021 Adopted Budget.

Internal Service Fees - The Internal Service Funds (ISF) for FY 2021 shows a decrease of $3.1 million over the FY 2020 Adopted Budget. The reduction is primarily attributed to a reduction in General Fund contributions related to capital purchases and is being done solely to assist in closing the projected structural deficit. This is not a long term solution.

Other Funds

Measure C - During the June 3, 2014 municipal election, the voters of the City of Hayward passed a ballot measure (Measure C) to increase the City's Transaction and Use (Sales) Tax by half a percent for twenty years. This half cent increase became effective October 1, 2014, bringing Hayward's Sales and Use Tax rate to 10.0%. This is a general tax and is considered discretionary in nature. Staff originally estimated that the new sales tax would generate approximately $10 million annually in locally controlled revenue that can be allocated by the City Council and which will remain in place for a period of twenty years. In FY 2021, staff projects that the City will receive $15.2 million in Measure C sales tax revenues.

The City Council, as well as the ballot language, established a number of spending priorities for these funds. These priorities include a mix of capital projects and funding allocations toward operating services. The Measure C revenues continue to be used to fund debt service for construction of the new Library and Community Learning Center, completion of fire station retrofits and improvements, and rehabilitation and expansion of the City's existing fire training center. Of the $15.2 million in annual revenue, staff estimates annual debt service payments for the above defined projects will total approximately $5.4 million annually. The remaining funds are to be allocated among police services, maintenance services, and street repairs.

Staff presented recommendations for the use of the Measure C funds to both the Council Budget & Finance Committee and the City Council in November and December 2014. Consistent with those discussions, staff is including assumed revenues and expenditures for Measure C as part of the FY 2021 budget.

- *Revenue:* The City began receiving allocations of the Measure C Transaction and Use (sales) Tax effective January 1, 2015. Staff anticipates receiving approximately $15.2 million in revenues from Measure C for FY 2021. As previously approved by Council, staff established a new fund within the General Fund to allow for easy tracking of the revenues and expenses associated with Measure C (Fund 101).

- *Expenditures:* FY 2021 estimates expenses of $9.6 million for operating costs, including debt service and staff in the police and maintenance services departments.

UNFUNDED NEEDS & LIABILITIES

While the FY 2021 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 2019 and FY 2020 reviewing its benefit liabilities and considering funding plans toward adequately funding the unfunded portions of these liabilities.

Unfunded Capital Needs

The FY 2021 Capital Improvement Program reflects "Identified Capital Needs" totaling approximately $409 million, for which funding is undetermined. In accord with Council policy, as one-time funding becomes available, Council will allocate funds toward these unfunded CIP needs.

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 (analysis conducted by staff). These valuations consider the economic, demographic, and historical compositions of the benefit programs and establish amounts that the City should allocate each year to fund its benefit-related financial obligations. In today's economic climate, it is critical that the City continue to manage its benefit liabilities to ensure long-term fiscal stability and the continuance of these valuable benefits to City employees. 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. The ARC is generally comprised of two elements: a portion of funding for current costs (sometimes referred to as "pay go") and a portion of funding for future liability costs (the Unfunded Actuarial Liability or UAL).

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 these place on the City. Failure to meet the minimum recommended funding levels or to implement a plan to achieve full funding of the ARC and/or 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 or need to refinance existing debt.

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 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	Unfunded Ratio
CalPERS Police Safety Plan	6/30/2018	$ 406.28	$ 243.85	60.0%	$ 162.43	40.0%
CalPERS Fire Safety Plan	6/30/2018	$ 306.09	$ 187.17	61.2%	$ 118.92	38.9%
CalPERS Miscellaneous Plan	6/30/2018	$ 473.97	$ 305.87	64.5%	$ 168.10	35.5%
Total Cal PERS		**$ 1,186.34**	**$ 736.89**	**62.1%**	**$ 449.45**	**37.9%**
OPEB - Retiree Medical Police Officers	6/30/2017	$ 33.64	$ 2.01	6.0%	$ 31.63	94.0%
OPEB - Retiree Medical Firefighters	6/30/2017	$ 15.24	$ 1.40	9.2%	$ 13.84	90.8%
OPEB - Retiree Medical Miscellaneous	6/30/2017	$ 20.21	$ 2.05	10.1%	$ 18.16	89.9%
Total OPEB-Retiree Medical		**$ 69.09**	**$ 5.46**	**7.9%**	**$ 63.63**	**92.1%**
Workers' Compensation	6/30/2019	$ 18.86	$ 18.48	98.0%	$ 0.38	2.0%
Accrued Leave Payouts	6/30/2019	8.35	0.00	0.0%	$ 8.35	100.0%
TOTAL		**$ 1,282.64**	**$ 760.83**	**59.3%**	**$ 521.81**	**40.7%**

Retirement Annual cost (annual cost: $40.9 million) - The City is fully meeting its annual required contribution (ARC) amounts based on the CalPERS premium rates. Given the new CalPERS "smoothing" methodology, the long-term intent is to fund the City's liability over the 30-year amortization period.

Workers' Compensation (annual cost: $8.7 million) - Pursuant to the current actuarial valuation conducted for the program, a funding status of 70 - 85% is recommended. Staff recommended funding at the 80% level and beginning in FY 2013, 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 million/year) toward unfunded liability.

Retiree Medical - OPEB (annual cost: $3.5 million "pay go") - The estimated actuarial calculation of the City's ARC is $8.5 million. The City is not funding the full ARC due to its budget pressures but is fully funding the annual $3.5 million "pay go" portion for active retirees. Contributions towards the ARC were made in FY 2014 of $1 million and FY 2015 of $2 million; however, in an effort to reduce the use of reserves in FY 2016 and FY 2017, additional voluntary contributions were not made. In FY 2018, the City began contributing towards the ARC with a $1 million contribution. The FY 2019 Adopted Budget included a $2 million contribution to the ARC, and $2.5 million contribution in the FY 2020 adopted budget. The City's General Fund Long Range Financial Model includes phasing this cost in until the full ARC payment is achieved. Pursuant to the valuation, if the City fully funded the ARC, the City would pay for current costs and fund the future liability by the end of the amortization period. While FY 2021 shows a reduced contribution amount of a budgeted $1 million the City still intends to fully fund the ARC in FY 2022.

Accrued Leave Payouts (annual cost: varies) - Staff has taken strong action to lower this liability during the past two years by managing employees to approved vacation caps. This has helped to prevent large accrued leave payouts to retiring or terminating employees. The total liability has reduced from the FY 2012 balance of $10.7 million to the FY 2019 balance of $8.35 million - a significant reduction in liability.

CITYWIDE BUDGET OVERVIEW

THIS PAGE INTENTIONALLY LEFT BLANK

HAYWARD

FINANCIAL SUMMARIES - ALL FUNDS

This section provides an overview of the City of Hayward's operating funds.

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.
- Measure C - District Sales Tax Fund: This general operating fund is dedicated to the resources and expenditures associated with the Measure C ballot measure passed by Hayward voters in 2014.

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. Below are examples (not an exhaustive list) of restricted revenues include grant funding, enabling legislation, or earmarking funds for a specific purpose.

- Economic Development Fund
- Community Development Block Grant Fund
- Downtown Business Improvement Fund
- Small Business Economic Development Loan Fund
- Hayward Promise Neighborhood Grant Fund
- Citizen's Option for Public Safety Fund
- Measure B - Paratransit Fund
- Recycling Fund
- Landscape & Lighting/Maintenance Districts/Community Facilities 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 represent 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
  - Regional Water Inter-Tie Fund
  - Stormwater Maintenance and Operation Fund
  - Wastewater Maintenance and Operation Fund
  - Water Maintenance and Operation Fund

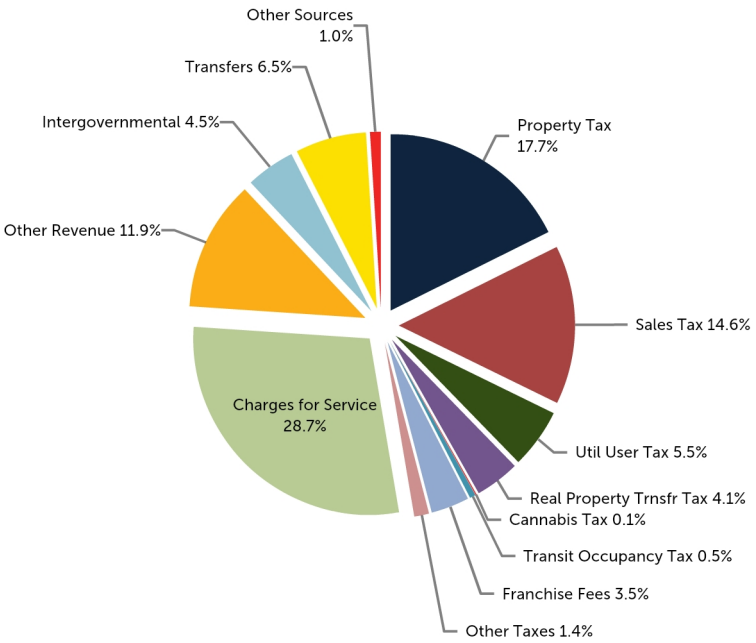
- Internal Service Funds: Internal Service Funds are used to finance and account for goods and/or services provided by one City department to another, on a cost reimbursement basis.
  - Employee Benefits Fund
  - Facilities Management Fund
  - Fleet Management Fund
  - Information Technology Fund
  - Risk Management Fund
  - Worker's Compensation Fund

ALL OPERATING FUNDS - SUMMARY

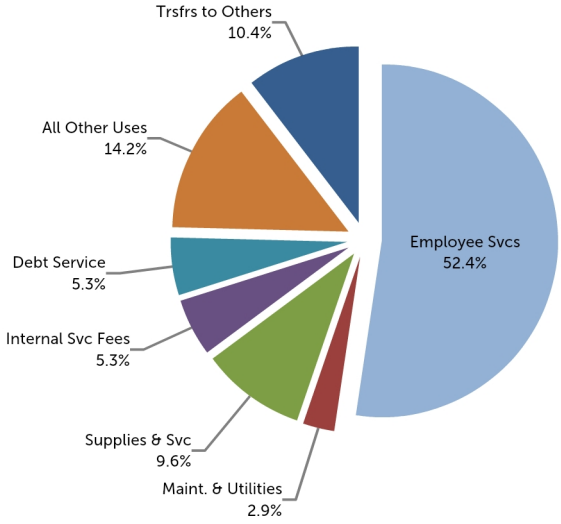
	General	Measure C	Special Revenue	Debt Service	Enterprise	Internal Service	Successor RDA	TOTAL
Revenues								
Property Tax	$ 55,500	$ —	$ —	$ —	$ —	$ —	$ 2,884	$ 58,384
Sales Tax	33,000	15,253	—	—	—	—	—	48,253
Util User Tax	18,135	—	—	—	—	—	—	18,135
Real Property Trnsfr Tax	13,500	—	—	—	—	—	—	13,500
Transit Occupancy Tax	1,800	—	—	—	—	—	—	1,800
Cannabis Tax	100	—	—	—	—	220	—	320
Franchise Fees	11,150	—	490	—	—	—	—	11,640
Other Taxes	4,501	—	—	—	—	—	—	4,501
Charges for Service	12,973	—	—	—	82,087	—	—	95,060
Other Revenue	1,111	—	5,514	—	3,743	29,052	50	39,469
Intergovernmental	8,286	—	6,058	—	—	—	577	14,921
From All Other Sources	2,292	—	—	966	—	—	—	3,257
	$ 162,348	$ 15,253	$ 12,062	$ 965	$ 85,830	$ 29,272	$ 3,511	$ 309,241
Trnsfrs from other funds*	3,967	0	350	8,218	2,697	6,302	0	21,533
Total Revenues	$ 166,315	$ 15,253	$ 12,412	$ 9,183	$ 88,527	$ 35,574	$ 3,511	$ 330,774
Expenditures								
Salary								
Regular	82,395	2,286	1,380	—	13,978	5,545	215	105,799
Overtime	3,320	10	—	—	392	225	—	3,947
Vacancy Savings	(3,794)	—	—	—	509	111	—	(3,174)
Benefits								
Fringe Benefits	23,182	720	251	—	4,345	1,313	73	29,884
Retiree Medical	3,057	66	20	—	228	82	4	3,456
PERS	34,536	761	364	—	3,719	1,494	57	40,931
Program Reduction Savings	(1,822)				(509)	(111)		(2,442)
Furlough / COLA Deferral	(1,607)	(50)	(48)	—	(409)	(194)	(2)	(2,308)
Chrgs (to)/fr other prog	(4,722)	—	59	—	(275)	—	(89)	(5,026)
Net Staffing Expense	$ 134,546	$ 3,793	$ 2,026	$ —	$ 21,977	$ 8,466	$ 258	$ 171,066
Maintenance & Utilities	1,211	55	1,278	—	2,745	4,104	8	9,402
Supplies & Services	10,728	198	5,971	45	6,654	7,680	105	31,381
Internal Service Fee	14,048	179	139	—	2,403	450	26	17,246
Capital	0	—	282	—	—	—	—	282
Debt Service	0	—	—	8,776	4,806	457	3,225	17,263
All Other Uses	—	—	1,826	—	33,500	10,737	—	46,063
	$ 25,987	$ 432	$ 9,496	$ 8,821	$ 50,108	$ 23,429	$ 3,364	$ 121,636
Total Expense	$ 160,533	$ 4,225	$ 11,522	$ 8,821	$ 72,085	$ 31,895	$ 3,622	$ 292,703
Transfers to other funds*	9,034	5,731	142	473	16,777	1,008	832	33,996
Subtotal Expenditures	$ 169,567	$ 9,955	$ 11,664	$ 9,294	$ 88,863	$ 32,902	$ 4,454	$ 326,699
Total Expenditures								
(Use)/Add to fund bal	(3,252)	5,298	748	(111)	(336)	2,671	(944)	4,076

Note: General Fund column represents fund 100 only.

FY 2021 All Operating Funds
Revenues - By Type
$330.8 Million



FY 2021 All Operating Funds
Expenditures - By Category
$326.7 Million



ALL OPERATING FUNDS - DEPARTMENT SUMMARY

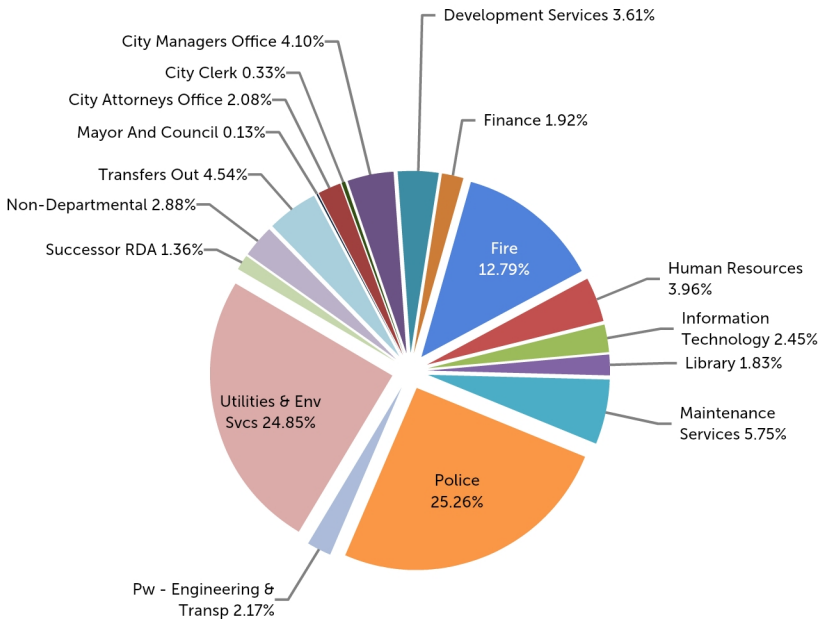
	General	Measure C	Special Revenue	Debt Service	Enterprise	Internal Service	Successor RDA	TOTAL
Revenues								
Mayor/City Council	$ –	$ –	$ –	$ –	$ –	$ –	$ –	$ –
City Attorney	–	–	–	–	–	5,302	–	5,302
City Clerk	23	–	–	–	–	–	–	23
City Manager	340	–	7,550	–	–	–	3,511	11,401
Development Services	7,099	–	2,444	–	–	–	–	9,543
Finance	1,186	–	–	–	–	–	–	1,186
Fire	8,723	–	–	–	–	–	–	8,723
Human Resources	31	–	–	–	–	12,221	–	12,252
Information Technology	–	–	–	–	–	9,247	–	9,247
Library	30	–	–	–	–	–	–	30
Maintenance Services	1,577	–	1,441	–	–	7,805	–	10,822
Police	3,626	–	–	–	–	–	–	3,626
PW-Engineering & Transp	416	–	–	–	3,512	–	–	3,928
Utilities & Env Services	–	–	977	–	82,318	–	–	83,295
Non-dept/Transfers In	143,264	15,253		9,184	2,697	1,000	–	171,397
Total Revenues	$ 166,315	$ 15,253	$ 12,412	$ 9,184	$ 88,527	$ 35,574	$ 3,511	$ 330,774
Expenditures								
Mayor/City Council	425	–	–	–	–	–	–	425
City Attorney	1,491	–	–	–	–	5,302	–	6,793
City Clerk	1,080	–	–	–	–	–	–	1,080
City Manager	6,686	–	6,352	–	–	363	4,454	17,855
Development Services	9,040	–	2,639	–	–	–	–	11,678
Finance	4,644	–	–	–	1,640	–	–	6,284
Fire	41,773	–	–	–	–	–	–	41,773
Human Resources	1,923	–	–	–	–	11,011	–	12,934
Information Technology	–	–	–	–	–	8,002	–	8,002
Library	5,989	–	–	–	–	–	–	5,989
Maintenance Services	4,601	1,257	1,881	–	2,817	8,224	–	18,780
Police	79,563	2,967	–	–	–	–	–	82,530
PW-Engineering & Transp	3,065	–	–	–	4,011	–	–	7,076
Utilities & Env Services	90	–	689	–	80,394	–	–	81,173
Non-dept/Transfers Out	9,198	5,731	104	9,294	–	–	–	24,327
Total Expenditures	$ 169,567	$ 9,955	$ 11,664	$ 9,294	$ 88,862	$ 32,902	$ 4,454	$ 326,699
(Use)/Add to fund bal	(3,252)	5,298	748	(110)	(335)	2,671	(944)	4,076

Note: General Fund column represents fund 100 only.

SUMMARY OF EXPENDITURES BY DEPARTMENT-ALL FUNDS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Mayor & City Council	$ 400,199	$ 412,559	$ 461,369	$ 425,048
City Attorney	4,479,444	7,064,363	6,341,396	6,792,757
City Clerk	731,248	1,068,909	910,800	1,080,484
City Manager	5,171,005	12,017,060	10,714,894	13,400,646
Development Services	9,139,889	10,370,992	12,591,700	11,782,771
Finance	6,188,870	6,253,377	7,191,414	6,283,728
Fire	40,010,179	43,420,555	42,120,547	41,772,525
Human Resources	10,925,120	13,197,852	14,858,685	12,933,631
Information Technology	7,597,011	7,593,454	7,723,464	8,001,949
Library	9,452,597	5,199,008	6,143,510	5,988,758
Maintenance Services	16,617,744	17,960,391	18,162,914	18,780,261
Police	72,139,259	77,259,488	81,544,777	82,530,225
PW - Engineering & Transp.	5,997,602	7,356,265	7,512,519	7,075,892
Utilities & Env. Services	72,886,729	68,539,572	77,488,599	81,172,997
Successor RDA	6,478,875	4,085,952	4,553,059	4,454,269
Non-Dept./Debt Service	6,963,999	9,156,750	9,456,297	9,398,372
Transfers Out	26,982,359	56,620,487	43,991,851	14,824,323
	$ 302,162,130	$ 347,577,034	$ 351,767,795	$ 326,698,635

FY 2021
All Funds Expenditures by Service Area



THIS PAGE INTENTIONALLY LEFT BLANK

GENERAL FUND SUMMARY & CASH BALANCE

$ in 1,000s	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2020 Projected	FY 2021 Adopted
Beginning Cash Fund Balance	$ 27,699	$ 32,385	$ 36,877	$ 36,877	$ 25,112
Revenues					
Property Tax	$ 51,236	$ 54,468	$ 56,949	$ 56,949	$ 55,500
Sales Tax	33,389	36,032	35,372	36,000	33,000
Utility Users Tax	17,488	16,935	18,135	17,500	18,135
Franchise Fees	9,648	9,730	11,018	11,018	11,150
Real Property Transfer Tax	9,168	12,256	15,500	11,500	13,500
Transit Occupancy Tax	2,808	2,823	2,600	1,800	1,800
Cannabis Tax	—	—	250	10	100
Other Taxes	4,883	5,119	5,116	4,717	4,501
Charges for Services	14,598	15,763	13,493	12,839	12,973
Inter-Governmental	7,450	7,075	6,551	7,551	8,286
Fines & Forfeitures	2,462	2,510	2,379	2,187	2,292
Other Revenues	1,243	1,210	532	627	532
Interest & Rents	173	525	579	374	579
Transfers In	4,045	17,357	3,964	3,964	3,967
Total Operating Revenues:	$ 158,592	$ 181,804	$ 172,439	$ 167,036	$ 166,315
Expenditures					
Salaries & Benefits	$ 121,604	$ 128,724	$ 132,875	$ 135,694	$ 134,546
Maintenance & Utilities	715	797	1,177	1,213	1,211
Supplies & Services	10,335	11,441	9,459	12,266	10,728
Internal Service Fees	11,863	15,504	17,162	16,163	14,048
Capital	85	5,427			—
Transfers Out	10,503	14,714	11,431	13,464	9,034
Total Operating Expenditures:	$ 155,106	$ 176,608	$ 172,104	$ 178,801	$ 169,567
Annual Surplus/(Shortfall)	$ 3,486	$ 5,196	$ 334	$ (11,765)	$ (3,252)
Adjustments to Fund Balance	$ (590)	$ (704)			$ —
Ending Fund Cash Balance (CAFR)	$ 32,385	$ 36,877	$ 37,211	$ 25,112	$ 21,860

Cash Fund Balance Designations	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2020 Projected	FY 2021 Adopted
Unassigned	$ 32,385	$ 36,877	$ 37,211	$ 25,112	$ 21,860
Contingencies	-	-		-	-
Economic Uncertainty	-	-		-	-
Liquidity	-	-		-	-
Emergencies	-	-		-	-
Total Designated Fund Balance	$ 32,385	$ 36,877	$ 37,211	$ 25,112	$ 21,860

GENERAL FUND - FUND TRANSFER SUMMARY

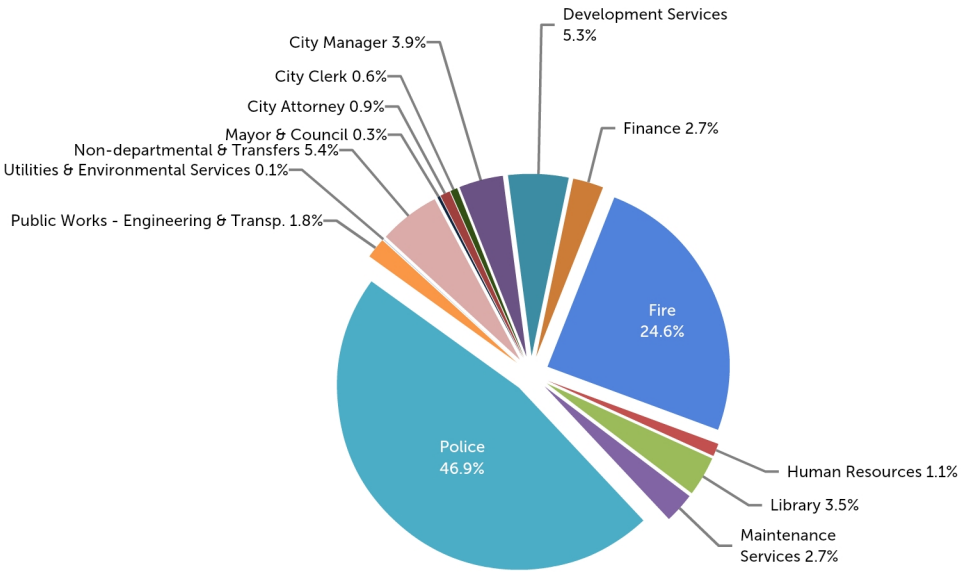
Fund Transfers (FY 2018 - 2021)

'$'s in 1,000's	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted
Transfers into the General Fund				
Transfer for Cost Allocation	$ 2,333	$ 2,458	$ 2,458	$ 2,458
Transfer from Successor RDA Loan Repayment	800	800	800	800
Transfer from So. Hwd B.A.R.T. JPA	200	—	—	—
Transfer from Special Gas Tax	227	229	233	236
Transfer from Citizen's Option Grant	—	—	—	—
Transfer from Byrnes Justice Assist Grant	—	—	—	—
Transfer from CFD #2 for Police Services	284	290	290	290
Transfer from CFD #1 Fund	8	8	8	8
Transfer from CFD #3 for Police & Fire Services	173	175	175	175
Transfers into the General Fund	**$ 4,025**	**$ 3,960**	**$ 3,964**	**$ 3,967**
Transfers out of the General Fund				
Transfer to Debt Service	3,572	3,283	3,434	2,931
Transfer for Risk Management Premium	2,889	2,907	3,139	3,902
Transfer to Economic Development Fund	350	350	350	350
Transfer to Trans Sys Improvement Fund	350	450	350	400
Transfer to Worker's Compensation Fund	—	—		
Transfer to Information Technology Operating Fund	—	—	—	
Transfer to Capital Projects	1,304	2,148	1,585	450
Transfer to Water Fund	138	138		
Transfer to Retiree Medical Fund	—	1,000	2,573	1,000
Transfers out of the General Fund	**$ 8,603**	**$ 10,275**	**$ 11,431**	**$ 9,034**

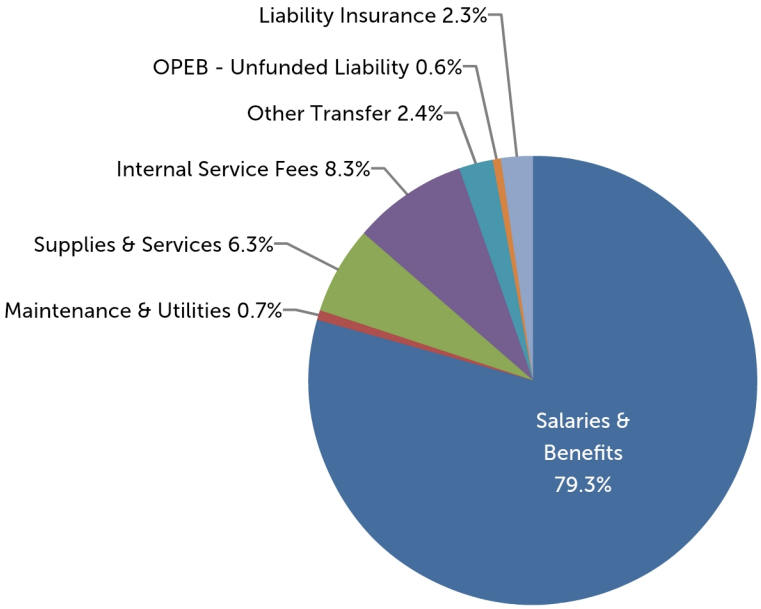
Summary of Expenditures by Department - General Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Mayor & Council	$ 400,199	$ 412,559	$ 461,369	$ 425,048
City Attorney	1,250,285	1,279,263	1,398,767	1,491,224
City Clerk	731,248	1,068,909	910,800	1,080,484
City Manager	3,936,004	4,470,746	4,771,055	6,685,724
Development Services	9,139,692	10,005,571	9,952,884	9,039,622
Finance	4,722,670	4,823,806	5,350,236	4,643,788
Fire	40,010,179	43,420,555	42,120,547	41,772,525
Human Resources	1,791,180	1,942,711	2,153,233	1,922,594
Library	5,842,657	5,199,008	6,143,510	5,988,758
Maintenance Services	4,451,220	5,282,379	5,047,418	4,600,710
Police	70,111,126	73,929,724	78,725,448	79,563,053
Public Works - Engineering & Transp	2,360,089	3,542,113	3,422,868	3,065,273
Utilities & Environmental Services	41,931	43,080	50,634	90,332
Non-departmental & Transfers	10,395,264	21,187,690	11,594,922	9,197,674
	$ 155,183,744	$ 176,608,113	$ 172,103,690	$ 169,566,810

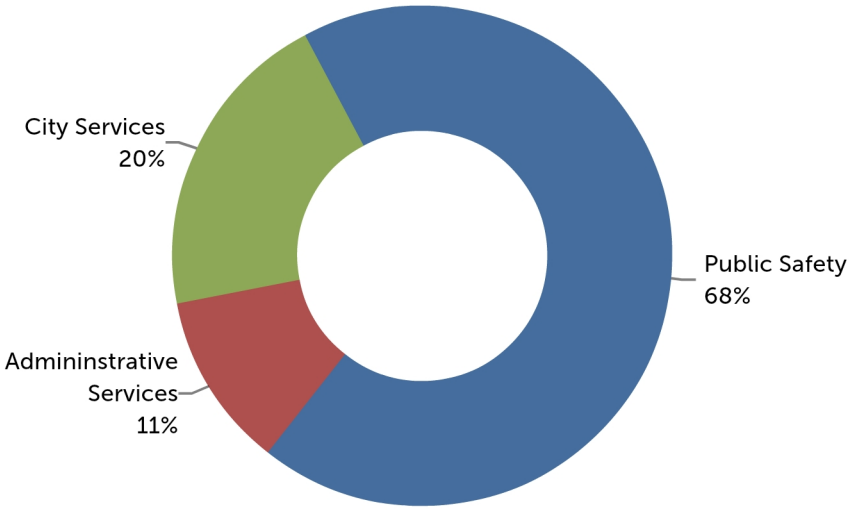
FY 2021
$ 169.6 Million



FY 2021
General Fund Expenditures by Category



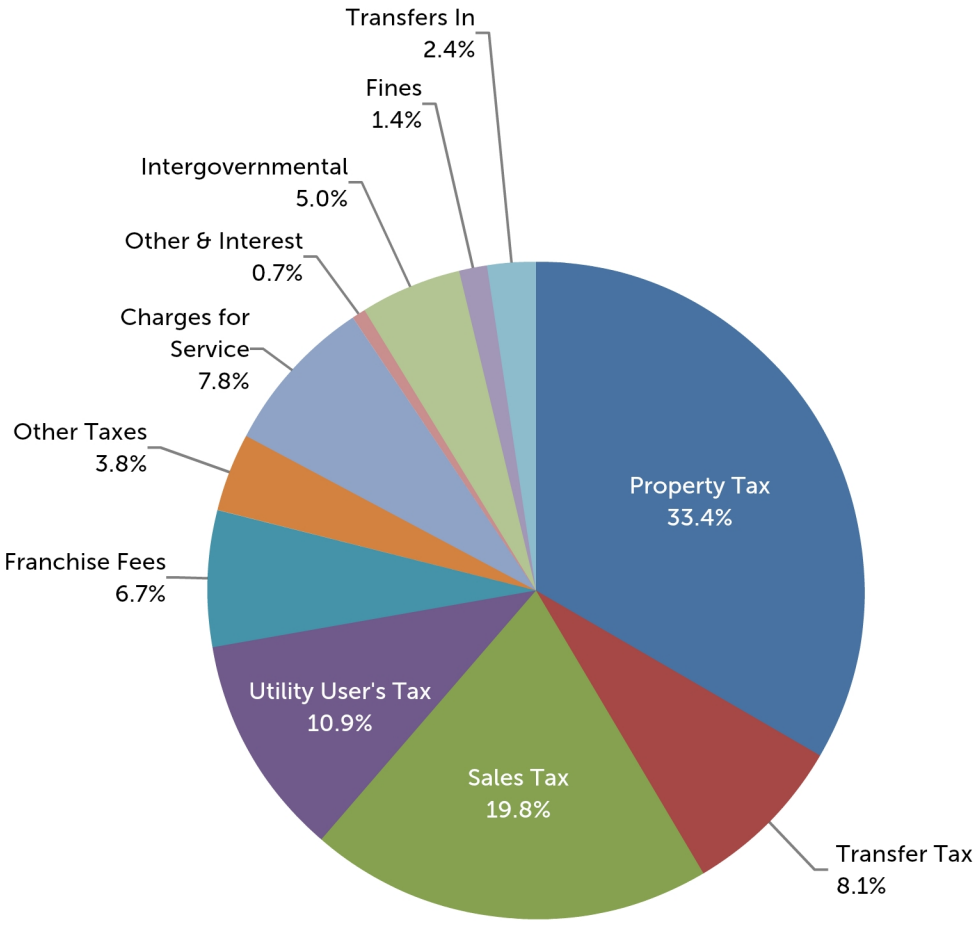
FY 2021
General Fund Staffing by Service Area



GENERAL FUND REVENUES BY SOURCE

FY 2021 General Fund Adopted Revenues/Resources

$ 166.3 Million



Question

GENERAL FUND REVENUES

Revenues by Category in 1,000's	FY 2018 Actual	FY 2019 Actuals	FY 2020 Adopted	FY 2021 Adopted
Property Taxes				
Property Tax Secured	$ 31,280	$ 33,372	$ 36,527	$ 35,078
Property Tax Unsecured	$ 1,554	1,666	2,000	2,000
RPTTF (Redistribution & Pass-Thru)	$ 3,907	4,070	3,062	3,062
Property Tax - VLF Swap	$ 14,496	15,360	15,360	15,360
Total Property Taxes	**$ 51,236**	**$ 54,468**	**$ 56,949**	**$ 55,500**
Sales & Use Tax				
Sales and Use Taxes	$ 34	$ 32	$ 34,001	$ 34,339
Sales Tax/Public Safety	926	997	1,033	1,000
Sales Tax Triple Flip	—	11	—	—
Total Sales & Use Tax	**$ 33,389**	**$ 36,032**	**$ 35,372**	**$ 33,000**
Utility Users Tax	**$ 17,488**	**$ 16,935**	**$ 18,135**	**$ 18,135**
Franchise Fee Tax				
Franchise - Refuse	$ 5,997	$ 6,790	$ 6,480	$ 6,600
Franchise - Water	453	—	471	480
Franchise - Sewer	249	—	259	264
Franchise - Gas & Electric	1,502	1,551	2,143	2,186
Franchise - Cable TV	1,448	1,389	1,665	1,620
Total Franchise Fee Tax	**$ 9,648**	**$ 9,730**	**$ 11,018**	**$ 11,150**
Real Property Transfer Tax	**9,168**	**12,256**	**15,500**	**13,500**
Other Taxes				
Business License Tax	$ 2,682	$ 2,834	$ 2,900	$ 2,600
Cannibas Tax	—	—	250	100
Emergency Facilities Tax	2131	2186	2115	1800
Business Tax State Fee	70	99	101	101
Transient Occupancy Tax	2,808	2,823	2,600	1,800
Total Other Taxes	**$ 7,691**	**$ 7,942**	**$ 7,966**	**$ 6,401**
Charges for Services (comprised of Licenses & Permits, Fees & Service Charges, Construction Related Fees)				
Licenses and Permits				
Fire Licenses & Permits	$ 1,379	$ 1,492	$ 1,621	$ 1,621
Police Licenses & Permits	1	1	436	449
Other Licenses & Permits	174	133	199	199
Total Licenses and Permits	**2,133**	**2,098**	**2,270**	**2,270**
Fees and Service Charges				
Fire Fees & Svc Charges	$ 1,278	$ 1,700	$ 1,396	$ 1,446
Police Fees & Svc Charges	812	664	938	938
Residential Rental Inspections	2,766	2331	1,400	1,230
Vehicle Maintenance & Operations	0	0	0	0
Other Fees & Svc Charges	601	771	555	555
Total Fees and Service Charges	**$ 5,457**	**$ 5,465**	**$ 4,289**	**$ 4,169**

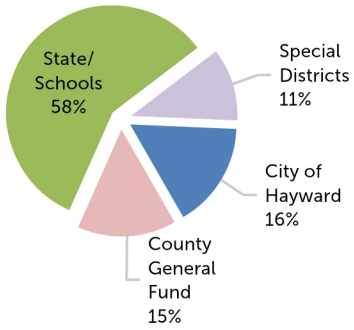
GENERAL FUND REVENUES

Revenues by Category in 1,000's	FY 2018 Actual	FY 2019 Actuals	FY 2020 Adopted	FY 2021 Adopted
Construction Related Fees				
Construction Permits	$ 3,463	$ 3,915	$ 3,500	$ 3,200
Plan Checking & New Constr. Insp.	2,645	2,783	2,335	2,235
Supplemental Improvement Tax	901	1,503	1,100	1,100
Total Construction Related Fees	**$ 7,009**	**$ 8,200**	**$ 6,935**	**$ 6,535**
Total Charges for Services	**$ 14,598**	**$ 15,763**	**$ 13,493**	**$ 12,973**
Inter-Governmental				
Police Grants/Reimb	$ 2,045	$ 2,161	$ 2,146	$ 2,146
Federal Reimbursement (COVID-19) - FEMA				1,700
Fire County EMS Reimb	524	221	—	—
Fairview Fire Protection District	2,959	3,056	3,172	3,207
Vehicle License Fee (VLF)	85	78	73	73
Fire Mutual Aid Reimb	1708	1423	749	749
Miscellaneous	130	137	411	411
Total From Other Agencies	**$ 7,450**	**$ 7,075**	**$ 6,551**	**$ 8,286**
Fines and Forfeitures				
Vehicle Fines	$ 328	$ 342	$ 312	$ 312
Parking Citations - In House	1,969	2,068	1,907	1,876
Parking Citations - DMV				
FTB Parking Tax Offset				
Photo Red Light	85	74	73	73
Criminal Fines				
Administrative Citations	—			
Library Fines	51	18	87	30
Total Fines and Forfeitures	**$ 2,462**	**$ 2,510**	**$ 2,379**	**$ 2,292**
Other Revenues				
Other	1,243	1,210	532	532
Total Other Revenues	**$ 1,243**	**$ 1,210**	**$ 532**	**$ 532**
Interest & Rents				
Interest Earned	$ 154	$ 488	$ 300	$ 300
Miscellaneous Interest Income	—	—	—	—
Building & Parking Rental	19	37	279	279
Total Interest & Rents	**$ 173**	**$ 525**	**$ 579**	**$ 579**
Total General Fund Revenues	**$ 154,547**	**$ 164,447**	**$ 168,475**	**$ 162,348**
Transfers In	4,045	17,357	3,964	3,967
Total Revenues Including Transfers	**$ 158,592**	**$ 181,804**	**$ 172,439**	**$ 166,315**

PROPERTY TAXES

Property Tax revenues are the City's largest General Fund revenue source, comprising approximately one-third of projected FY 2021 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.

Allocation of County-wide Property Tax



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.

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).

PROPERTY TAXES, continued

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.

Supplemental Property Taxes

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

Vehicle In-lieu Tax/License Fees (VLF)

Motor Vehicle In-Lieu Tax (VLF) is a tax imposed by the State on the ownership of a registered vehicle. VLF is collected by the State Department of Motor Vehicles (DMV) and more than 95 percent of these fees are divided equally between counties and cities; 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.

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 grows 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 the majority of these payments are remitted to the City in September.

PROPERTY TAXES, continued

Analysis

Factors that affect revenue generated by property taxes include:

- Changes in assessed values, 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 sale of new vehicles in California, DMV administrative costs, and the proportion of Hayward's population to the total for the State and County. Beginning 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.

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, FY 2014 and FY 2015, the City received significant one-time revenues related to the dissolution process that are not included in future year projections.

Forecast

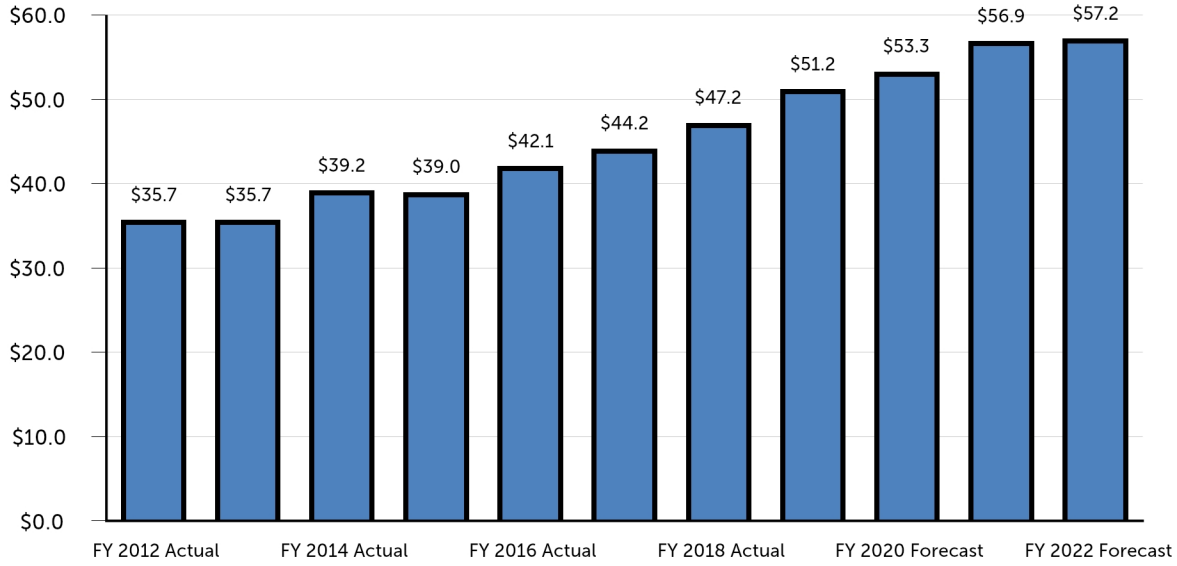
Projections for Real Property Tax revenue are primarily based on the annual County Assessor's Office estimate of assessed values, with projections for the adopted budget based on information provided by the Assessor in March. In addition, the City uses a property tax consultant to review and confirm 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)	Actuals				Adopted	Projected			
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total Collections	$ 42,128	$ 44,134	$ 51,236	$ 54,468	$ 56,949	$ 55,500	$ 54,523	$ 56,414	$ 58,353
$ Change	$ 3,157	$ 2,006	$ 7,102	$ 3,232	$ 2,481	$ (1,449)	$ (977)	$ 1,891	$ 1,939
% Change	8.10%	4.76%	16.09%	6.31%	4.56%	-2.54%	-1.76%	3.47%	3.44%

PROPERTY TAXES, continued

Overall Property Tax revenues are projected to decrease by a total of 2.54 percent in FY 2021 over FY 2020 Adopted, with a projected decrease of 1.76 percent in FY 2022. Beginning in FY 2023, Property Tax revenues are projected to increase by 3.47 percent. The significant decline over FY 2021 and FY 2022 is primarily attributed to the unanticipated onset of the COVID-19 pandemic, and the fiscal implications on the economy.



Recent information from the County Assessor projects FY 2020 net land and improvements value decline of about 2%. This decline is largely driven by changes the stability of the current economy.

All real property not affected by Proposition 8 re-assessments will be subject to the California Consumer Price Index (CCPI) growth factor and cannot exceed 2 percent, as prescribed by Proposition 13.

SALES AND USE TAXES

Sales and Use Tax is the General Fund's second largest source of revenue and represents 19.8 percent of total FY 2021 projected 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 collected and 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 temporary 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 0.25 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 2016 and all revenues are now captured as base sales and use tax. The total sales tax rate for Hayward is currently 9.75 percent and distributed per the chart below.

DISTRIBUTION OF SALES TAX COLLECTIONS WITHIN ALAMEDA COUNTY

Agency	%
State of California General Fund	3.69%
State of California Fiscal Recovery Fund	0.25%
State Public Safety Fund (Proposition 172)	0.50%
State of California Local Revenue Fund	1.56%
City of Hayward	1.00%
City of Hayward District Transactions & Use Tax (10/1/14)	0.50%
Alameda County	0.25%
Alameda County Transportation Improvement Authority - Measure B	0.50%
Alameda County Transportation Improvement Authority - Measure BB (3/1/2015)	0.50%
Alameda County Essential Health Care Services	0.50%
Alameda County BART	0.50%
Total Sales Tax in Hayward	**9.75%**

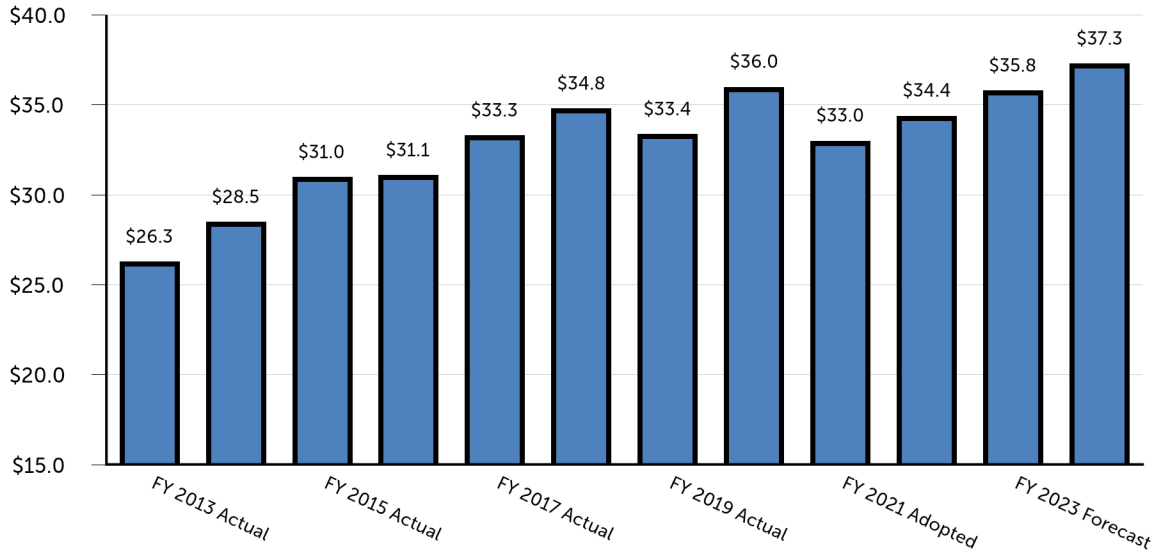
Measure C - District 0.5% Transaction and Use Tax

During the June 3, 2014 municipal election, the voters of the City of Hayward passed a ballot measure (Measure C) to increase the City's Transaction and Use (Sales) Tax by half a percent for twenty years. This half cent increase became effective October 1, 2014, bringing Hayward's Sales and Use Tax rate to 10% (with the passage of Alameda County's Measure BB . 5% Sales Tax increase). This is a general tax and is considered discretionary in nature. However, City Council has adopted specific expenditures intended to be funded with this revenue that includes debt service for capital expenses associated with the new 21st Century Library and Learning Center, a new fire training center, improvements to fire stations, streets and roads improvements and increases in police and maintenance services. Staff estimates that the District Sales Tax is projected to generate between $13.5 - $16 million annually in locally controlled revenue that can be allocated by City Council and will remain in place until 2034.

Measure C revenues are captured in a separate fund to assist with tracking and are not reflected in this Sales Tax analysis.

SALES AND USE TAXES, continued

Forecast



Forecasting Sales Tax involves a review of the base sales tax and a variety of economic factors. While Sales Tax revenues have rebounded since the great recession, the City is projected to experience another significant decline in its projected Sales Tax in FY 2021. During the COVID-19 pandemic many businesses and entire industry segments have been forced to close operations and sales tax has been materially impacted. This will likely be one of the hardest hit revenue sources for many agencies. FY 2020 projections reflect a significant decline of $6.1 million or 15.6% in Sales Tax revenue.

FY 2021 reflects a continued decline in Sales Tax with a projected decline of 6.7% over FY 2020 Adopted. A rebound of the economy is projected to begin in FY 2022 with a projected increase of 4.3% over FY 2021. However, the uncertainty and long-term implications of the COVID-19 pandemic proves to be difficult to forecast continued impacts on revenue streams.

TOTAL SALES & USE TAX *(in 1,000s)*	Actual Revenue				Adopted	Projected Revenue			
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total Collections	$31,058	$33,059	$33,389	$36,032	$35,372	$33,000	$34,427	$35,866	$37,336
$ Change	$ 39	$ 2,001	$ 330	$ 2,644	$ (660)	$ (2,372)	$ 1,427	$ 1,439	$ 1,470
% Change	0.13%	6.44%	1.00%	7.92%	-1.83%	-6.71%	4.32%	4.18%	4.10%

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 to State, County, or City agencies, or to insurance companies and banks.

Analysis

Some factors that affect the revenue generated by UUT are:

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

Forecast

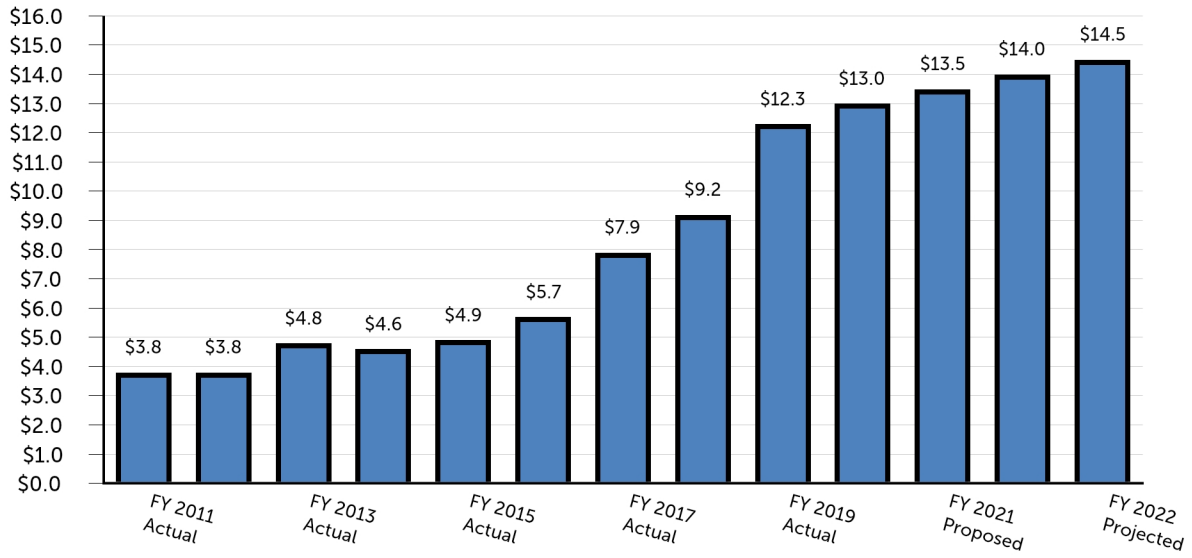
UUT is forecasted with limited net growth. Gas and electricity rates are likely to rise in future years, but trends indicate that reduced consumption offsets much of these cost increases (and resulting UUT revenues).

UTILITY USERS TAX	Actual Revenue				Adopted	Projected Revenue			
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total Collections	$15,681	$22,041	$17,488	$16,935	$18,135	$18,135	$18,566	$19,007	$19,458
$ Change	$ (81)	$ 6,360	$ (4,553)	$ (553)	$ 1,200	$ —	$ 431	$ 441	$ 451
% Change	(0.51)%	40.56%	(20.66)%	(3.16)%	7.08%	—%	2.38%	2.38%	2.37%

Passage of AB1717 is intended to address the loss of revenues the City has experienced from wireless services. While slow to materialize from the Board of Equalization, the City has observed growth in revenue for pre-paid wireless UUT. The significant rise in revenues received in FY 2017 is a result of the City receiving a UUT back payment from a major UUT contributor. In FY 2021, UUT is projected at no growth primarily due to the current economic uncertainty. Future year projections include an annual growth factor of 2%-3%.

REAL PROPERTY TRANSFER TAXES

In November 2008, Hayward voters passed Measure T, an increase to the City's Real Property Transfer Tax (Transfer Tax) from $4.50 to $8.50 per $1,000 valuation 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 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 is difficult to predict for more than one year at a time. Factors that affect the revenue generated by Transfer Taxes are the sales price of property and the frequency with which property is sold.

Forecast

PROPERTY TRANSFER TAX	Actual Revenue				Adopted	Projected Revenue			
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2023
Total Collections	$ 5,710	$ 7,850	$ 9,168	$ 12,256	$ 15,500	$ 13,500	$ 13,973	$ 14,462	$ 14,968
$ Change	$ 831	$ 2,140	$ 1,318	$ 3,088	$ 3,244	$ (2,000)	$ 473	$ 489	$ 506
% Change	17.03%	37.48%	16.79%	33.68%	26.47%	-12.90%	3.50%	3.50%	3.50%

REAL PROPERTY TRANSFER TAXES, continued

Revenues received in FY 2019 totaled $12.3 million, a 33.7% increase over FY 2018. The significant change in FY 2019 is primarily attributed to the passage of Measure T, an increase in Real Property Transfer Tax (RPTT) from $4.50 to $8.50 per $1,000 valuation.

While the passage of Measure T positively impacted future revenue projections, the current economic uncertainties related to the COVID-19 pandemic are projected to significantly impact this revenue stream. Beginning in FY 2021, RPTT is projected to decline by 12.9% over FY 2020 Adopted. The significant decrease over adopted FY 2020 is attributed to the unanticipated onset and uncertainties surrounding COVID-19.

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 BLT revenues. This is a large project that ultimately will need to be approved by a vote of Hayward residents.

Forecast

While BLT revenues are projected to increase in FY 2020, a decrease of 10.3% is projected in FY 2021 reflecting a projected decline in the market due to current economic instability. FY 2022 projects minimal market recovery with slight growth over the FY 2021 projection. The forecast includes an assumed growth of 3.5 percent in future years following the implementation of an updated Business License Ordinance and market recovery.

BUSINESS LICENSE TAX	Actual Revenue				Adopted	Projected Revenue			
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Collections	$ 2,603	$ 2,623	$ 2,682	$ 2,834	$ 2,900	$ 2,600	$ 2,691	$ 2,785	$ 2,883
$ Change	$ 1	$ 20	$ 59	$ 152	$ 66	$ (300)	$ 91	$ 94	$ 98
% Change	0.04%	0.77%	2.27%	5.65%	2.33%	-10.34%	3.50%	3.49%	3.52%

THIS PAGE INTENTIONALLY LEFT BLANK

MEASURE C - DISTRICT SALES TAX

On June 3, 2014, the voters of the City of Hayward passed ballot Measure C to increase the City's Transactions and Use Tax, also known as a District Sales Tax, by half a percent for twenty years. This half-cent increase became effective October 1, 2014, ultimately bringing Hayward's Sales and Use Tax to 10.0% at the time. Staff estimates that the District Sales Tax will initially generate approximately $13.5 million annually (with some annual growth) in locally controlled revenue that can be allocated by the City Council and will remain in place until October 1, 2034.

While Measure C is included in Hayward's Sales and Use Tax rate of 9.75%, the half cent District Sales tax portion is collected and segregated from the remaining 9.5%. This distinction is important because the application of the District Sales Tax differs from the other portion: the District Sales Tax is applied to goods and services whose "destination" resides within the City. In other words, where the Bradley Burns Sales Tax is generally allocated to the jurisdiction where the sale is negotiated or the order is taken, the Measure C District Sales Tax is allocated directly to the City when goods are delivered and placed into use in Hayward.

This is a general tax and is considered discretionary in nature; however these funds, are intended to fund debt service for construction of the new 21st Century Library and Community Learning Center, fire station retrofits and improvements, rehabilitation and expansion of the existing fire training center, as well as for extensive street improvements. Annual revenues projected at $15.2 million in FY 2021 will be used to fund debt service of approximately $5.4 million annually. Funds remaining are to be allocated as determined by Council for police services, maintenance services, and street repairs.

Analysis

Because the Measure C District Sales Tax is included as part of Hayward's 9.75% sales tax rate, the economic factors that affect State Sales and Use Tax are mostly the same as those that will influence this revenue:

- Growth rate of specific dominant commercial/industrial sectors in Hayward, particularly retail and business-to-business sales
- Hayward's business attraction/retention efforts
- The rapid rise of Internet sales
- Overall economic growth in the Bay Area and competition from neighboring cities

Given that collections of the District Sales Tax rely on economic activity specifically within the City of Hayward, revenue performance will be more closely tied to the retail and economic performance of the City itself. Future increases to revenues will be directly linked to Hayward's economic development efforts and growth in the City's sales tax base.

Forecast

Forecasting the District Sales Tax, like Sales Tax, involves a review of the tax base and refining assumptions of a variety of economic factors. The City continues to experience rebound in Sales Tax revenues since FY 2010, the growth has been marginal in recent years mirroring the recovery from the Great Recession of the previous decade.

MEASURE C - DISTRICT SALES TAX

	FY 2019 Actual	FY 2020 Projected	FY 2021 Adopted	FY 2022 Projected	FY 2023 Projected
Revenues					
Measure C District Sales Tax	$ 16,907	$ 15,443	$ 15,253	$ 16,323	$ 16,763
Other Revenues (Interest)	341		—	—	—
Other Partnering Contributors	—		20,000	—	—
Total Revenues	$ 17,247	$ 15,443	$ 35,253	$ 16,323	$ 16,763
Expenditures					
Capital					
Library / Learning Center	11,504	2,601	—	—	—
Fire Facilities Design	151	31	—	—	—
Fire Station 1	34	1	—	—	—
Fire Station 2	173	96	—	—	—
Fire Station 3	141	67	—	—	—
Fire Station 4	297	125	—	—	—
Fire Station 5	436	59	—	—	—
Fire Station 6	306	614	9,269	—	
Fire Training Academy	752	713	31,110	31,110	
Street Rehabilitation	32	—	—	—	—
EBRCS Radios	1,315	1,337		—	—
Debt Service	5,430	5,425	5,420	5,415	5,408
Other Projects	252	338	300	300	300
Operating					
Police Services	2,957	3,237	2,971	3,017	3,228
Maintenance Services	824	1,015	1,257	1,386	1,483
Other Department Services	12	—	—	—	—
Total Expenditures	$ 24,613	$ 15,657	$ 50,327	$ 41,228	$ 10,419
Beginning Fund Balance	32,119	24,753	24,539	9,465	(15,440)
Annual Surplus/Shortfall	(7,365)	(214)	(15,074)	(24,905)	6,344
Ending Fund Balance	$ 24,753	$ 24,539	$ 9,465	$ (15,440)	$ (9,096)

Expenditures are primarily comprised of Police and Maintenance Services personnel and non-personnel expenses, and the forecast assumes a 7% annual increase due to rising employee costs. All other expenses related to Measure C are capital related expenses and are described in the Debt Service section or the City's Ten-Year CIP plan.

WATER MAINTENANCE & OPERATIONS FUND (Water Fund)

The Water Fund provides funding for the operation and maintenance of the Water Distribution System. The System is comprised of over 350 miles of pipeline, 16 water storage reservoirs, and 10 pump stations, all of which are used to convey a current average of 16 million gallons of water per day to Hayward water customers. The Fund also supports the procurement of potable water from the San Francisco Public Utilities Commission (SFPUC) and pays the costs of meter reading, billing, and utility-related customer service functions.

Analysis

The high cost of purchasing wholesale water is the most significant issue impacting the Water Fund. Over the next five years, wholesale water rates are expected to increase by over 20%, due in large part to the costs of improving the reliability of the regional water system. The Water Fund has also been impacted by reduced water consumption in recent years, which can be partially attributed to the extraordinarily dry conditions experienced during the most recent drought. While lower consumption is a good thing in relation to conservation and the drought, it does impact revenues to the fund.

The City is projecting no change in consumption in FY 2021. Projected consumption for the planning period in its entirety assumes modest increases to reflect population and job growth.

The adopted FY 2021 budget includes the reallocation of costs for one Management Analyst II to better reflect actual responsibilities. The employee services costs in the Fund will remain very low, at approximately 16% of the total expenditure budget.

The Water Fund is in a financially stable position and the Working Capital balance will recover some of the losses incurred during the last drought.

Forecast

Water Maintenance & Operations Fund 605

	FY 2019 Actual	FY 2020 Revised	FY 2020 Estimated	FY 2021 Adopted	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected
Beginning Fund Balance	$25,348,774	$33,527,112	$33,527,112	$33,944,056	$33,680,741	$33,250,477	$33,788,321	$33,324,699
Program Revenues								
Water Sales	45,739,155	43,100,000	44,000,000	44,000,000	45,000,000	47,025,000	49,140,000	51,950,000
Service Charges	7,838,383	6,600,000	8,300,000	8,500,000	8,860,000	9,230,000	9,620,000	9,600,000
Installation Fees	426,350	250,000	250,000	250,000	250,000	250,000	250,000	300,000
Other Revenues	814,350	200,000	200,000	260,000	200,000	200,000	200,000	200,000
Interest	630,734	105,000	105,000	105,000	155,000	153,000	155,000	153,000
Transfers In	598,265	673,176	675,509	533,432	675,308	677,556	672,065	402,700
Total Revenues	$56,047,237	$50,928,176	$53,530,509	$53,648,432	$55,140,308	$57,535,556	$60,037,065	$62,605,700
Expenditures								
Personnel	7,210,885	8,562,709	8,562,709	8,455,790	9,755,100	10,242,900	10,703,900	11,185,400
Non-Personnel	4,896,684	5,636,607	5,197,372	5,861,627	5,537,872	5,631,212	5,725,987	5,807,587
Water Purchases	31,102,945	5,853,484	33,500,000	33,500,000	33,500,000	34,300,000	36,700,000	39,000,000
Transfers Out	4,658,385	5,853,484	5,853,484	6,094,330	6,777,600	6,823,600	7,370,800	7,419,400
Total Expenditures	$47,868,900	$53,552,800	$53,113,565	$53,911,747	$55,570,572	$56,997,712	$60,500,687	$63,412,387
Annual Surplus/(Shortfall)	8,178,338	(2,624,624)	416,944	(263,315)	(430,264)	537,844	(463,622)	(806,687)
Ending Fund Balance	$33,527,112	$30,902,488	$33,944,056	$33,680,741	$33,250,477	$33,788,321	$33,324,699	$32,518,012

Forecast Assumptions

- Water sales revenue for FY 2021 reflects no increase to the consumption water rate, while the fixed service charges are increased by $2 per month for the most common water services, as approved by the City Council on July 2, 2019. This is about a 3% increase for most residential customers. Actual proposed rate adjustments beyond FY 2022 will depend on SFPUC wholesale rates and water consumption.

- Estimated water consumption has assumed no change in FY 2021, and an increase through the duration of the planning period as consumer demands increase due to population increase and job growth.

- Water purchase costs are in accordance with most current projections from SFPUC.

- The debt service obligation of the Water Fund is $550,000 in FY 2021 and for the rest of the planning period, of which 50% is paid from the Water System Capital Improvement Fund.

- Transfers out assumes a $4.5 million transfer to Water System Capital Replacement Fund in FY 2021 to FY 2023, increasing to $5 million in FY 2024 and for the duration of the planning period.

RECYCLED WATER MAINTENANCE & OPERATIONS FUND (Recycled Water Fund)

The Recycled Water Fund was established in FY 2020 and provides funding for the operation and maintenance of the recycled water system. The system is comprised of a treatment facility, storage tank, pump station, and approximately 9 miles of "purple" pipeline, used to convey tertiary-treated recycled water to sites near the Water Pollution Control Facility for landscape irrigation and industrial uses.

Analysis

The high cost of constructing the initial phase of a new recycled water system and the associated costs of delivery are the most significant issues impacting the Recycled Water Fund. Recycled water sales will offset some of these costs.

The adopted FY 2021 budget includes some employee services costs. The employee services costs in the Fund are anticipated to increase as deliveries to customers take effect. The adopted budget also includes funding 0.10 Administrative Supervisor.

The five-year forecast assumes a $25 million loan from the State Water Resources Control Board, with debt service paid by the Recycled Water Fund beginning in FY 2021.

Forecast Assumptions

- Recycled Water sales revenue for FY 2021 is anticipated to be $597,300 as deliveries to customers are anticipated to begin in summer 2020. Projected consumption for FY 2021 - FY 2022 stays consistent in the first two years, and increases by 7% in FY 2022 - FY 2024, and on the order of around 3% in the out years.

- The debt service obligation of the Recycled Water Fund is $693,000 in FY 2021 and approximately $825,000 for the rest of the planning period.

Recycled Water Maintenance & Operations
Fund 630

	FY 2020 Revised	FY 2020 Estimated	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected
Beginning Fund Balance	$ —	$ —	$ 135,414	$ (252,509)	$ (170,167)	$ (53,414)	$ 101,077
Program Revenues							
Water Sales	165,000	—	597,300	597,300	639,111	683,849	731,718
Service Charges	14,250	—	56,700	56,700	56,700	56,700	56,700
Transfers In	150,000	150,000	—	600,000	600,000	600,000	600,000
Total Revenues	**$ 329,250**	**$ 150,000**	**$ 654,000**	**$1,254,000**	**$1,295,811**	**$1,340,549**	**$1,388,418**
Expenditures							
Personnel	127,238	14,655	138,873	143,600	150,800	157,600	164,700
Non-Personnel	6,700	—	715,988	840,571	840,771	840,971	841,271
Transfers Out	—	—	187,062	187,487	187,487	187,487	187,487
Total Expenditures	**$ 133,938**	**$ 14,655**	**$1,041,923**	**$1,171,658**	**$1,179,058**	**$1,186,058**	**$1,193,458**
Annual Surplus/(Shortfall)	195,312	135,345	(387,923)	82,342	116,753	154,491	194,960
Ending Fund Balance	$ 195,795	$ 135,345	$ (252,509)	$ (170,167)	$ (53,414)	$ 101,077	$ 296,037

WASTEWATER MAINTENANCE & OPERATIONS FUND (Sewer 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. To ensure compliance, the City continues to pay the low-interest $54 million loan from the State Water Resources Control Board Revolving Fund used for Phase I of the WPCF Improvement Project, a portion of this debt service is paid by the Wastewater Capital Improvement Fund.

The WPCF and Sewer Collection System Master Plans were updated in FY 2014 and the WPCF Facilities Plan was completed in FY 2020 to evaluate future system needs. Recommended projects have been incorporated into the Capital Improvement Program, and additional debt is required to implement needed system improvements. The five-year forecast assumes a $25 million loan from the State Water Resources Control Board, with debt service paid by the Wastewater Operating Fund (approximately $1.6 million annually) beginning in FY 2022.

For sewer service charges, increases of 4.4% in FY 2021, and 3% for the duration of the planning period are assumed. As staff evaluates the costs of implementing WPCF and sewer collection system projects identified in the recently updated Master Plans and the WPCF Facilities Plan, which is currently being prepared, the projected rate adjustments may require further adjustment in future years.

The adopted FY 2021 budget includes the reallocation of costs for one Management Analyst II to better reflect actual responsibilities.

Forecast

Wastewater Operating Fund 610

	FY 2019 Actual[2]	FY 2020 Revised	FY 2020 Estimated	FY 2021 Adopted	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected
Beginning Fund Balance	$30,749,618	$41,699,936	$41,699,936	$41,760,775	$44,273,761	$45,627,137	$47,078,513	$48,609,089
Program Revenues								
Sewer Service Charges	24,517,951	22,100,000	22,100,000	25,000,000	25,500,000	26,000,000	26,500,000	27,000,000
Sewer Connection Fees	4,683,442	—	—	—	—	—	—	—
Other Revenues	201,057	96,000	96,000	96,000	96,000	96,000	96,000	96,000
Interest	779,700	66,000	66,000	66,000	194,000	201,000	208,000	216,000
Transfers In	1,747,314	1,747,314	1,747,314	1,748,000	2,354,400	2,354,400	2,354,400	2,354,400
Fixed Assets Gains & Loss	(111,379)	—	—	—	—	—	—	—
Total Revenues	$31,818,085	$24,009,314	$24,009,314	$26,910,000	$28,144,400	$28,651,400	$29,158,400	$29,666,400
Expenditures								
Personnel	8,340,458	9,316,828	9,316,828	9,727,941	10,800,000	11,100,000	11,400,000	11,600,000
Non-Personnel	7,214,121	8,230,123	8,233,923	8,311,312	9,656,024	9,740,024	9,831,824	9,925,424
Transfers Out	5,313,189	6,397,724	6,397,724	6,357,760	6,335,000	6,360,000	6,396,000	6,423,000
Total Expenditures	$20,867,768	$23,944,675	$23,948,475	$24,397,013	$26,791,024	$27,200,024	$27,627,824	$27,948,424
Annual Surplus/(Shortfall)	10,950,317	64,639	60,839	2,512,987	1,353,376	1,451,376	1,530,576	1,717,976
Ending Fund Balance	$41,699,936	$41,764,574	$41,760,775	$44,273,761	$45,627,137	$47,078,513	$48,609,089	$50,327,065

Assumptions

- Wastewater service charges revenue for FY 2021 is based on an adopted average rate adjustment of 4.4%. Planning level rate adjustments in following years assume 3% per year.
- No increases assumed in other revenue sources.
- The current debt service obligation of the Sewer Fund is about $3.4 million for FY 2021, of which nearly 50% is paid from Capital Improvement and Replacement Funds.

[2] The fund balance includes FY 2019 Sewer Connection Fees at $4,683,442, which is requested as a one-time transfer to Fund 612 Sewer Improvement.

STORMWATER MAINTENANCE & OPERATIONS FUND

The Stormwater Maintenance & Operations Enterprise Fund provides funding for street cleaning activities and 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 that Stormwater fees, the funds major revenue source, are characterized as taxes, and as such, cannot be changed without explicit 2/3 voter approval, regardless of expense levels. 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.

Forecast

Stormwater Maintenance & Operations Funds 615

	FY 2019 Actual	FY 2020 Revised	FY 2020 Estimated	FY 2021 Adopted	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected
Beginning Fund Balance	$ 5,401,138	4,100,222	$ 6,009,336	$ 6,320,518	$ 4,204,363	$ 6,172,267	$ 6,250,541	$ 6,267,885
Program Revenues								
Stormwater Fees	2,065,699	2,020,000	2,020,000	2,020,000	2,025,000	2,030,000	2,035,000	2,040,000
Street Cleaning Fees	1,257,418	1,200,000	1,200,000	1,200,000	1,212,000	1,224,000	1,236,000	1,248,000
Inspection Fees	2,300	0	0	17,000	0	0	0	0
Other Revenues	3,399	17,000	17,000	0	17,000	17,000	17,000	17,000
Interest	131,907	16,000	30,636	16,000	20,000	30,000	30,000	30,000
Transfers In	0	0	0	0	1,841,000	0	0	0
Total Revenues	$ 3,460,722	$ 3,253,000	$ 3,267,636	$ 3,253,000	$ 5,115,000	$ 3,301,000	$ 3,318,000	$ 3,335,000
Expenditures								
Personnel	1,867,453	1,935,046	1,935,046	2,005,092	2,090,700	2,153,200	2,217,800	2,284,300
Non-Personnel	812,905	849,242	849,242	835,396	864,796	873,026	881,356	889,686
Transfers Out	172,166	272,166	172,166	2,528,668	191,600	196,500	201,500	206,600
Total Expenditures	$ 2,852,524	$ 3,056,454	$ 2,956,454	$ 5,369,156	$ 3,147,096	$ 3,222,726	$ 3,300,656	$ 3,380,586
Annual Surplus/(Shortfall)	608,198	196,546	311,182	(2,116,156)	1,967,904	78,274	17,344	(45,586)
Ending Fund Balance	$ 6,009,336	$ 6,205,882	$ 6,320,518	$ 4,204,363	$ 6,172,267	$ 6,250,541	$ 6,267,885	$ 6,222,299

Assumptions

- No assumed stormwater fee and Street Cleaning Fees increases.
- Transfers out assumes a $2.1 million transfer to Sewer System Capital Improvement Fund and a $250,000 transfer to Sewer System Capital Replacement Fund in FY 2021 for stormwater capital projects.
- Transfer out in FY 2021 includes $1,841,000 transfer to Sewer Improvement - CIP Fund 612 to pay for installation of trash capture devices.

AIRPORT ENTERPRISE FUND

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 and markings, a noise abatement program, and the security and safety of the Airport. Hayward Executive Airport is a 521-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 206 City-owned hangars and 139 tiedown spaces. In 2019, there were 461 based-aircraft, and annual aircraft operations reported by the FAA were 115,094, which is consistent with the number of operation from 2018. We anticipate modest growth in activity over the next several years.

Forecast

Per the chart below, revenues are expected to improve through FY 2025. The reasons include projected increases in the number of operations at the airport, which in turn typically result in increased fuel sales. This has had a direct, positive impact in commissions received from fuel flowage fees. In addition, two new hotels will commence construction in FY 2020, which will ultimately result in additional revenue of $420,000 per year.

Airport Operating Fund - Fund 620	FY 2019 Actual	FY 2020 Revised	FY 2020 Estimated	FY 2021 Adopted	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected
Beginning Fund Balance	$ 2,636,418	$ 3,017,359	$ 2,488,345	$ 2,098,969	$ 1,600,403	$ 1,439,529	$ 1,401,807	$ 1,252,728
Program Revenues								
Interest & Tower Rent	333,549	125,689	200,000	168,865	200,000	200,000	200,000	200,000
Land Rent	1,814,824	1,753,903	1,867,445	1,753,903	2,159,527	2,353,425	2,365,708	2,383,208
Hangar Rent	1,175,212	1,253,376	1,253,376	1,253,376	1,381,847	1,381,847	1,381,847	1,381,847
Fees & Service Charges	3,158	17,406	17,406	8,000	17,406	17,406	17,406	17,406
Other Revenues	339,336	361,680	361,680	327,911	213,126	215,257	217,410	219,584
Total Revenues	$ 3,666,078	$ 3,512,054	$ 3,699,907	$ 3,512,054	$ 3,971,906	$ 4,167,935	$ 4,182,371	$ 4,202,045
Expenditures								
Personnel	1,546,988	1,668,444	1,662,444	1,624,457	1,821,941	1,894,818	1,970,611	2,049,436
Non-Personnel	1,062,737	590,712	590,712	798,328	624,712	624,712	624,712	624,712
Transfers Out	1,204,427	1,836,127	1,836,127	1,587,836	1,686,127	1,686,127	1,736,127	1,786,127
Total Expenditures	$ 3,814,152	$ 4,095,283	$ 4,089,283	$ 4,010,620	$ 4,132,780	$ 4,205,657	$ 4,331,450	$ 4,460,275
Annual Surplus/(Shortfall)	(148,073)	(583,229)	(389,376)	(498,566)	(160,874)	(37,722)	(149,079)	(258,230)
Ending Fund Balance	$ 2,488,345	$ 1,905,116	$ 2,098,969	$ 1,600,403	$ 1,439,529	$ 1,401,807	$ 1,252,728	$ 994,498

**The fund balance does not include the $5,343,800 Emergency Reserve Fund.*

Assumptions

Annual rate adjustments for Airport-owned hangars have been predetermined and set by the City Council until FY 2022. Accordingly, periodic rate adjustments based on the Consumer Price Index (CPI) or Market Rate will not be made during the next three fiscal years, and reference to those methods has been deleted.

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 (H.A.R.D.). The commission from fuel flowage is five cents per gallon of petroleum products delivered or an amount equal to 3% of the gross receipts, whichever amount is greater. The commission from HARD (for the Skywest Golf Course & Restaurant) is calculated at 6% of the first $100,000, 8% of the next $50,000, and 10% of all receipts in excess of $150,000; this revenue source will end on September 30, 2020 as the District opted not to renew its lease for the golf course.

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 primary revenue source, Measure D funds, which decreases with more recycling diversion activities and increases when economic activities pick up. Measure D funds are directly tied to the amount of solid waste deposited in landfills; to the extent that the City's waste diversion and recycling programs are successfully diverting solid waste from landfills, a correlating amount of Measure D revenue decreases. However, due to higher economic activities in recent years, there was an increase in Measure D funds and this trend is expected to continue in FY 2021. Staff anticipates the annual disbursement of Measure D funds to stabilize after FY 2021. Council approved an integrated waste management fee to supplement Recycling Fund activities as part of the current solid waste and recycling services franchise agreement in FY 2015. For planning purposes, $480,000/year beginning in FY 2021 is projected for this new fee, with increases tied to Consumer Price Index (CPI) for the out years. The Integrated Waste Management Fee will offset the losses in the Fund.

The adopted FY 2021 budget includes the reallocation of costs for one Management Analyst II to better reflect actual responsibilities.

Forecast

Recycling Funds 230/231/232

	FY 2019 Actual	FY 2020 Adjusted	FY 2020 Estimated	FY 2021 Adopted	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected
Beginning Fund Balance	$2,831,881	$3,172,541	$3,172,541	$3,534,240	$3,822,109	$4,038,776	$4,241,053	$4,438,099
Program Revenues								
Measure D Funds	398,901	400,000	400,000	400,000	340,000	330,000	330,000	330,000
CalRecycle	192,783	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Used Oil Grant	43,407	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Interest	48,676	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Donations (student contest)	(18,108)	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Integrated Waste Management Fee	491,981	480,000	480,000	480,000	492,960	506,270	519,939	533,978
WMAC Special Assessment Delinq	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Street Impact Fee	0	0	0	0	0	0	0	0
Total Revenues	$ 1,157,639	$ 976,500	$ 976,500	$ 976,500	$ 929,460	$ 932,770	$ 946,439	$ 960,478
Expenditures								
Personnel	409,128	402,033	402,033	361,367	496,000	510,500	526,200	542,000
Non-Personnel	359,947	165,172	164,072	276,222	163,093	164,793	166,493	168,193
Transfers Out	47,904	48,696	48,696	51,042	53,700	55,200	56,700	58,300
Total Expenditures	$ 816,979	$ 615,901	$ 614,801	$ 688,631	$ 712,793	$ 730,493	$ 749,393	$ 768,493
Annual Surplus/(Shortfall)	340,660	360,599	361,699	287,869	216,667	202,277	197,046	191,985
Ending Fund Balance	$3,172,541	$3,533,140	$3,534,240	$3,822,109	$4,038,776	$4,241,053	$4,438,099	$4,630,084

Assumptions

- No assumed Measure D fund change.
- Integrated Waste management fee assumed to be $480,000 in FY 2021, with projected annual increases aligned with anticipated Waste Management revenue.

FACILITY MANAGEMENT OPERATION FUND

Facility Management is part of the Maintenance Services Department and is responsible for the maintenance and repair of City facilities. Facility services include all utilities, janitorial and security services, providing maintenance and repair for all types of building components and infrastructure, including HVAC, locksmith services, painting, plumbing, and carpentry work. Program revenue is generated by service rates charged to other City departments, based on operation, maintenance, repair, and capital improvement of City facilities.

Analysis

The Facilities operating fund continues to operate effectively funding preventative maintenance services to city facilities at a minimal baseline level. Due to the FY 2021 budget uncertainty associated with the COVID-19 pandemic, funding to support our long-term capital asset replacement plan has been reduced. Some capital assets which have reached the end of useful life and the bulk of our planned facility improvement projects have been deferred.

For FY 2021, facilities maintenance and operation charges to customer departments were reduced by $78,000 or 10% by drawing down on the fund balance. Annual charge rates in future years will need to be increased after taking this one-year reduction to the fund balance, to maintain a contingency ending fund balance to offset future preventative maintenance or other unanticipated expenses caused by deferring capital assets in a timely manner.

Forecast

Facilities Management Operating Fund - Fund 725

	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Estimated	FY 2021 Adopted	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected
Beginning Fund Balance	$ 413,900	$ 350,939	$ 333,485	$ 78,117	$ 214,184	$ 412,077	$ 605,231	$ 862,543
Revenue								
Operational Service Rate*	3,519,664	3,723,104	3,930,587	4,045,699	4,126,613	4,209,145	4,293,328	4,379,195
Rental Fees	44,583	60,767	33,674	44,386	34,684	35,725	36,796	37,900
Other Revenue	183,918	173,736	180,547	179,438	182,945	188,433	194,085	199,908
GF Transfer In	—	—	506,733	—	—	—	—	—
Total Revenues	$3,748,165	$3,957,607	$4,651,541	$4,269,523	$4,344,242	$4,433,303	$4,524,209	$4,617,003
Expenditures								
Staffing	1,302,823	1,420,790	1,622,910	1,627,476	1,666,647	1,716,647	1,768,146	1,821,190
Maintenance	143,337	149,639	205,113	137,545	141,671	145,921	150,299	154,808
Utilities	1,015,366	887,313	987,418	932,256	879,884	906,280	933,469	961,473
Janitorial, Security, and Alarm Services	611,538	607,956	729,000	730,680	752,600	775,178	798,434	822,387
Supplies and Services	447,831	577,147	468,437	459,921	473,719	487,930	502,568	517,645
ISF: Fleet and Tech Services	88,537	127,182	187,319	101,953	192,939	168,138	72,724	72,724
Debt Service	167,401	167,358	670,056	95,415	—	—	—	—
Transfer to Facilities CIP		—		—	—	—	—	—
Transfers Out	34,293	37,676	36,656	48,209	38,889	40,055	41,257	42,495
Total Expenditures	$3,811,126	$3,975,062	$4,906,909	$4,133,455	$4,146,349	$4,240,149	$4,266,897	$4,392,722
Annual Surplus/(Shortfall)	(62,961)	(17,455)	(255,368)	136,068	197,893	193,154	257,312	224,281
Ending Fund Balance	$ 350,939	$ 333,485	$ 78,117	$ 214,184	$ 412,077	$ 605,231	$ 862,543	$1,086,824

Internal service funds - Overview & Forecast

Assumptions

- *Revenue growth rate* -
  - Service Rates - In FY 2021 a 2% growth rate is applied to the operational service rate - the rate charged to other City departments is based on the costs for operation, maintenance, and repair of City facilities. Rate increases of 2% are projected for FY22 through FY25.

- *Expense growth rate* -
  - Staffing - A 3% annual growth rate is applied to forecasted budgets for staffing.
  - General Expenses - A 3% growth rate is applied to forecasted budgets for maintenance, supplies, services, and self-insurance charges.
  - 21st Century Library and Learning Center- After analyzing actual operating costs during the initial 6 months since the facility opened, a modest overall increase is applied to account for additional janitorial services, window/glass cleaning and solar panel cleaning.
  - Debt Service- Detailed debt service information is reflected in the debt section of this document. As of 6/30/2020, the total outstanding principal balance was $95,414.

- *Fund Balance* -
  - The facilities operating fund continues to operate while maintaining a minimum fund balance. Facilities long-term financial forecast includes creating a minimum of 20% fund balance vs. annual operating expense to allow for ample reserve balance for unexpected repairs and replacements.

FLEET OPERATIONS FUND

The Maintenance Services Department manages the City's fleet, and provides for the operation, maintenance, repair, acquisition, and disposal of the City's estimated 440 vehicles and related equipment. Services include vehicle repairs, preventative maintenance services, and completion of state mandated inspections. Fleet operations are funded by service fees charged to our City customers, based on historical operation, maintenance, repair, and overall administrative costs.

Analysis

For FY 2021, a 14% or $569,895 reduction in fleet maintenance and operation charges to customer departments was applied by drawing down on available fund balance. Annual charge rates in future years will need to be increased (9% in FY 2022) after taking this one-year reduction to the fund balance. Financial best practices require maintaining a prudent fund balance. For the fleet fund, the fund balance is maintained as a risk management tool to account for possible future, unanticipated fluctuations in fuel prices. In addition, fund balance is maintained as a hedge against unanticipated repair costs. As an example, the City annually spends $1 million for vehicle fuel, which is equivalent to 250,000 gallons per year. If fuel prices were to increase by $1.00 per gallon, that would equal an increase in fuel expense of $250,000.

Forecast

Fleet Management Operating Fund - Fund 735

	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Adopted	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2024 Projected
Beginning Fund Balance	$ 1,195,772	$ 629,448	$ 1,000,790	$ 1,121,666	$ 565,916	$ 315,855	$ 387,868	$ 389,923
Program Revenue								
Operational Service Rate	3,529,741	4,337,894	4,100,000	3,530,105	3,850,000	4,250,000	4,400,000	4,450,000
Other Revenues	68,033	112,121	10,000	5,000	5,000	5,000	5,000	5,000
Transfers In	—	—	—	—				
Gain and Loss	(42,439)							
Total Revenue/Resources	3,555,334	4,450,015	4,110,000	3,535,105	3,855,000	4,255,000	4,405,000	4,455,000
Expenditures								
Staffing/Temp Staffing	1,448,236	1,476,966	1,591,548	1,627,076	1,675,888	1,726,165	1,777,950	1,831,288
Fuel	876,585	967,428	850,000	1,000,000	1,050,000	1,102,500	1,157,625	1,215,506
Maintenance, Repair, and Other Op Costs	800,708	829,384	800,000	813,670	829,943	846,542	863,473	880,743
Debt Service (GF Vehicle Loan Purchase)	680,235	475,808	478,569	361,194	243,819	243,819	243,819	147,593
Accidents	137,640	137,799	65,000	81,600	83,232	84,897	86,595	88,326
ISF Facilities & Tech Svcs	125,159	131,039	139,837	129,276	141,799	146,053	150,435	154,948
Trsfr: GF Cost Allocation, Self-Insur	53,094	60,248	64,170	78,039	80,380	82,792	85,275	87,834
Total Expenditures	$ 4,121,658	$ 4,078,673	$ 3,989,124	$ 4,090,855	$ 4,105,061	$ 4,232,768	$ 4,365,172	$ 4,406,238
Annual Surplus/(Shortfall)	(566,324)	371,342	120,876	(555,750)	(250,061)	22,232	39,828	48,762
Ending Fund Balance	$ 629,448	$ 1,000,790	$ 1,121,666	$ 565,916	$ 315,855	$ 338,087	$ 427,696	$ 438,685

Future Year Estimate Assumptions

- Revenue - Although existing fund balance was drawn down in FY 2021 to lower customer department charge rates, future year's charge rates will need to be increased to maintain a reserve fund balance of 10% as a risk management tool to hedge against future fuel price increases or other unanticipated expenses.

- Expense - Future year assumptions include increases in staffing (3%), general expenses (2%), and fuel (5%).

Debt Service

Three fleet bank leases remain, with the last loan issued in FY 2015 for a ten-year term. A summary of outstanding loans is below.

	Lease Obligation	Fiscal Year of Issue	**Fiscal Year of Maturity**	Interest Rate	Authorized and Issued	**Outstanding at June 30, 2020**	FY 2021 Principal & Interest
1	2011 - Fire & Maint. Svcs.	FY2011	FY2021	3.24%	$1,991,524	$115,503	$117,375
2	2014 - Fire	FY2014	FY2024	3.05%	$824,000	$359,777	$96,226
3	2015 - Fire	FY2015	FY2024	2.92%	$1,272,000	$682,012	$147,594
	Total				$4,087,524	$1,157,293	$361,194

INFORMATION TECHNOLOGY FUND

The Information Technology Internal Service Fund supports the operations of the Information Technology Department - and the technology needs of the City. The Department implements technology initiatives consistent with the City's strategic goals and resources. This includes managing and maintaining the citywide network and server infrastructure, the citywide VOIP telephone system, the Downtown Outdoor Wi-Fi, and administering Public-Educational-Government cable television broadcast technology. The Fund also supports the costs of 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.

Analysis

The Information Technology operating fund continues to operate effectively funding preventative maintenance services and support to the city network infrastructure, business applications and client support. Due to the FY2021 budget uncertainty associated with the COVID-19 pandemic, funding to support our long-term capital asset replacement plan has been reduced. Some capital assets which have reached the end of useful life and the bulk of our planned upgrades have been deferred.

For FY2021, information technology maintenance and operations charges to departments were reduced by 4.6%.

Forecast

Information Technology Fund 730

	FY 2019 Actual	FY 2020 Adopted	FY 2020 Estimated	FY 2021 Adopted	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected
Beginning Fund Balance	$ 889,847	$1,203,899	$1,203,899	$2,025,306	$2,906,841	$3,098,486	$3,213,586	$3,248,333	$3,360,775
Program Revenues									
Information Technology Fee	$ 7,065,619	$ 7,764,817	$ 7,764,818	$ 8,213,005	$ 7,557,464	$ 7,708,614	$ 7,862,786	$ 8,020,042	$ 8,180,443
Technology Capital Fee	642,595	775,886	756,000	775,886	800,000	800,000	800,000	800,000	800,000
PEG Revenue	278,929	220,000	220,000	220,000	200,000	200,000	200,000	200,000	200,000
Other Revenue	64,652	32,000	18,000	32,000	18,000	18,000	18,000	180,000	18,000
Fund Interest	71,526	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Transfers In	—	—	—	—	—	—	—	—	—
Total Revenues	$8,123,321	$8,798,703	$8,764,818	$9,246,891	$8,581,464	$8,732,614	$8,886,786	$9,206,042	$9,204,443
Expenditures									
Personnel	3,187,165	3,727,969	3,727,184	3,865,984	3,933,319	4,051,319	4,172,858	4,298,044	4,426,985
Non-Personnel	3,904,939	3,493,513	3,460,227	3,639,360	3,656,500	3,766,195	3,879,181	3,995,556	4,115,423
Transfers Out	717,165	843,867	756,000	860,012	800,000	800,000	800,000	800,000	800,000
Total Expenditures	$7,809,268	$8,065,349	$7,943,411	$8,365,356	$8,389,819	$8,617,514	$8,852,039	$9,093,600	$9,342,408
Annual Surplus/(Shortfall)	314,052	733,354	821,407	881,535	191,645	115,100	34,747	112,442	(137,965)
Ending Fund Balance	$1,203,899	$1,937,254	$2,025,306	$2,906,841	$3,098,486	$3,213,586	$3,248,333	$3,360,775	$3,222,810

Assumptions

In FY 2021 a 2% growth rate is applied to the operational service rate - the rate charged to other City departments is based on the costs for operations, maintenance, and support for City technology. Rate increases of 2% are projected for FY22 through FY25.

A 3% annual growth rate is applied to forecasted budgets for staffing.
A 3% annual growth rate is applied to forecasted budgets for software maintenance, subscriptions, supplies and services.

The information technology operating fund continues to operate while maintaining a minimum fund balance. Information Technology long-term financial forecast includes creating a minimum of 20% fund balance vs. annual operating expense to allow for ample reserve balance for unexpected repairs and replacements.

Information Technology Fee
The Information Technology Internal Service Fund charges an internal service fee to each City department. This fee supports each department's use of technology, appropriately sharing the true cost of their respective operations. In FY 2021 the projected total charges are $8,365,356 and represent Information Technology Fee revenue to the fund.

What is included?

The fee covers the cost of Information Technology operations, including 22 (3 of which are included in the City Manager's Office org chart for the Public Information Office) full time employees, server and network infrastructure maintenance agreements, software licenses, subscription and maintenance fees, as well as citywide telephone and data line charges. Additionally, the internal service fees charged to each department provides support for:

- Payroll system for all City employees
- Procurement and payment system for goods and services for departments
- Billing system for services provided by departments to residents, businesses and customers.
- Email and office productivity applications for City staff
- Network infrastructure that connects staff 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 (GIS)
- Direct IT support for City staff
- Mobile computing (mounted in-vehicle, laptop, tablet, smartphone, chromebook)
- 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 replacement costs of all technology related equipment, including network infrastructure replacement and the cost of replacement PC's. A nominal transfer representing $435,000 for capital expenditure is transferred from the General Fund. New software and additional laptops and computers not a part of the 5-year computer replace program are not covered.

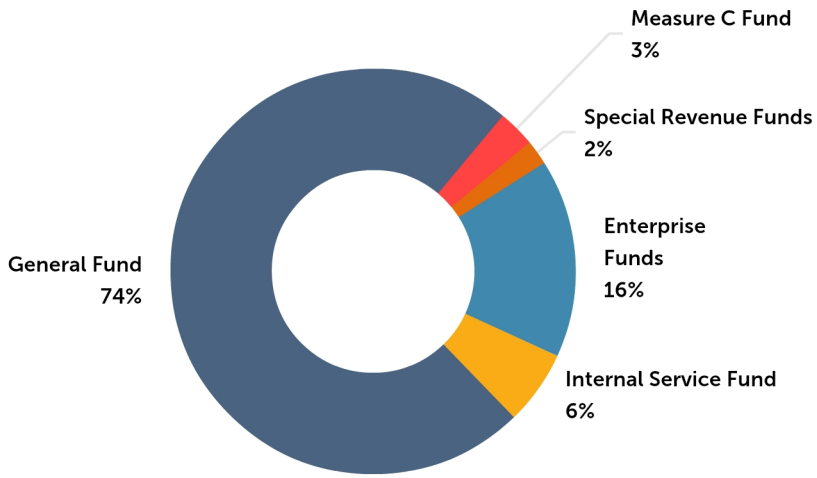
How is the rate determined?
The cost of providing these services to each department is based on the number of PC's in each department, a commonly practiced methodology. Due to the specialized software

requirements of the City's Public Safety Departments, ISF charges to the Police and Fire Departments have been further broken out from the core ISF charge. This allows the IT Department to audit and assess public safety software needs on an annual basis to ensure the ISF charges to those Departments accurately reflect cost as these products when added together often carry the highest annual maintenance costs.

THIS PAGE INTENTIONALLY LEFT BLANK

CITYWIDE STAFFING CHANGES SUMMARY

The FY 2021 Adopted Budget includes a total of 907.3 full time equivalent (FTE) positions. The majority of City staffing (74% or 671.1 FTE) is funded in the General Fund, with the remaining 26% spread out in the Measure C Fund, Special Revenues Funds, Enterprise Fund, and Internal Service Funds.



Compared to FY 2020 Adopted, total staff has decreased by 2.0 budgeted FTE positions in the adopted FY 2021 Operating Budget. The decrease is the result of reallocation of positions from the General Fund to Special Revenue funds, as well as the deletion of two positions in the Finance Department due a change in business efficiencies.

Total FTE by Funding Type

Fund Type	FY 2020 Adopted	FY 2021 Adopted	change
General Fund	673.67	671.1	-2.6
Measure C Fund	23	23.0	0.0
Economic Development Fund	0.0	0.0	0.0
Special Revenue Funds	12.92	14.7	1.8
Enterprise Funds	146.8	146.4	-0.5
Internal Service Funds	52.91	52.2	-0.8
Citywide Total	909.3	907.3	-2.0

CITYWIDE STAFFING SUMMARY BY DEPARTMENT - GENERAL FUND

	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted
Mayor & City Council Department	7.00	7.00	7.00	7.00
City Attorney Department	6.00	6.00	6.00	6.00
City Clerk Department	4.00	4.50	4.50	4.50
City Manager Department	13.00	15.53	17.83	16.53
Development Services Department	50.00	49.50	50.00	50.00
Finance Department	24.25	24.25	24.25	23.20
Fire Department	137.50	146.50	146.50	146.50
Human Resources Department	8.55	8.55	9.05	8.80
Library Department	38.80	35.80	36.80	36.80
Maintenance Services Department	22.81	22.61	23.89	23.89
Police Department	307.50	308.50	312.50	312.50
Public Works-Engineering,Transp., Airport Dept.	34.85	35.10	35.10	35.10
Public Works - Utilities & Environmental Services Dept.	0.25	0.25	0.25	0.25
	654.51	**664.09**	**673.67**	**671.07**

CITYWIDE STAFFING SUMMARY - BY FUND

		FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted
General Fund					
100	General Fund[1]	**654.51**	**664.09**	**673.67**	**671.07**
101	Measure C Fund	**20.00**	**19.00**	**23.00**	**23.00**
102	Economic Development	**1.00**	**0.00**	**0.00**	**0.00**
Special Revenue Funds					
217	Measure B - Paratransit Fund[2]	3.00	2.12	3.12	2.61
220	Federal Grant Fund[3]	0.00	0.10	0.00	0.25
223	Community Dev Block Grant Fund - Housing	0.00	0.45	0.00	0.00
225	Community Dev Block Grant Fund[4]	0.00	1.70	1.55	1.58
230	Recycling Fund	0.00	0.00	0.00	0.00
232	Measure D Fund[5]	2.75	2.75	2.75	2.25
245	Housing Authority Fund[6]	0.00	0.65	0.51	0.46
246	Affordable Housing Fund[7]	3.00	2.80	1.75	1.60
266-281	LLD #1 - #13 and Maint Dist #1 and #2	0.45	0.00	0.00	0.00
285	Inclusionary Housing Fund[8]	0.00	0.15	0.74	1.44
286	Rental Housing Program Fund[9]	0.00	0.00	0.00	2.03
295	South Hayward BART JPA Fund	0.00	0.00	0.00	0.00
815	Redevelopment Successor Agency	2.00	2.00	2.50	2.50
		11.20	**12.72**	**12.92**	**14.72**
Enterprise Funds					
605	Water Operating Fund[10]	60.46	61.41	61.26	60.71
610	Wastewater Operating Fund[11]	60.15	60.35	59.95	60.05
615	Stormwater Operating Fund	13.43	13.43	13.29	13.29
620	Airport Operating Fund	11.75	11.50	11.50	11.50
630	Recycled Water Fund	0.00	0.00	0.80	0.80
		145.79	**146.69**	**146.80**	**146.35**
Internal Service Funds					
705	Worker's Compensation Fund[12]	3.45	4.45	4.95	4.20
710	General Liability Insurance Fund	4.00	4.00	4.00	4.00
725	Facilities Management Fund	9.38	9.88	10.43	10.43
730	Information Technology Fund	22.00	23.00	23.00	23.00
735	Fleet Management	9.47	10.47	10.53	10.53
		48.30	**51.80**	**52.91**	**52.16**
		880.80	**894.30**	**909.30**	**907.30**

CITYWIDE STAFFING SUMMARY - BY FUND

Staffing Changes:

1. Deletion of 2.6 FTE in General Fund
2. Deletion of 0.51 FTE in Measure B - Paratransit Fund
3. Addition of 0.25 FTE in Federal Grant Program
4. Addition of 0.03 FTE in Community Development Block Grant Fund
5. Deletion of 0.5 FTE in Measure D Fund
6. Deletion of 0.05 FTE in Housing Authority Fund
7. Deletion of 0.15 FTE in Affordable Housing Fund
8. Addition of 0.70 FTE in Inclusionary Housing Fund
9. Addition of 2.03 FTE in Rent Review Program Fund
10. Deletion of 0.55 FTE in Water Operating Fund
11. Addition of 0.10 FTE in Waste Water Operating Fund
12. Deletion of 0.75 FTE in Workers' Compensation Fund

CITYWIDE STAFFING SUMMARY - BY DEPARTMENT - ALL FUNDS

	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted
Mayor & City Council Department	7.00	7.00	7.00	7.00	7.00
City Attorney Department	10.00	10.00	10.00	10.00	10.00
City Clerk Department	4.00	4.00	4.50	4.50	4.50
City Manager Department[1]	20.00	19.00	28.50	31.00	32.00
Development Services Department[2]	50.00	50.00	49.50	50.00	50.00
Finance Department	35.50	35.50	35.50	35.50	33.50
Fire Department	136.50	137.50	146.50	146.50	146.50
Human Resources Department	12.00	12.00	13.00	14.00	13.00
Information Technology	18.00	19.00	20.00	20.00	20.00
Library Department	42.80	44.80	35.80	36.80	36.80
Maintenance Services Department	62.00	62.00	63.00	69.00	69.00
Police Department[6]	322.50	322.50	322.50	326.50	326.50
Public Works-Engineering,Transp., Airport Dept.	46.00	47.00	47.00	47.00	47.00
Public Works - Utilities & Environmental Services Dept.[3]	108.50	110.50	111.50	111.50	111.50
	874.80	**880.80**	**894.30**	**909.30**	**907.30**
Change from previous fiscal year	36.00	6.00	13.50	15.00	(2.00)

Staffing Changes From FY 2020 to FY 2021:

1. Addition of 1.0 FTE in City Manager's Office. In July 2019, 1.0 FTE was added to the Housing Division, and is not reflected in the FY 2020 Adopted.
2. Deletion of 2.0 FTE in Finance Department
3. Deletion of 1.0 FTE in Human Resources Department

DEPARTMENT STAFFING SUMMARY - ALL FUNDS

	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted
MAYOR & CITY COUNCIL DEPARTMENT				
City Councilmembers	6	6	6	6
Executive Assistant	0	0	0	0
Mayor	1	1	1	1
	7	**7**	**7**	**7**
CITY ATTORNEY DEPARTMENT				
Asst City Attorney/Deputy City Attorney I/II	6	6	6	5
City Attorney	1	1	1	1
Legal Secretary I/II	0	0	0	0
Paralegal	3	3	3	2
Senior Assistant City Attorney	0	0	0	1
Senior Paralegal	0	0	0	1
	10	**10**	**10**	**10**
CITY CLERK DEPARTMENT				
Administrative Clerk I/II	0	0.5	0.5	0.5
City Clerk	1	1	1	1
Deputy City Clerk	1	1	1	1
Management Analyst I/II	1	1	0	0
Senior Secretary	1	1	2	2
	4	**4.5**	**4.5**	**4.5**

DEPARTMENT STAFFING SUMMARY - ALL FUNDS

	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted
CITY MANAGER DEPARTMENT				
Administrative Clerk I/II	2	3	3	3
Assistant City Manager	1	1	1	1
Assistant to the City Manager	1	1	0	0
Audio Video Specialist	1	1	1	1
City Manager	1	1	1	1
Code Enforcement Inspector I/II	0	0	0	0
Code Enforcement Supervisor	0	0	0	0
Community & Media Relations Officer	1	1	1	1
Community Programs Specialist	0	1	2	3
Community Services Manager	0	1	1	1
Community Service Officer	0	0	0	0
Deputy City Manager	0	1	1	1
Digital Applications Designer	1	1	1	1
Economic Development Manager	2	1	1	1
Economic Development Specialist	2	2	2	2
Executive Assistant	2	2	2	2
Graphics & Media Relations Technician	1	1	1	1
Housing Development Specialist	0	1	1	1
Housing Manager	0	1	1	1
Management Analyst I/II	2	5	6	6
Management Fellow	0	0.5	1	1
Neighborhood Development Manager	0	0	0	0
Neighborhood Partnership Manager	0	0	0	0
Secretary	0	0	0	0
Senior Code Enforcement Inspector	0	0	0	0
Senior Secretary	1	2	3	3
Video Assistant	1	1	1	1
	19	**28.5**	**31**	**32**

DEPARTMENT STAFFING SUMMARY - ALL FUNDS

	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted
DEVELOPMENT SERVICES DEPARTMENT				
Administrative Clerk I/II	4	4	4	4
Administrative Secretary	1	1	1	1
Assistant Civil Engineer	1	1	1	1
Assistant Planner	1	2	2	2
Associate Planner	2	2	2	2
Building Inspector	3	3	3	3
City Building Official	1	1	1	1
Code Enforcement Inspector I/II	6	6	6	6
Code Enforcement Manager	1	1	1	1
Deputy Director of Development Services	1	1	0	0
Development Review Engineer	0	0	0	0
Development Review Specialist	0	0	0	0
Director of Development Services	1	1	1	1
Graphics/Planning Illustrator	0	0	0	0
Junior Landscape Architect	0	0	1	1
Landscape Architect	1	1	1	1
Management Analyst I/II	1	1	2	2
Management Fellow	1	0.5	0	0
Permit Technician	3	3	3	3
Plan Checker	1	1	1	1
Plan Checking Engineer	1	1	1	1
Planning Manager	1	1	1	1
Principal Planner	1	1	1	1
Secretary	2	2	2	2
Senior Building Inspector/Electrical	1	1	1	1
Senior Building Inspector/Plumb-Mechanical	1	1	1	1
Senior Building Inspector/Structural	1	1	1	1
Senior Civil Engineer	1	1	1	1
Senior Code Enforcement Inspector	2	2	2	2
Senior Permit Technician	1	1	1	1
Senior Plan Checker	1	1	1	1
Senior Planner	3	2	2	2
Senior Secretary	2	2	2	2
Supervising Building Inspector	1	1	1	1
Supervising Plan Checker & Expeditor	1	1	1	1
Supervising Permit Technician	1	1	1	1
	50	**49.5**	**50**	**50**

DEPARTMENT STAFFING SUMMARY - ALL FUNDS

	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted
FINANCE DEPARTMENT				
Account Clerk	0.5	0.5	0.5	0.5
Accountant	2	2	2	2
Accounting Manager	1	1	1	1
Accounting Technician	0	0	0	0
Administrative Secretary	0	0	0	1
Budget Officer	1	1	1	1
Customer Account Clerk	6	6	6	6
Data Systems Operator	1	1	1	0
Deputy Director of Finance	1	1	1	1
Director of Finance	1	1	1	1
Finance Analyst	0	0	0	0
Finance Supervisor	0	0	0	0
Finance Technician	4	4	4	3
Mail & Purchasing Clerk	1	1	1	1
Mail & Revenue Clerk	1	1	1	1
Management Analyst II	2	2	2	1
Purchasing & Services Manager	1	1	1	1
Purchasing Technician	1	1	1	1
Revenue Manager	1	1	1	1
Senior Account Clerk	4	4	4	4
Senior Accountant	1	1	1	1
Senior Accounting Technician	0	0	0	0
Senior Customer Account Clerk	5	5	5	5
Supervising Customer Account Clerk	1	1	1	1
	35.5	**35.5**	**35.5**	**33.5**

DEPARTMENT STAFFING SUMMARY - ALL FUNDS

	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted
FIRE DEPARTMENT				
Administrative Analyst III	0	0	0	0
Administrative Clerk I/II	1	1	1	1
Apparatus Operator (56 Hr)	33	33	33	33
Battalion Chief (56 Hr)	6	6	6	6
Deputy Fire Chief (40 Hr)	2	2	2	2
Emergency Medical Services Coordinator	1	1	1	1
Environmental Specialist	1	1	1	1
Fire Captain (56 Hr)	33	33	33	33
Fire Chief	1	1	1	1
Fire Marshal (40 Hr)	1	1	1	1
Fire Prevention Inspector	2	2	2	2
Fire Protection Engineer	1	1	1	1
Fire Services Supervisor	1	1	1	1
Fire Services Technician I/II	3	3	1	1
Fire Training Officer	1	1	1	1
Firefighter (56 Hr)	41	41	50	50
Hazardous Materials Investigator	2	3	3	3
Hazardous Materials Program Coordinator	1	1	1	1
Mail Clerk	0.5	0.5	0.5	0.5
Management Analyst I/II	1	1	1	1
Secretary	0	0	1	1
Senior Permit Technician	0	0	1	1
Senior Secretary	1	1	1	1
Staff Fire Captain	3	3	3	3
	136.5	**137.5**	**146.5**	**146.5**
HUMAN RESOURCES DEPARTMENT				
Administrative Intern	1	1	1	1
Deputy Director of Human Resources	1	1	1	0
Director of Human Resources	1	1	1	1
Human Resources Administrative Assistant	0	1	1	1
Human Resources Analyst I/II	4	4	5	5
Human Resources Manager	0	0	0	0
Human Resources Technician	4	4	4	4
Senior Human Resources Analyst	1	1	1	1
	12	**13**	**14**	**13**

DEPARTMENT STAFFING SUMMARY - ALL FUNDS

	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted
INFORMATION TECHNOLOGY DEPARTMENT				
Administrative Secretary	1	1	1	1
Audio Video Specialist	0	0	0	0
Data & Systems Coordinator	0	0	0	0
Data Systems Operator	0	0	0	0
Director of Information Technology	1	1	1	1
Geographic Info Systems Coordinator	1	1	1	1
GIS Analyst	0	0	0	0
GIS Technician I/II	1	1	1	1
Information Systems Manager	0	0	0	0
Information Systems Support Tech	0	1	1	1
Information Technology Manager	3	3	3	3
IT Analyst I/II	3	3	3	2
IT Technician I/II	4	4	4	4
Network Systems Specialist	1	1	1	1
Network/Microsystem Specialist	0	0	0	0
Programmer Analyst	3	3	3	4
Senior Information Systems Support Tech	0	0	0	0
Technical Assistant	0	0	0	0
Technology Solutions Analyst I/II	1	1	1	1
Video Assistant	0	0	0	0
Web Specialist	0	0	0	0
	19	**20**	**20**	**20**

DEPARTMENT STAFFING SUMMARY - ALL FUNDS

	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted
LIBRARY DEPARTMENT				
Administrative Clerk I/II	1	0	0	0
Administrative Secretary	1	1	1	1
Community Services Manager	1	0	0	0
Community Programs Specialist	1	0	0	0
Director of Library	1	1	1	1
Educational Services Manager	1	1	1	1
Educational Services Coordinator	0	0	0	0
Housing Development Specialist	1	0	0	0
Housing Manager	1	0	0	0
Information Systems Support Technician	1	0	0	0
Lead Library Assistant	3	3	3	3
Lead Program Assistant	0	1	1	1
Librarian I	7.5	7.5	7.5	7.5
Librarian II	0	0	1	1
Library Assistant	9	8	8	8
Library Operations Manager	1	1	1	1
Library Page	3.9	3.9	3.9	3.9
Literacy Program Coordinator	1	1	1	1
Management Analyst I/II	3	1	1	1
Senior Library Assistant	0	0	0	0
Senior Library Page	2.4	2.4	2.4	2.4
Senior Property Rehabilitation Specialist	0	0	0	0
Supervising Librarian I	3	3	3	3
Program Assistant	2	1	1	1
	44.8	**35.8**	**36.8**	**36.8**

DEPARTMENT STAFFING SUMMARY - ALL FUNDS

	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted
MAINTENANCE SERVICES DEPARTMENT				
Administrative Secretary	1	1	0	0
Administrative Supervisor	0	0	1	1
Director of Maintenance Services	1	1	1	1
Electrician I/II	1	1	1	1
Equipment Mechanic I/II	6	5	5	5
Equipment Parts Storekeeper	1	1	1	1
Equipment Service Attendant	0	0	1	1
Facilities & Building Manager	1	1	1	1
Facilities Carpenter I	0	0	1	1
Facilities Carpenter II	2	2	1	1
Facilities Painter I	0	0	0	0
Facilities Painter II	1	1	1	1
Facilities Service Worker II	2	2	2	2
Fleet Maintenance Manager	1	1	1	1
Fleet Management Supervisor	0	0	0	0
Groundskeeper I/Laborer	12	12	15	15
Groundskeeper II	2	2	3	3
Groundskeeper III	1	1	1	1
HVAC Mechanic	1	1	1	1
Landscape Maintenance Manager	1	1	1	1
Landscape Maintenance Supervisor	0	0	0	0
Maintenance Leader	3	3	3	3
Maintenance Worker/Laborer	9	9	8	8
Management Analyst I/II	2	2	2	2
Secretary	0	0	0	0
Senior Equipment Mechanic	0	1	1	1
Lead Street Equipment Operator	0	0	2	2
Senior Maintenance Leader	2	2	2	2
Senior Secretary	2	2	3	3
Streets Maintenance Manager	1	1	1	1
Streets Maintenance Supervisor	0	0	0	0
Sweeper Equipment Operator	6	6	6	6
Tree Trimmer	3	3	3	3
	62	**62**	**69**	**69**

DEPARTMENT STAFFING SUMMARY - ALL FUNDS

	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted
POLICE DEPARTMENT				
Administrative Secretary	1	1	1	3
Administrative Supervisor	1	1	1	1
Animal Care Attendant	5	5	5	5
Animal Control Officer	3	3	3	3
Animal Services Administrator	1	1	1	1
Animal Shelter Supervisor	0	0	0	0
Call Taker	8	8	8	8
Chief of Police	1	1	1	1
Communications Administrator	1	1	1	1
Communications Operator	19	19	19	19
Communications Supervisor	5	5	5	5
Community Service Officer	21	21	20	20
Counseling Supervisor	1	1	2	2
Crime Analyst	1	1	1	1
Crime Analyst Supervisor	1	1	1	1
Crime Prevention Specialist	2	2	2	2
Crime Scene Technician	4	4	4	4
Family Counselor I	9	9	9	9
Inspector	1	0	0	0
Jail Administrator	1	1	1	1
Jail Supervisor	4	4	4	4
Latent Fingerprint Examiner	1	1	1	1
Lead Program Assistant	0	0	2	2
Management Analyst I/II	0	0	1	1
Operations Support Services Manager	1	1	1	1
Personnel & Training Administrator	1	1	0	0
Police Captain	3	3	3	3
Police Lieutenant	11	11	12	12
Police Officer	154	155	155	155
Police Programs Analyst I/II	1	1	1	1
Police Records Clerk II	15	15	15	15
Police Sergeant	27	27	27	27
Property & Evidence Supervisor	0	0	0	0
Property Technician	4	4	4	4
Property/Evidence Administrator	1	1	1	1
Records Administrator	1	1	1	1
Records Supervisor	2	2	3	3
Reserve Officer Coordinator	0.5	0.5	0.5	0.5
Secretary	5	5	5	3
Senior Management Analyst	1	1	1	1
Shelter Operations Supervisor	2	2	2	2
Shelter Volunteer Coordinator	1	1	1	1
Youth & Family Services Administrator	1	1	1	1
	322.5	**322.5**	**326.5**	**326.5**

DEPARTMENT STAFFING SUMMARY - ALL FUNDS

	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted
PUBLIC WORKS-ENGINEERING, TRANSPORTATION & AIRPORT				
Administrative Secretary	1	1	1	1
Airport Business Supervisor	1	1	1	1
Airport Maintenance Worker	3	3	4	4
Airport Manager	1	1	1	1
Airport Operations Specialist	1	1	1	1
Airport Operations Supervisor	1	1	1	1
Assistant City Engineer	0	0	0	0
Assoc/Assist Civil Engineer	8	8	8	8
Assoc/Assist Transportation Engineer	2	2	1	1
Assoc Transportation Planner	1	1	1	1
Construction Inspector	4	5	5	5
Deputy Director of Engineering & Transportation	1	1	1	1
Director of Engineering & Transportation	1	0	0	0
Engineering Technician	4	4	4	4
Management Analyst I/II	2	2	1	1
Noise Abatement Analyst	0	0	0	0
Secretary	1	1	1	1
Senior Airport Maintenance Worker	1	1	1	1
Senior Civil Engineer	2	2	2	2
Senior Construction Inspector	2	2	2	2
Senior Management Analyst	1	1	1	1
Senior Secretary	3	3	3	3
Senior Transportation Engineer	1	1	2	2
Supervising Construction Inspector	1	1	1	1
Survey Engineer	1	1	1	1
Surveyor	1	1	1	1
Traffic Signal Technician	1	1	1	1
Transportation Manager	1	1	1	1
	47	**47**	**47**	**47**

DEPARTMENT STAFFING SUMMARY - ALL FUNDS

	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted
PUBLIC WORKS - UTILITIES & ENVIRONMENTAL SERVICES				
Administrative Intern	0.5	0.5	0.5	0.5
Assistant Director of Public Works - Utilities	0	0	1	1
Administrative Secretary	1	1	1	1
Assoc Civil Engineer/Assist Civil Engineer	3	3	3	3
Backflow/Cross Connection Tester	1	1	1	1
Chemist	1	1	1	1
Cross Connection Control Specialist	1	1	1	1
Development Review Specialist	1	1	1	1
Director of Utilities & Environmental Services	1	1	1	1
Electrician I/II	6	6	6	6
Environmental Services Manager	1	1	1	1
Equipment Operator	3	3	3	3
Lab Supervisor	1	1	1	1
Laboratory Technician	2	2	2	2
Maintenance Worker/Laborer	1	1	1	1
Management Analyst I/II	2	2	2	2
Operator in Training	2	2	2	2
Recycling Specialist	0	0	0	0
Secretary	2	2	2	2
Senior Water Pollution Source Control Inspector	1	1	1	1
Senior Management Analyst	1	1	1	1
Senior Secretary	3	3	3	3
Senior Utilities Engineer	2	2	2	2
Senior Utility Customer Service Leader	1	1	1	1
Senior Utility Leader	1	1	1	1
Senior Utility Leader - Sewer	1	1	1	1
Senior Utility Service Representative	0	0	0	0
Senior Water Resources Engineer	0	1	0	0
Sewer Collection System Maintenance Supervisor	0	0	0	0
Solid Waste Program Manager	1	1	1	1
Storekeeper - Expediter	1	1	1	1
Sustainability Specialist	1	1	1	1
Sustainability Technician	0	0	0	0
Technical Intern	0.5	0.5	0.5	0.5
Utilities Engineering Manager	1	1	1	1
Utilities Field Services Supervisor	1	1	1	1
Utilities Maintenance Mechanic	10	10	10	10
Utilities Operations & Maintenance Manager	1	1	1	1
Utilities Operations & Maintenance Supervisor	1	1	1	1

DEPARTMENT STAFFING SUMMARY - ALL FUNDS

	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted
Utilities Service Worker	2	2	2	2
Utility Leader	3	3	3	3
Utility Leader - Sewer	2	2	2	2
Utility Worker - Sewer/Laborer	6	6	6	6
Utility Worker/Laborer	13	13	13	13
Wastewater Collections Systems Supervisor	1	1	1	1
Water Meter Mechanic	3	3	3	3
Water Meter Reader	2.5	2.5	2.5	2.5
Water Pollution Control Administrator (WPSC)	1	1	1	1
Water Pollution Control Facility (WPCF) Manager	1	1	1	1
Water Pollution Source Control Inspector	3	3	3	3
Water Resources Manager	1	1	1	1
WPCF Lead Operator	6	6	6	6
WPCF Maintenance Supervisor	1	1	1	1
WPCF Operations & Maintenance Manager	1	1	1	1
WPCF Operations Supervisor	1	1	1	1
WPCF Operator	6	6	6	6
	110.5	**111.5**	**111.5**	**111.5**

TOTAL FTE (ALL FUNDS)	**907.3**

THIS PAGE INTENTIONALLY LEFT BLANK

FY 2021 STAFFING
7.0 FTE

Mayor & City Council Department

Council Member At Large *Mark Salinas* Term Expires 2020	Council Member At Large *Sara Lamnin* Term Expires 2022	Council Member At Large *Al Mendall* Term Expires 2020	Mayor *Barbara Halliday* Term Expires 2022	Council Member At Large *Francisco Zermeño* Term Expires 2020	Council Member At Large *Elisa* Márquez Term Expires 2020	Council Member At Large *Aisha Wahab* Term Expires 2022

MAYOR & CITY COUNCIL DEPARTMENT

The mission of the Mayor and City Council is to represent the priorities and concerns of Hayward residents by providing relevant and timely policy direction to its appointed officers for the development of programs and services that address the needs of the residents, businesses, and visitors of Hayward; and exercising transparent and ethical governance of the community.

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 and resources within which the municipal corporation operates. Each year, the City Council adopts priorities that guide the work of City staff consistent with the above mission statement.

FY 2020 KEY ACTIVITIES AND ACCOMPLISHMENTS

1. Provided legislative and policy direction for the City Manager in support of the community's priorities: Safe, Clean, Green, and Thriving.
2. Allocated and approved City financial resources and labor contracts in support of achieving long-term financial stability for the City.
3. Responded to constituent concerns throughout the City.
4. Approved key development projects throughout Hayward.
5. Oversaw the opening of the Hayward Housing Navigation Center that provides temporary housing, meals, and housing support services to Hayward community members experiencing homelessness.
6. Created and adopted a three-year strategic plan aligning City resources with top community priorities, including: preserving, protecting, and producing housing; growing the economy; combating climate change; improving infrastructure; improving organizational health; and supporting quality of life.
7. Opened the 21st Century Library and Community Learning Center to the public in September 2019.
8. Continued to oversee the Route 238 Property Disposition project, including entering into exclusive negotiating rights agreements for Parcel Groups 3 and 5, issuing an RFP for Parcel Group 6, and advancing the disposition of Parcels 2, 7, 8, and 9.
9. Approved a workplan to incentivize housing production in Hayward.
10. Passed an ordinance approving an accelerated increase to the minimum wage in the City of Hayward.
11. Adjusted the City's park impact fees assessed on new developments.
12. Adopted a policy directing the City Manager to request an independent investigation from the California Department of Justice's Office of the Attorney General in the even of a death resulting from an Officer Involved Shooting incident.
13. Enrolled the Vacant Property Ordinance to hold property owners responsible for their part in public safety and community appearance by requiring them to keep their properties clean and secured.

FY 2021 KEY SERVICE GOALS AND METRICS

Division	#	FY 2021 Goals	FY 2020 Measures
Mayor and City Council	1	Reaffirm Council direction to staff on key priorities and provide strategic direction to staff through the strategic planning process.	Performance of the 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 process.
	2	Continue to oversee the implementation of a comprehensive citywide performance management program for the City Attorney, City Clerk, and City Manager.	
	3	Continue efforts to bring structural balance to the City's finances and stability to the City's labor environment.	
	4	Continue partnerships with the community and other agencies, including working with Hayward Area Recreation and Park District and Hayward Unified School District to support and enhance the overall wellbeing of Hayward residents and the educational performance of Hayward's public schools.	
	5	Maintain excellence in responding to resident and community requests.	
	6	Respond to federal and state government actions that reduce funding for identified City goals or run counter to City policies and priorities.	

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2021

1. 2% Reduction in salary for FY 2021.

2. Reduction of 50% of miscellaneous expenses.

General Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
None	$ —	$ —	$ —	$ —
Total Revenues	$ —	$ —	$ —	$ —
EXPENDITURES				
Salary				
Regular	192,065	193,025	193,091	189,229
Overtime	—	—	—	—
Benefits				
Fringe Benefits	50,694	50,416	50,689	56,231
Retiree Medical	11,025	10,885	10,800	10,858
PERS	36,683	39,949	41,803	41,398
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 290,467**	**$ 294,275**	**$ 296,383**	**$ 297,716**
Supplies & Services	42,792	42,802	83,185	55,650
Internal Service Fees	66,940	75,482	81,801	71,682
Net Operating Expenses	**$ 109,732**	**$ 118,284**	**$ 164,986**	**$ 127,332**
Total Expenditures	**$ 400,199**	**$ 412,559**	**$ 461,369**	**$ 425,048**
General Fund Subsidy	**400,199**	**412,559**	**461,369**	**425,048**

FY 2021 STAFFING
10.0 FTE

Office of the City Attorney

Legal Services
Advisory Services
Claims & Risk Management
Litigation



CITY ATTORNEY DEPARTMENT

MISSION STATEMENT

The City Attorney's Department strives to provide the highest quality legal services, advice and support to the City Council and the City Administration.

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 and Personnel Commission. The advice and representation are provided within a highly ethical and principled environment.

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, Planning Commission and Personnel Commission; 3) Prompt and courteous customer service for community residents; 4) aggressive representation in court and administrative forums; 5) Reduction or elimination of risks and hazards associated with City activities and projects; 6) Management of the City's liability insurance program and procurement of the City's general liability, property, auto, and fiduciary insurance coverages; and 7) Review and determination regarding government claims.

FY 2020 KEY SERVICE GOALS AND METRICS

Division	#	FY 2020 Goals	FY 2020 Measures	Status
Legal Services Program	1	Monitor and apprise Council and City staff on implementation of SB 1421 and AB 748, which implement disclosure of law enforcement disciplinary records and body-cam video.	ONGOING Public Records Act requests and disclosures will be tracked and reported; as of March 1, 2019, approximately 15-20 Public Records Act requests for SB 1421 records are pending.	Completed and continuing- additional SB1421 an AB 748 requests have been received.
	2	Assist City staff in drafting mediation and binding arbitration legislation, good cause for eviction protections, and data collection related to rent stabilization program.	ONGOING	Completed.
	3	Analyze claims and data to determine ratio of new claims to claims resolved, with the goal of resolving claims within three fiscal years.	ONGOING	Completed and continuing, with over 90% of 386 claims closed within four fiscal years.

Division	#	FY 2020 Goals	FY 2020 Measures	Status
Legal Services Program	4	Track status of litigation, with the goal of resolving litigation/ lawsuits within three fiscal years.	ONGOING	Completed and continuing, with close to 75% of 40 lawsuits closed within four fiscal years.
	5	Evaluate claims data to identify relative values of claims, trends, sources of liability, and sharing of data with departments.	ONGOING HPD, PW and MS comprise 95% of claims filed, including traffic collisions, potholes, sidewalk/utility cover displacements resulting in trip-and-falls, use of force but use of force comprises less than 10% of total of claims paid - CAO will continue to work with departments in providing and collecting data. HPD body-cam video has been deployed for almost four years, and BWC video has significantly impacted civil litigation related to use of force and less-than-lethal applications; BWC video has also impacted criminal discovery proceedings in which criminal defendants are entitled to seek BWC video in pre-trial discovery to identify records related to discipline for dishonesty, excessive force, and so on.	Completed and continuing-76% of claims came from HPD and PW&U, with HPD accounting for 69% of the payouts from claims and litigation, and 26% from PW&U.
	6	Continue using CAO staff attorneys for all litigated cases, except where specialized outside counsel is warranted.	ONGOING	Completed and continuing, with three cases assigned to outside counsel.

FY 2020 ADDITIONAL ACCOMPLISHMENTS

1. Resolved long-standing litigation with Calpine/Russell City Energy Company.
2. Ramped up response to SB 1421 and AB 748 Public Records Act request.
3. Obtained court receivership for stalled Maple/Main development project.
4. Facilitated opening of Downtown Library though contractual disputes with general contractor and subcontractors.

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2021

1. Reduction in General Fund supplies and service expenses over budget baseline in response to the projected shortfall in the General Fund in FY 2021.

2. General Liability Insurance coverages premium anticipated increase.

3. Reduction in claims budget line item in the Risk Fund.

All Funds Summary - By Category

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue and Transfers in from Other Funds				
General Fund Revenue	$ 49,854	$ 30,192	$ —	$ —
Risk Management Fund	4,015,324	7,188,437	4,236,080	5,301,533
Risk Management Fund Balance	786,165	1,403,337	(706,549)	—
	$ 4,851,343	**$ 8,621,967**	**$ 3,529,531**	**$ 5,301,533**
Fund Subsidy				
General Fund Subsidy	**1,200,431**	**1,249,071**	**1,398,767**	**1,491,224**
Total Revenues	**$ 6,051,773**	**$ 9,871,038**	**$ 4,928,297**	**$ 6,792,757**
EXPENDITURES				
Expenditures				
Salary				
Regular	1,305,737	1,349,441	1,429,203	1,561,310
Overtime	891	—	—	—
Targeted Savings	—	—	(38,677)	—
Benefits				
Fringe Benefits	140,981	149,462	195,322	218,042
Retiree Medical	15,750	15,550	15,502	15,512
PERS	263,719	298,687	361,888	416,815
Furlough / COLA Deferral	—	—	—	(63,646)
Chrgs (to)/from other programs	(16)	—	—	—
Net Staffing Expense	**$ 1,727,061**	**$ 1,813,139**	**$ 1,963,237**	**$ 2,148,032**
Maintenance & Utilities	412	—	1,000	1,000
Supplies & Services	825,851	2,938,510	1,974,873	1,472,723
Internal Service Fees	125,230	140,539	152,286	133,502
Capital	1,800,890	2,172,175	2,250,000	3,037,500
Net Operating Expense	**$ 2,752,383**	**$ 5,251,224**	**$ 4,378,159**	**$ 4,644,725**
Transfers out to other funds	**—**	**—**	**—**	**—**
Total Expenditures	**$ 4,479,444**	**$ 7,064,363**	**$ 6,341,396**	**$ 6,792,757**

All Funds Summary - By Program

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue and Transfers in from Other Funds				
General Fund Revenue	$ 49,854	$ 30,192	$ —	$ —
Risk Management Fund	4,015,324	7,188,437	4,236,080	5,301,533
Risk Management Fund Balance	(786,165)	(1,403,337)	706,549	—
	$ 3,279,013	**$ 5,815,292**	**$ 4,942,629**	**$ 5,301,533**
Fund Subsidy				
General Fund Subsidy	**1,200,431**	**1,249,071**	**1,398,767**	**1,491,224**
Total Revenues	**$ 4,479,444**	**$ 7,064,363**	**$ 6,341,396**	**$ 6,792,757**
EXPENDITURES				
Expenditures and Transfer Out to Other Funds By Program				
General Fund	1,250,285	1,279,263	1,398,767	1,491,224
Risk Management Fund	3,229,159	5,785,100	4,942,629	5,301,533
Total Expenditures	**$ 4,479,444**	**$ 7,064,363**	**$ 6,341,396**	**$ 6,792,757**
Net Change	**—**	**—**	**—**	**—**

General Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Other Revenue	$ 36,867	$ —	$ —	$ —
Rental Review Fees	12,988	30,192	—	—
Total Revenues	**$ 49,854**	**$ 30,192**	**$ —**	**$ —**
EXPENDITURES				
Salary				
Regular	873,220	873,220	925,478	986,730
Overtime	853	—	—	—
Targeted Savings	—	—	(38,677)	—
Benefits				
Fringe Benefits	95,880	102,325	145,747	160,888
Retiree Medical	9,450	9,330	9,330	9,307
PERS	172,612	190,646	231,028	262,665
Furlough / COLA Deferral	—	—	—	(39,051)
Chrgs (to)/from other programs	(16)	—	—	—
Net Staffing Expense	**$ 1,151,999**	**$ 1,175,521**	**$ 1,272,906**	**$ 1,380,539**
Maintenance & Utilities	112	—	200	200
Supplies & Services	12,839	7,409	21,229	19,079
Internal Service Fees	85,336	96,333	104,432	91,406
Capital Outlay	—	—	—	—
Net Operating Expense	**$ 98,286**	**$ 103,742**	**$ 125,861**	**$ 110,685**
Total Expenditures	**$ 1,250,285**	**$ 1,279,263**	**$ 1,398,767**	**$ 1,491,224**
General Fund Subsidy	**1,200,431**	**1,249,071**	**1,398,767**	**1,491,224**

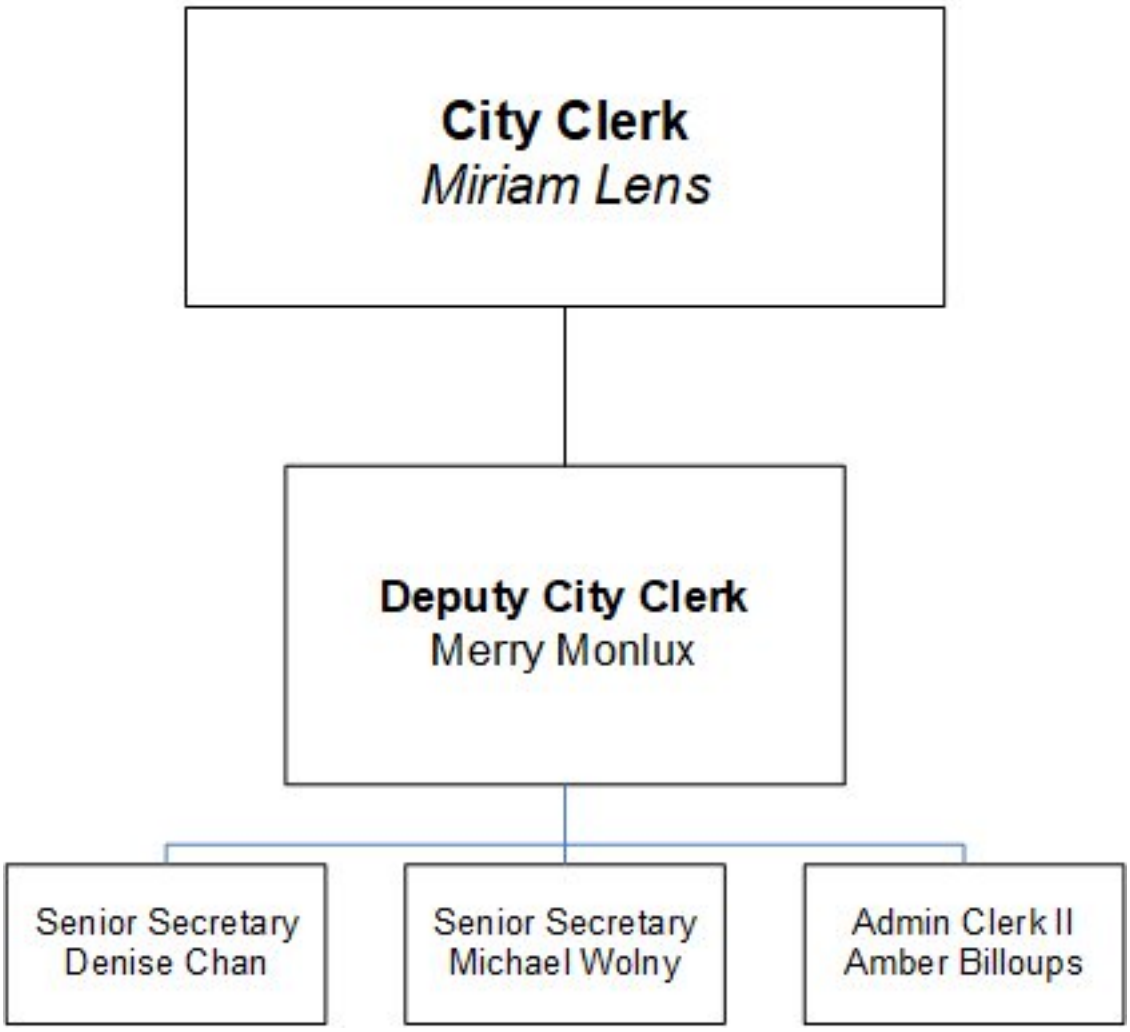
Risk Management - Internal Service Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Beginning Working Capital Balance	**$ 1,240,023**	**$ 2,026,188**	**$ 3,429,525**	**$ 2,722,976**
REVENUES				
Revenue				
Interest	15,324	82,471	—	—
Other Revenue	—	—	—	—
	$ 15,324	$ 82,471	$ —	$ —
Transfer In				
Liability Insurance Premium	4,000,000	4,105,966	4,236,080	5,301,533
From General Fund	—	3,000,000	—	—
	$ 4,000,000	$ 7,105,966	$ 4,236,080	$ 5,301,533
Total Revenues	**$ 4,015,324**	**$ 7,188,437**	**$ 4,236,080**	**$ 5,301,533**
EXPENDITURES				
Expenditures				
Salary				
Regular	432,517	476,221	503,725	574,580
Overtime	38	—	—	—
Benefits				
Fringe Benefits	45,101	47,136	49,575	57,154
Retiree Medical	6,300	6,220	6,172	6,205
PERS	91,107	108,041	130,860	154,150
Furlough / COLA Deferral	—	—	—	(24,595)
Chrgs (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 575,062**	**$ 637,618**	**$ 690,331**	**$ 767,493**
Maintenance & Utilities	300	—	800	800
Supplies & Services	813,013	2,931,101	1,953,644	1,453,644
Internal Service Fees	39,894	44,206	47,854	42,096
Insurance	1,800,890	2,172,175	2,250,000	3,037,500
Net Operating Expense	**$ 2,654,097**	**$ 5,147,482**	**$ 4,252,298**	**$ 4,534,040**
Transfers out to other funds				
Transfer to General Fund - Cost Allocation	—	—	—	—
Total Transfers Out	**$ —**	**$ —**	**$ —**	**$ —**
Total Expenditures	**$ 3,229,159**	**$ 5,785,100**	**$ 4,942,629**	**$ 5,301,533**
Net Change	**786,165**	**1,403,337**	**(706,549)**	**—**
Ending Working Capital Balance	**2,026,188**	**3,429,525**	**2,722,976**	**2,722,976**

THIS PAGE INTENTIONALLY LEFT BLANK

FY 2021 STAFFING
4.5 FTE

Office of the City Clerk



CITY CLERK'S OFFICE

MISSION STATEMENT

The City Clerk's Office is committed to serving Hayward as an accessible and responsive representative of transparent and open government; and to supporting and facilitating the business operations of Council as they conduct their business through all levels of meetings and other communications.

DEPARTMENT OVERVIEW

The City Clerk's Office ensures the security and accessibility of all official City records; serves as the information and records manager of all legislative proceedings; conducts all aspects of municipal elections; and serves as a support office to the City Council, City staff, Council's appointed bodies, and residents of Hayward.

DIVISION/PROGRAM SUMMARIES

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) Performing required legal noticing for City Council meetings, including public hearings; 5) Supporting the business operations of Council; and 6) Assuring timely and complete filing of Statements of Economic Interest and Campaign Disclosure Statements according to regulations set forth by the California Fair Political Practices Commission.

Council, Boards, Commissions, Committees & Task Force

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

Elections

The City Clerk's Office is responsible for: 1) Conducting all aspects of municipal elections; and 2) Performing duties as required under the Political Reform Act and regulations of the Fair Political Practices Commission.

Open Government/Transparency

The City Clerk's Office is responsible for: 1) Managing the filings of Statements of Economic Interests (Form 700), campaign forms during an election cycle, Agency Report of Public Official Appointments (Form 806); 2) Making them available to the public on the City's website; and 2) Conducting recruitments for all Council's appointed bodies.

Public Service

The City Clerk's Office is responsible for: 1) Managing and administering the Passport Program; 2) Providing notary services; and 3) Recording, preserving, researching, and providing access to public records in compliance with the California Public Records Act.

FY 2020 KEY SERVICE GOALS AND METRICS

Division	#	FY 2020 Goals	FY 2020 Measures	Status
Records Management	1	Explore methods for increasing public access to Council agendas/meetings such as promoting electronic alerts and RSS feeds.	Double the functionality of alerts and RSS feeds.	ONGOING - Implemented messaging to bring attention to subscription options. Created written instructions for alerts and RSS feeds. Disseminated information via YouTube. Staff continued to distribute agendas to subscribers via Mail Chimp Citv Council Subscribers: 2,407 Planning Commission Subscribers: 1,824
	2	Conduct a feasibility study to determine if DocuSign will improve the processing of contracts and signed documents.	Complete by the end of the fiscal year.	ACHIEVED -Signed contract with DocuSign for electronic signature and contract management in January 2020, currently in First Phase (Professional Services Agreements)
	3	Assist Development Services, Fire, and Information Technology Departments acquire developing software to improve access to records/information, and to facilitate collaboration among departments.	Complete by the end of 2019.	ONGOING - Partnering with Development Services on EnerGov, an e-permitting and e-plan review software solution
	4	Complete Phase II of the Implementation of the Public Records Act Request GovQA system to increase efficiency.	Complete by the end of 2019.	ACHIEVED -Acquired additional redaction license to be used by more users. Phase II anticipated to be completed by end of FY20
	5	Provide trainings on Granicus (Agenda Management System), Public Records Act Request GovQA system.	Ongoing throughout the year.	ONGOING -Training provided as needed for new employees. We will be adding quarterly refreshers to keep current on product updates.

	6	Provide staff support to improve system operation improvement regarding legal publication deadlines, LaserFiche record searches, Iron Mountain record searches, storage, and shredding services.	Ongoing throughout the year.	ONGOING - Completed upgrade of Laserfiche (Enterprise Document Management) to enhance digitizing capabilities, addition of enhanced redaction ability to make more documents accessible to the public, and streamlined records retention auditing. Undergoing review of Iron Mountain storage needs and shredding services.
Boards, Commissions, Committees, and Task Force	7	Conduct the annual recruitment for the Council's appointed bodies and Hayward Youth Commission.	Fill 100% of vacancies.	ACHIEVED - Citywide representation adhering to the City's Commitment for an Inclusive, Equitable, and Compassionate Community. Staff attended 9 different Events, with outreach to over 18,000 community members Utilized 11 types of media including print, TV, and social media Council Annointed Bodies: Applications received: 117 Appointments and Reappointments: 34 Havward Youth Commission: Applications received: 75 Appointments and Reappointments: 21
	8	Coordinate Ethics and Harassment Prevention trainings.	Ensure 100% compliance.	ACHIEVED -100% Compliance Ethics Certificates Completed: 35 Harassment Prevention Certificates Completed: 32

Public Services	9	Provide passport services to the public at large, and meet requirements set by the U.S. Department of State for processing applications.	Surpass FY 2019 generated revenue.	ACHIEVED - On track to surpass FY19 revenue by 35%. Implemented online booking process through Veribook.
	10	Interpretation services to engage communities that are underrepresented. Partner with Human Resources to create capacity with the City to provide translation/interpretation services, as needed.	Complete by the end of the fiscal year.	ONGOING - Provided Spanish interpretation service at City Council meetings as needed and upon request. Collaborating with Human Resources to identify bilingual employees to provide translation support over the counter, and certified interpreters upon request at public meetings.
	11	Connect the public in need of assistance in person, on the phone, and via email with the appropriate staff member, government agency, or services to resolve their concerns and assist to navigate City resources.	Immediate assistance provided, if information is readily available. 100% responsive within 2 business day during the week, and 3-4 days after regular working hours.	ACHIEVED - Ensured all requests for services or information were met in a timely manner.
Open Government/ Transparency	12	Utilize social media to increase civic engagement, identify and grow community partners.	Complete by the fiscal end of the year.	ACHIEVED - Shared City Council meeting announcements on City Face book and Twitter accounts. Implemented the eComment feature to encourage remote public participation. Offered childcare at City Council meetings upon request. Began promoting City Council meetings via YouTube.
	13	Partner with the City Manager's Office to bring a yearly City Council meeting to an off-site location in the community to increase civic engagement.	Complete by the fiscal end of the year.	ACHIEVED - October 15 City Council meeting hosted at Matt Jimenez Community Center.
	14	Ensure accuracy of content from the Schedule of Weekly Meetings is posted on the website calendar.	Achieve 100% accuracy.	ACHIEVED - Regular monitoring to ensure calendar is detailed and current.

FY 2020 ADDITIONAL ACCOMPLISHMENTS

1. Hiring of new Deputy City Clerk
2. Additional technology features to enhance Legistar and Laserfiche abilities

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2021

1. Reduction in General Fund supplies and service expenses over budget baseline in response to the projected shortfall in the General Fund in FY 2021.

2. Increase in of $250,000 for election costs in preparation for the FY 2021 Election. Estimated cost is based on prior election year actual expenses.

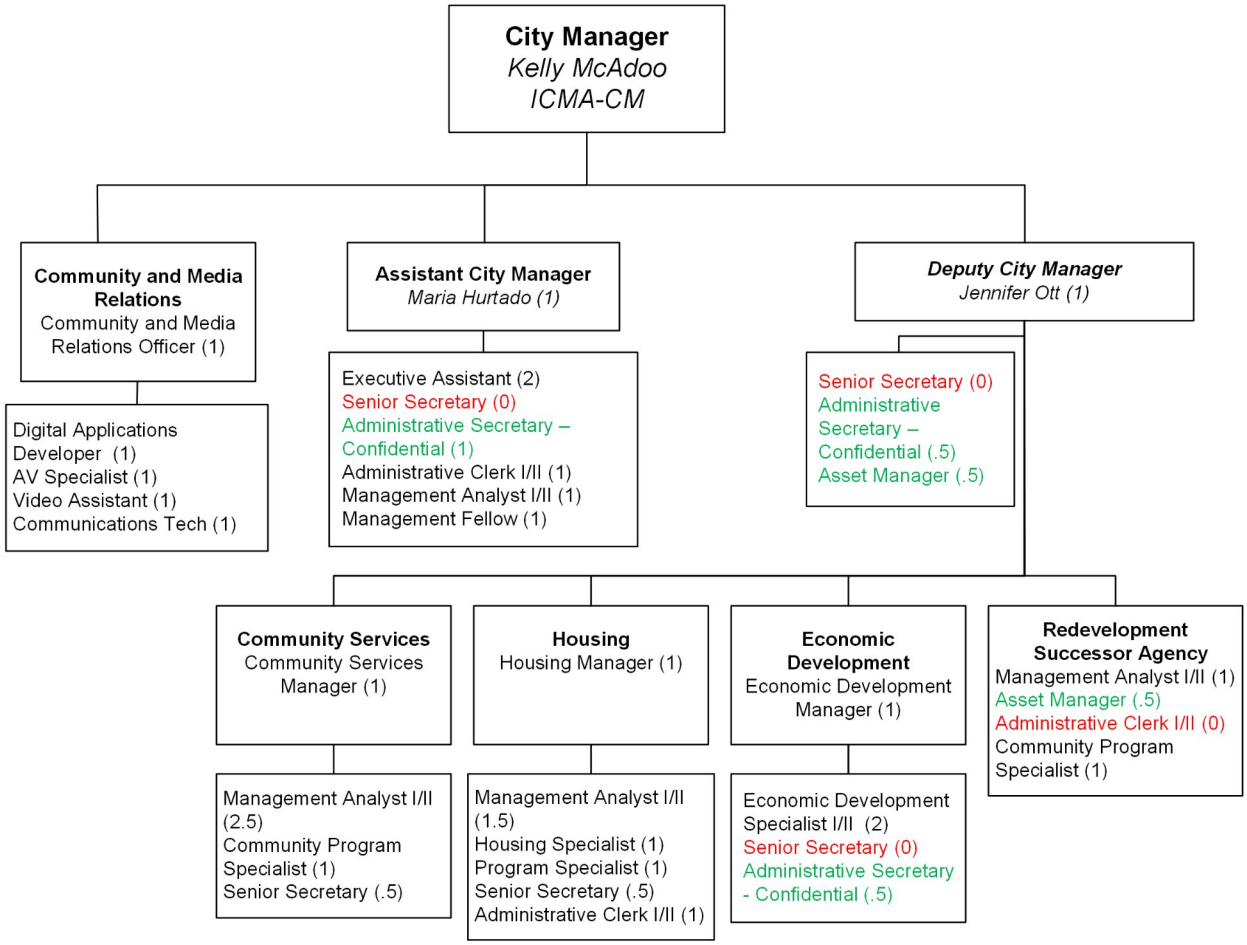
General Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Sale of Documents - Passports	$ 13,519	$ 17,277	$ 20,000	$ 20,000
Other Revenue	—	18,676	—	—
Sale of Documents - General	158	84	3,000	3,000
Total Revenues	**$ 13,676**	**$ 36,037**	**$ 23,000**	**$ 23,000**
EXPENDITURES				
Expenditures				
Salary				
Regular	356,094	404,155	421,770	442,804
Overtime	2,516	2,395	—	—
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	56,141	70,742	114,992	50,994
Retiree Medical	6,300	6,220	6,943	6,980
PERS	65,160	89,027	110,074	113,224
Furlough / COLA Deferral	—	—	—	(12,704)
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 486,211**	**$ 572,539**	**$ 653,780**	**$ 601,298**
Maintenance & Utilities	135	—	200	—
Supplies & Services	120,475	112,099	106,780	96,280
Election Expense	—	245,396	—	250,000
Internal Service Fees	124,426	138,875	150,040	132,906
Net Operating Expense	**$ 245,036**	**$ 496,370**	**$ 257,020**	**$ 479,186**
Total Expenditures	**$ 731,248**	**$ 1,068,909**	**$ 910,800**	**$ 1,080,484**
General Fund Subsidy	**717,572**	**1,032,872**	**887,800**	**1,057,484**

THIS PAGE INTENTIONALLY LEFT BLANK

FY 2021 STAFFING
32.0 FTE

Office of the City Manager



CITY MANAGER'S OFFICE

MISSION STATEMENT

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 ethical and competent direction and leadership to the organization as a whole. The City Manager is the Chief Executive Officer and assures accountability of all departments except those under the direction of the City Attorney and the City Clerk.

DEPARTMENT OVERVIEW

The City Manager's Office maintains operational responsibility for economic development, community services, housing, neighborhood partnerships and constituent services, and communications and media relations. Management of the Successor Agency to the Hayward Redevelopment Agency also falls under the purview of this department.

DIVISION/PROGRAM SUMMARIES

Communications & Media Relations

The Communications and Media Relations Division is responsible for assuring quality engagement with and communication to residents and businesses, developing and managing the City's overall brand, developing and implementing the City's electronic presence through social media and the City's web sites, enhancing and maintaining the City's and the community's public image; and, under direction of the City Manager, steers public information initiatives and activities related to incident responses.

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 the business and development community for retention, expansion, and attraction of businesses to the community. In addition, the Division works to improve the image of Hayward through a variety of community focused activities and events.

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.

Community Services

The Community Services Division administers the Community Agency Funding Program to support community organizations that serve the Hayward community, oversees the Hayward Housing Navigation Center, and coordinates the Paratransit program to provide transportation for senior and disabled Hayward residents.

Housing

The Housing Division administers the development, acquisition, and preservation of quality affordable housing for the Hayward community; maintains and monitors the City's portfolio

of existing deed-restricted affordable housing units; develops and implements anti-displacement strategies and services consistent with Hayward's overall housing goals; and administers the City's Rent Review and HOME Programs.

FY 2020 KEY SERVICE GOALS AND METRICS

Division	#	FY 2020 Goals	FY 2020 Measures	Status
City Manager's Office	1	Complete and deliver City Council agendas and reports in a timely manner.	Agendas and reports delivered by the Friday before City Council meetings (Goal: 100%)	Achieved.
	2	Respond to City Council inquiries in a complete and timely manner.	Inquiries responded to within 30 days of receipt (Goal: 90%)	Achieved.
	3	Continue using Lean Start Up methods to prioritize department workloads and inform the development of City projects and programs.	% Departments participating in work prioritization sprints; # Lean Innovation projects run; additional staff trained in Lean Innovation	33% of departments participated in Lean Innovation prioritization sprints; paused program for realignment of priorities through Strategic Roadmap process.
	4	Continue leading Caltrans/Route 238 property disposition project; including the sale of at least two properties.	Continue through June 2020 with regular updates to Council	Continuing project.
	5	Administer the 2019 Employee Engagement Survey.	Complete by December 2019	Launched in February 2020.
	6	Lead citywide equity and inclusion work, including supporting the City's Government Alliance on Race and Equity introductory cohort to develop a results-based racial equity work plan.	Complete by December 2019 Begin implementation January 2020	Completed draft organizational Racial Equity Action Plan in December 2019. Began rollout and implementation in 2020.
	7	Hire Police Chief.	Complete before June 2020	Complete.

Division	#	FY 2020 Goals	FY 2020 Measures	Status
City Manager's Office	8	Launch internal data governance working group developing, implementing, and providing training to support data governance policies.	Launch by December 2019	Delayed due to staff capacity and competing priorities.
Community and Media Relations	9	Continue content and organizational audit of www.hayward-ca.gov and begin implementing web governance recommendations.	Complete by December 2019	Rebuilt sections with high traffic, including Permit Center, Keep Hayward Clean and Green, Hayward Social; working with Economic Development and Housing divisions on their respective sections.
	10	Publish second City of Hayward Annual Report to residents via direct mail.	Complete September 2019	Complete
	11	Publish monthly City of Hayward e-newsletter to share information, promote events, and invite feedback from Hayward community.	Produce 12 regular editions of *The Stack* in FY 20.	Complete
	12	Increase subscribers to The Stack Monthly e-newsletter	Percent growth in subscriptions year over year (Goal: 10%)	Complete Increased subscriptions by 10%

Division	#	FY 2020 Goals	FY 2020 Measures	Status
Economic Development	13	Work with Community and Media Relations to relaunch Economic Development website.	Complete by January 2020.	Task was deferred until April 2019 due to ED Manager position vacancy. Following CEDC direction in November 2019, the marketing program was reprioritized to focus on updating existing webpages and collateral. This includes creating a new biotech brochure. ED designed and launched a new "Opportunity Zone" website and printed Investment Prospectus in November 2019. ED will launch a "Development Pipeline" webpage in 2020.
	14	Provide assistance to existing Hayward industrial and retail businesses.	Number of businesses assisted (Goal: 20)	From July 2019 to date, ED has assisted 12 existing industrial and commercial businesses.
	15	Evaluate Staffing within the Economic Development Divisions.	Complete by June 2020.	On track for completion.
	16	Make progress on goals and activities outlined in the 2019 Economic Development Strategic Plan.	Complete activities and achieve goals according to timeline in the forthcoming Economic Development Strategic Plan.	Strategic Plan to be updated in sections throughout calendar year 2020. ED Marketing Plan was reviewed by CEDC in November 2019 and is underway

Division	#	FY 2020 Goals	FY 2020 Measures	Status
Community Services	17	Open the Hayward Housing Navigation Center.	Provide shelter to 40 individuals. Graduate 10 individuals into permanent housing.	In progress. Opened November 2019, 6 individuals have moved to permanent housing.
	18	Increase the number of eligible residents served by Paratransit services.	Number of residents served (Goal: +10% over FY19).	In progress.
	19	Increase the number of eligible residents served by public services funded by Community Development Block Grants.	Number of residents served (Goal: +10% over FY19).	In progress.
	20	Increase the number of eligible residents served by social services funded by General Fund Social Services Grants.	Number of residents served (Goal: +10% over FY19).	In progress.
Housing	21	Return to Council with rental housing affordability strategies as outlined in the February 19, 2019 City Council meeting.	Complete by December 2019	Complete. Rent Stabilization and Tenant Protection Ordinance Adopted July 25, 2019.
	22	Monitor 19 affordable housing projects for compliance with regulatory agreements to ensure sustainability and habitability of projects.	Complete by June 2020	Monitored 9 of the 19 affordable housing projects to comply with federal funding requirements
	23	Maintain compliance with federal housing program regulations, procurement regulations, labor standards regulations, and environmental review.	Percent of projects in compliance (Goal: 100%)	100%
	24	Ensure compliance with the Affordable Housing Ordinance for all residential Development project.	Percent of projects in compliance upon receipt of Certificate of Occupancy (Goal: 100%)	100%
	25	Respond to requests by property owners subject to City requirements as stipulated in agreements.	Respond to requests within indicated timeframes	50%

Division	#	FY 2020 Goals	FY 2020 Measures	Status
Housing	26	Process Rent Review petitions within timeframes stipulated in the ordinance.	Respond to requests within indicated timeframes (Goal: 100%)	53%

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2021

1. Reduction in General Fund supplies and service expenses over budget baseline in response to the projected shortfall in the General Fund in FY 2021.

2. Program reductions in the area of Economic Development.

All Funds Summary - By Category

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue and Transfers In From Other Funds				
General Fund Revenue	$ 77,557	$ 67,399	$ 340,150	$ 340,150
Economic Development Fund	558,953	365,421	350,000	350,000
Downtown Business Improve Prog	988	10	—	—
South Hayward B.A.R.T. JPA	579,592	250,332	421,280	421,280
Successor Agency RDA	3,280,905	4,168,229	3,510,542	3,510,542
Community Development Block Grant	570,485	2,410,638	1,330,000	1,692,652
Housing Authority Fund	574,240	1,529,481	40,000	200,000
Affordable Housing Monitoring Fund	192,630	161,999	161,181	165,500
HOME Investment Prtnrshp Block Grant Prog	139,980	164,527	430,000	459,000
Paratransit Program Measure B	—	1,032,193	929,045	957,338
Paratransit Program Measure BB	7,395	920,320	743,504	850,661
Inclusionary Housing Fund	1,168,735	944,045	524,000	2,024,000
Rent Review Program Fund	—	—	—	430,000
	$ 7,151,460	**$ 12,014,593**	**$ 8,779,701**	**$ 11,401,122**
(Contribution to)/ Use of Fund Balance				
Economic Development Fund	350,000	—	3,508	—
Downtown Business Improve Prog	56,797	47,600	96,000	96,000
South Hayward B.A.R.T. JPA	162,067	(62,309)	94,940	144,940
Successor Agency RDA	53,281	2,911,242	989,169	1,042,517
Community Development Block Grant	(19,878)	140,424	691,614	88,056
Housing Authority Fund	(918,114)	(689,810)	189,682	205,264
Affordable Housing Monitoring Fund	(40,498)	(541,052)	335,123	246,250
HOME Investment Prtnrshp Block Grant Prog	376,769	169,272	677,700	73,938
Paratransit Program Measure B	—	—	440,357	622,618
Paratransit Program Measure BB	—	—	(433,504)	(433,504)
Inclusionary Housing Fund	(987,281)	(1,177,024)	46,047	(371,877)
Rent Review Program Fund	—	—	—	(20,614)
	$ 1,265,046	**$ (4,875,458)**	**$ 1,715,461**	**$ (255,188)**
Fund Subsidy				
General Fund Subsidy	3,858,447	4,403,348	4,430,905	6,345,574
Information Tech Fund Subsidy	188,971	215,814	341,884	363,407
	$ 4,047,418	**$ 4,619,162**	**$ 4,772,790**	**$ 6,708,981**
Total Revenues	**$ 12,463,925**	**$ 11,758,297**	**$ 15,267,952**	**$ 17,854,916**

All Funds Summary - By Category

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
EXPENDITURES				
Expenditures				
Salary				
Regular	$ 1,940,587	$ 2,747,094	$ 3,457,613	$ 3,833,615
Overtime	7,442	10,221	—	—
Targeted Savings	—	—	(82,373)	(182,471)
Benefits				
Fringe Benefits	337,823	417,621	736,348	747,405
Retiree Medical	30,713	36,543	42,646	48,862
PERS	376,137	592,757	851,368	1,006,804
Program Reduction Savings				(74,786)
Furlough / COLA Deferral	—	—	—	(114,471)
Charges (to)/from other programs	—	—	(88,555)	(88,555)
Net Staffing Expense	**$ 2,692,702**	**$ 3,804,236**	**$ 4,917,047**	**$ 5,176,404**
Supplies & Services	2,444,846	2,579,033	3,398,405	3,254,975
Grants & Loans	20,000	5,271,203	2,037,994	4,534,159
Community Promotions	70,831	86,047	—	50,000
Hayward Clean and Green	—	—	—	—
Maintenance & Utilities	13,541	40,250	41,157	41,157
Principal Retirement	1,980,998	1,735,000	1,805,000	1,880,000
Loan Interest	1,347,457	1,280,534	1,417,450	1,344,550
Project Expenditures				
Capital	—	—	281,500	281,500
Internal Service Fees	197,668	309,347	366,436	369,459
Net Operating Expense	**$ 6,075,340**	**$ 11,301,415**	**$ 9,347,942**	**$ 11,755,800**
Other Department Operating Costs (Maintenance Services Department)	**(80,444)**	**(23,006)**	**—**	**—**
Transfers to Other Funds	**2,962,283**	**1,020,367**	**1,002,964**	**922,713**
Total Expenditures	**$ 11,649,880**	**$ 16,103,012**	**$ 15,267,953**	**$ 17,854,916**
Net Change	**80,444**	**23,006**	**—**	**—**

All Funds Summary - By Program

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue and Transfers In From Other Funds				
General Fund Revenue	$ 77,557	$ 67,399	$ 340,150	$ 340,150
Economic Development Fund	558,953	365,421	350,000	350,000
Downtown Business Improvement	988	10	—	—
South Hayward B.A.R.T. JPA	579,592	250,332	421,280	421,280
Successor Agency RDA	3,280,905	4,168,229	3,510,542	3,510,542
Community Development Block Grant	570,485	2,410,638	1,330,000	1,692,652
Housing Authority Fund	574,240	1,529,481	40,000	200,000
Affordable Housing Monitoring Fund	192,630	161,999	161,181	165,500
HOME Investment Prtnrshp Block Grant Prog	139,980	164,527	430,000	459,000
Paratransit Program Measure B	—	1,032,193	929,045	957,338
Paratransit Program Measure BB	7,395	920,320	743,504	850,661
Inclusionary Housing Fund	1,168,735	944,045	524,000	2,024,000
Rent Review Program Fund	—	—	—	430,000
	$ 7,151,460	**$ 12,014,593**	**$ 8,779,701**	**$ 11,401,122**
(Contribution)/ Use of Fund Balance				
Economic Development Fund	—	3,508	—	—
Downtown Business Improvement	47,600	48,603	96,000	—
South Hayward B.A.R.T. JPA	(571,782)	(360,921)	144,940	144,940
Successor Agency RDA	3,197,970	(82,277)	1,042,517	943,727
Community Development Block Grant	140,424	1,963,891	88,056	78,558
Housing Authority Fund	(689,810)	(2,098,174)	205,264	40,876
Affordable Housing Monitoring Fund	155,791	(566,865)	246,250	182,727
HOME Investment Prtnrshp Block Grant Prog	169,272	170,333	73,938	(19,863)
Paratransit Program Measure B	—	(2,084,166)	623,876	559,516
Paratransit Program Measure BB	(7,395)	(920,320)	(433,504)	(433,504)
Inclusionary Housing Fund	(1,177,024)	(949,071)	(371,877)	(1,731,550)
Rent Review Program Fund	—	—	—	(20,614)
	$ 1,265,046	**$ (4,875,458)**	**$ 1,715,461**	**$ (255,188)**
Fund Subsidy				
General Fund Subsidy	3,858,447	4,403,348	4,430,905	6,345,574
Information Technology Fund Subsidy	188,971	215,814	341,884	363,407
	$ 4,047,418	**$ 4,619,162**	**$ 4,772,790**	**$ 6,708,981**
Total Revenues	**$ 12,463,925**	**$ 11,758,297**	**$ 15,267,952**	**$ 17,854,916**

All Funds Summary - By Program

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
EXPENDITURES				
Expenditures and Transfer Out to Other Funds				
Office of the City Manager	3,936,004	4,470,746	4,771,055	6,685,724
Information Technology	188,971	215,814	341,884	363,407
Economic Development Fund	268,141	353,508	350,000	350,000
Downtown Business Improvement	47,600	48,603	96,000	—
South Hayward B.A.R.T. JPA	7,810	171,448	566,220	566,220
Successor Agency RDA	6,478,875	4,085,952	4,553,059	4,454,269
Community Development Block Grant	1,354,021	4,497,634	1,418,056	1,771,210
Housing Authority Fund	115,570	568,693	245,264	240,876
Affordable Housing Monitoring Fund	348,421	404,867	407,431	348,227
HOME Investment Prtnrshp Block Grant Prog	309,252	334,860	503,938	439,137
Paratransit Program Measure B	—	1,051,973	1,552,921	1,516,853
Paratransit Program Measure BB	—	—	310,000	417,157
Inclusionary Housing Fund	8,289	5,027	152,123	292,450
Rent Review Program Fund	—	—	—	409,386
	$ 13,062,954	**$ 16,209,124**	**$ 15,267,952**	**$ 17,854,916**
Other Department Operating Costs	**(80,444)**	**(23,006)**	**—**	**—**
Total Expenditures	**$ 12,982,511**	**$ 16,186,119**	**$ 15,267,952**	**$ 17,854,916**
Net Change	**80,444**	**23,006**	**—**	**—**

General Fund Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Grants	$ —	$ —	$ —	$ —
Code Enforcement Fees	—	—	—	—
Rental Inspection Fees	—	—	—	—
Miscellaneous Fees	—	—	—	—
Fines and Forfeitures	—	—	—	—
Other Revenue	77,557.11	67,398.84	340,150	340,150
Total Revenues	**$ 77,557**	**$ 67,399**	**$ 340,150**	**$ 340,150**
EXPENDITURES				
Expenditures				
Salary				
Regular	1,440,076	1,771,996	2,058,554	2,279,829
Overtime	4,266	4,870	—	—
Targeted Savings	—	—	(82,373)	(182,471)
Benefits				
Fringe Benefits	233,610	240,408	381,925	378,987
Retiree Medical	19,688	19,438	23,190	24,865
PERS	275,133	372,578	486,339	595,571
Program Reduction Savings				(74,786)
Furlough / COLA Deferral	—	—	—	(67,180)
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 1,972,772**	**$ 2,409,289**	**$ 2,867,636**	**$ 2,954,815**
Maintenance & Utilities	12,660	15,132	5,457	5,457
Supplies & Services	1,730,250	1,243,248	1,083,400	764,316
Community Promotions	70,831	86,047	50,000	50,000
Hayward Clean and Green	—	—	—	—
Internal Service Fees	149,491	187,030	227,612	246,926
Grants	—	530,000	536,950	2,664,210
Capital	—	—	—	—
Net Operating Expense	**$ 1,963,232**	**$ 2,061,457**	**$ 1,903,419**	**$ 3,730,908**
Total Expenditures	**$ 3,936,004**	**$ 4,470,746**	**$ 4,771,055**	**$ 6,685,724**
General Fund Subsidy	**3,858,447**	**4,403,348**	**4,430,905**	**6,345,574**

Administration-General Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Miscellaneous Revenue	$ 77,557	$ 67,399	$ 61,500	$ 61,500
Total Revenues	**$ 77,557**	**$ 67,399**	**$ 61,500**	**$ 61,500**
EXPENDITURES				
Expenditures				
Salary				
Regular	870,764	1,054,415	1,113,308	1,262,280
Overtime	1,357	3,309	—	—
Benefits				
Fringe Benefits	118,068	125,904	159,008	181,433
Retiree Medical	9,450	9,330	10,384	12,766
PERS	169,381	218,845	274,148	325,418
Furlough / COLA Deferral	—	—	—	(41,486)
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 1,169,020**	**$ 1,411,803**	**$ 1,556,848**	**$ 1,682,393**
Maintenance & Utilities	12,660	15,132	5,457	5,457
Supplies & Services	797,804	652,411	511,976	431,476
Internal Service Fees	90,446	101,340	113,399	111,158
Capital	—	—	—	—
Net Operating Expense	**$ 900,910**	**$ 768,883**	**$ 630,832**	**$ 548,091**
Total Expenditures	**$ 2,069,930**	**$ 2,180,686**	**$ 2,187,680**	**$ 2,230,483**
General Fund Subsidy	**1,992,373**	**2,113,287**	**2,126,180**	**2,168,983**

Communications & Media Relations - General Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Other	$ 250	$ 2,250	$ —	$ —
Total Revenues	**$ 250**	**$ 2,250**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	123,193	249,960	244,343	264,784
Overtime	98	269	—	—
Targeted Savings	—	—	—	(49,667)
Benefits				
Fringe Benefit	15,093	38,945	40,381	40,778
Retiree Medical	3,938	3,888	3,857	3,878
PERS	21,788	53,298	60,337	68,278
Furlough / COLA Deferral	—	—	—	(6,889)
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 164,109**	**$ 346,359**	**$ 348,918**	**$ 321,162**
Maintenance & Utilities	—	—	—	—
Supplies & Services	272,963	147,370	175,075	173,075
Internal Service Fees	16,863	17,936	39,130	42,096
Capital	—	—	—	—
Net Operating Expense	**$ 289,826**	**$ 165,306**	**$ 214,205**	**$ 215,171**
Total Expenditures	**$ 453,936**	**$ 511,665**	**$ 563,123**	**$ 536,334**
Net Change	**453,686**	**509,415**	**563,123**	**536,334**

Economic Development - General Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Other Revenue	$ —	$ —	$ —	$ —
Total Revenues	**$ —**	**$ —**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	443,055	305,433	436,591	476,557
Overtime	2,811	1,292	—	—
Targeted Savings	—	—	(82,373)	(74,786)
Benefits				
Fringe Benefits	100,084	52,714	146,833	111,062
Retiree Medical	6,300	6,220	6,943	6,205
PERS	83,641	61,552	113,805	127,267
Program Reduction				(74,786)
Furlough / COLA Deferral	—	—	—	(12,512)
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 635,891**	**$ 427,211**	**$ 621,798**	**$ 559,007**
Maintenance & Utilities	—	—	—	—
Supplies & Services	588,946	311,454	287,649	131,265
Community Promotions	70,831	86,047	—	50,000
Internal Service Fees	42,182	48,396	50,897	43,505
Net Operating Expense	**$ 701,958**	**$ 445,897**	**$ 338,546**	**$ 224,770**
Total Expenditures	**$ 1,337,849**	**$ 873,108**	**$ 960,344**	**$ 783,777**
General Fund Subsidy	**1,337,849**	**873,108**	**960,344**	**783,777**

Community Services - General Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
None	$ —	$ —	$ —	$ —
Total Revenues	**$ —**	**$ —**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	2,700	162,187	148,924	160,820
Overtime	—	—	—	—
Benefits				
Fringe Benefits	304	22,846	24,926	15,969
Retiree Medical	—	—	2,006	2,016
PERS	196	38,884	38,050	43,574
Furlough / COLA Deferral	—	—	—	(6,293)
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 3,201**	**$ 223,917**	**$ 213,906**	**$ 216,086**
Maintenance & Utilities	—	—	—	—
Supplies & Services	—	38,315	10,200	28,500
Internal Service Fees	—	19,358	24,186	50,167
Grants	—	530,000	536,950	2,664,210
Net Operating Expense	**$ —**	**$ 587,673**	**$ 571,336**	**$ 2,742,877**
Total Expenditures	**$ 3,201**	**$ 811,590**	**$ 785,242**	**$ 2,958,963**
General Fund Subsidy	**3,201**	**811,590**	**785,242**	**2,958,963**

Housing - General Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Beginning Working Capital Balance				
REVENUES				
Revenue				
Rental Income	$ —	$ —	$ 278,650	$ 278,650
				—
Total Revenues	**$ —**	**$ —**	**$ 278,650**	**$ 278,650**
EXPENDITURES				
Expenditures				
Salary				
Regular	—	—	115,389	115,389
Overtime	—	—	—	—
Benefits				
Fringe Benefits	—	—	29,745	29,745
Retiree Medical	—	—	—	—
PERS	—	—	31,034	31,034
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ —**	**$ —**	**$ 176,168**	**$ 176,168**
Maintenance & Utilities	—	—	—	—
Supplies & Services	—	93,698	98,500	—
Internal Service Fees	—	—	—	—
Capital	—	—	—	—
Net Operating Expense	**$ —**	**$ 93,698**	**$ 98,500**	**$ —**
Fund Transfers Out				
Cost Allocation to General Fund	—	—	—	—
Liability Insurance Premium	—	—	—	—
Total Transfers Out	$ —	$ —	$ —	$ —
Total Expenditures	**$ —**	**$ 93,698**	**$ 274,668**	**$ 176,168**
Net Difference Gain (Use) of Fund Balance				**(9,200)**
Ending Working Capital Balance	**—**	**—**	**(527,590)**	**(536,790)**

Neighborhood Services - General Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Grants	$ —	$ —	$ —	$ —
Code Enforcement Fees	—	—	—	—
Other Revenue	—	—	—	—
Total Revenues	**$ —**	**$ —**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	364	—	—	—
Overtime	—	—	—	—
Benefits				
Fringe Benefits	60	—	—	—
Retiree Medical	—	—	—	—
PERS	127	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 551**	**$ —**	**$ —**	**$ —**
Maintenance & Utilities	—	—	—	—
Supplies & Services	70,537	—	—	—
Internal Service Fees	—	—	—	—
Net Operating Expense	**$ 70,537**	**$ —**	**$ —**	**$ —**
Total Expenditures	**$ 71,088**	**$ —**	**$ —**	**$ —**
General Fund Subsidy	**71,088**	**—**	**—**	**—**

Community Development Block Grant - By Category - Special Revenue Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Beginning Working Capital Balance	**$ 1,174,926**	**$ 1,766,801**	**$ (237,088)**	**$ (325,144)**
REVENUES				
Revenue				
Grants	544,705	2,302,960	1,330,000	1,692,652
Delayed Loan Payments	—	107,228	—	—
Principal Payments	22,848	450	—	—
Interest Earned	2,933	—	—	—
Other Revenue	—	—	—	—
	$ 570,485	**$ 2,410,638**	**$ 1,330,000**	**$ 1,692,652**
Transfers In From Other Funds				
From Com Econ Dev Blk Grant to Sm Bus Loans	0	0	—	—
From Revlvg Loan to Com Econ Dev Blk Grant	0	—	—	—
From HRLP Loan to HRLP Admin	0	—	—	—
From Sm Bus Loan to Sm Bus Loan Delivery	0	—	—	—
	$ —	**$ —**	**$ —**	**$ —**
Total Revenues	**$ 570,485**	**$ 2,410,638**	**$ 1,330,000**	**$ 1,692,652**
EXPENDITURES				
Expenditures				
Salary				
Regular	1,188	186,131	168,733	186,155
Overtime	—	—	—	—
Benefits				
Fringe Benefits	116	30,171	52,308	26,623
Retiree Medical	—	—	2,622	2,405
PERS	86	49,413	43,374	49,534
Furlough / COLA Deferral	—	—	—	(7,226)
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 1,390**	**$ 265,715**	**$ 267,036**	**$ 257,491**
Maintenance & Utilities	—	—	—	—
Supplies & Services	—	63,079	43,289	46,121
Internal Service Fees	—	—	3,912	2,881
Grants	20,000	4,085,733	1,100,339	1,464,718
Project Costs	—	—	—	—
Net Operating Expense	**$ 20,000**	**$ 4,148,812**	**$ 1,147,540**	**$ 1,513,720**

Community Development Block Grant - By Category - Special Revenue Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Fund Transfers Out to				
Cost Allocation to General Fund	—	—	—	—
Liability Insurance Premium	—	—	3,480	—
	$ —	$ —	$ 3,480	$ —
Total Expenditures	**$ 21,390**	**$ 4,414,527**	**$ 1,418,056**	**$ 1,771,210**
Net Difference Gain (Use) of Fund Bal	**591,875**	**(2,003,889)**	**(88,056)**	**(78,558)**
Ending Working Capital Balance	**1,766,801**	**(237,088)**	**(325,144)**	**(403,702)**

Community Development Block Grant - By Program - Special Revenue Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Beginning Working Capital Balance	**$ 1,174,926**	**$ 1,034,502**	**$ (929,390)**	**$ (1,017,446)**
REVENUES				
Revenue				
Community Development Block Grant	952,686	2,386,015	1,330,000	1,692,652
Revolving Loan Program	238,083	144,948	—	—
Small Business Revolving Loan	86,471	22,828	48,448	—
Total Revenues	**$ 1,213,596**	**$ 2,533,743**	**$ 1,330,000**	**$ 1,692,652**
EXPENDITURES				
Expenditures				
Community Development Block Grant	1,235,816	2,757,563	1,418,056	1,771,210
Revolving Loan Program	98,204	1,340,071	—	—
Small Business Revolving Loan	200,013	20,000	78,510	—
Total Expenditures	**$ 1,354,021**	**$ 4,497,634**	**$ 1,418,056**	**$ 1,771,210**
Net Difference Gain (Use) of Fund Bal	**(140,424)**	**(1,963,891)**	**(88,056)**	**(78,558)**
Ending Working Capital Balance	**1,034,502**	**(929,390)**	**(1,017,446)**	**(1,096,004)**

Measure B - Paratransit Program - Special Revenue Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Beginning Working Capital Balance	**$ —**	**$ —**	**$ 1,365**	**$ (622,511)**
REVENUES				
Revenue				
Interest	—	—	—	—
Measure B	—	1,030,905	887,745	957,338
Measure BB	—	—	—	—
Other Revenue	—	1,288	41,300	—
Total Revenues	**$ —**	**$ 1,032,193**	**$ 929,045**	**$ 957,338**
EXPENDITURES				
Expenditures				
Salary				
Regular		230,612	370,029	301,077
Overtime		—	—	—
Benefits				
Fringe Benefits		33,840	68,349	56,686
Retiree Medical		3,110	3,271	4,840
PERS		53,369	94,496	80,581
Furlough / COLA Deferral			—	(7,352)
Charges (to)/from other programs		—	—	—
Net Staffing Expense	**$ —**	**$ 320,932**	**$ 536,146**	**$ 435,832**
Maintenance & Utilities		199	3,500	3,500
Supplies & Services		612,350	888,050	957,643
Internal Service Fees		68,648	75,467	63,512
Capital			—	—
Net Operating Expense	**$ —**	**$ 681,197**	**$ 967,017**	**$ 1,024,655**
Fund Transfers Out				
Cost Allocation to General Fund		39,319	39,319	39,319
Liability Insurance Premium		10,525	10,439	17,047
Total Transfers Out	**$ —**	**$ 49,844**	**$ 49,758**	**$ 56,366**
Total Expenditures	**$ —**	**$ 1,051,973**	**$ 1,552,921**	**$ 1,516,853**
Net Difference Gain (Use) of Fund Balance	**—**	**2,084,166**	**(623,876)**	**(559,516)**
Ending Working Capital Balance	**—**	**2,084,166**	**(622,511)**	**(1,182,027)**

Measure BB - Paratransit Program - Special Revenue Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Beginning Working Capital Balance	**$ —**	**$ —**	**$ 750,078**	**$ 1,183,582**
REVENUES				
Revenue				
Interest	—	—	—	—
Measure BB	—	861,176	743,504	850,661
Other Revenue	7,395	59,144	—	—
Total Revenues	**$ 7,395**	**$ 920,320**	**$ 743,504**	**$ 850,661**
EXPENDITURES				
Expenditures				
Salary				
Regular	—	—	—	—
Overtime	—	—	—	—
Benefits				
Fringe Benefits	—	—	—	—
Retiree Medical	—	—	—	—
PERS	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ —**	**$ —**	**$ —**	**$ —**
Maintenance & Utilities	—	—	—	—
Supplies & Services	—	—	310,000	417,157
Internal Service Fees	—	—	—	—
Capital	—	—	—	—
Net Operating Expense	**$ —**	**$ —**	**$ 310,000**	**$ 417,157**
Fund Transfers Out				
Cost Allocation to General Fund	—	—	—	—
Liability Insurance Premium	—	—	—	—
Total Transfers Out	**$ —**	**$ —**	**$ —**	**$ —**
Total Expenditures	**$ —**	**$ —**	**$ 310,000**	**$ 417,157**
Net Difference Gain (Use) of Fund Balance	7,395	**920,320**	**433,504**	**433,504**
Ending Working Capital Balance	**7,395**	**920,320**	**1,183,582**	**1,617,085**

Housing Authority Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Beg Working Capital Balance	**$ —**	**$ —**	**$ 6,753,430**	**$ 6,548,166**
REVENUES				
Revenue				
Contribution In	—	—	—	—
Fund Interest	40,260.98	200,232.59	40,000	40,000
Interest Income	83,403.62	65,708.08	—	40,000
Principal Income	450,410.41	1,262,503.97	—	120,000
Other Revenue	165	1,036.12	—	—
	$ 574,240.01	**$1,529,480.76**	**$ 40,000**	**$ 200,000**
Total Revenues	**$ 574,240.01**	**$1,529,480.76**	**$ 40,000**	**$ 200,000**
EXPENDITURES				
Expenditures				
Salary				
Regular	37,299	71,320	62,195	64,538
Overtime	—	—	—	—
Benefits				
Fringe Benefits	6,213	14,918	17,390	11,193
Retiree Medical	—	—	1,003	791
PERS	7,277	17,275	15,891	17,487
Furlough / COLA Deferral	—	—	—	(2,739)
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 50,789**	**$ 103,513**	**$ 96,478**	**$ 91,270**
Supplies & Services	203,451	24,248	7,078	300
Grants & Loans	—	213,058	400,705	405,231
Internal Service Fees	96,000	96,000	96,000	—
Net Operating Expense	**$ 299,451**	**$ 333,306**	**$ 503,783**	**$ 405,531**
Fund Transfers Out				
General Fund-Cost Allocation	3,897	3,897	3,897	3,897
Liability Insurance Premium	—	—	3,480	4,262
Total Transfers Out	**$ 3,897**	**$ 3,897**	**$ 7,377**	**$ 8,159**
Total Expenditures	**$ 115,570**	**$ 568,693**	**$ 245,264**	**$ 240,876**
Net Difference Gain (Use) of Fund Bal	**689,810**	**2,098,174**	**(205,264)**	**(40,876)**
Ending Working Capital Balance	**689,810**	**2,098,174**	**6,548,166**	**6,507,290**

Affordable Housing Monitoring Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Beg Working Capital Balance	**$ 931,317**	**$ 775,526**	**$ 1,342,391**	**$ 1,096,141**
REVENUES				
Revenue				
Interest Income	5,574	16,790	5,500	5,500
Mortgage Bonds Admin Fee	187,056	145,209	155,681	160,000
Total Revenues	**$ 192,630**	**$ 161,999**	**$ 161,181**	**$ 165,500**
EXPENDITURES				
Expenditures				
Salary				
Regular	194,040	226,402	188,182	166,838
Overtime	—	353	—	—
Benefits				
Fringe Benefits	22,090	48,693	37,873	33,078
Retiree Medical	3,150	4,665	4,500	2,714
PERS	38,342	46,008	49,073	44,341
Furlough / COLA Deferral	—	—	—	(6,473)
Charges (to)/from other programs		—	—	—
Net Staffing Expense	**$ 257,622**	**$ 326,120**	**$ 279,627**	**$ 240,498**
Supplies & Services	53,550	35,389	89,400	68,050
Internal Service Fees	17,027	19,358	21,450	17,682
Net Operating Expense	**$ 70,577**	**$ 54,747**	**$ 110,850**	**$ 85,732**
Fund Transfers Out				
General Fund-Cost Allocation	13,474	13,474	13,474	13,474
Liability Insurance Premium	6,749	10,525	3,480	8,523
MISC Transfer Out to Other Depts	—	—	—	—
Total Transfers Out	**$ 20,223**	**$ 23,999**	**$ 16,954**	**$ 21,997**
Total Expenditures	**$ 348,421**	**$ 404,867**	**$ 407,431**	**$ 348,227**
Net Difference Gain (Use) of Fund Bal	**(155,791)**	**566,865**	**(246,250)**	**(182,727)**
Ending Working Capital Balance	**775,526**	**1,342,391**	**1,096,141**	**913,415**

HOME Investment Partnerships Block Grant Program

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Beg Working Capital Balance	**$ (126,032)**	**$ (295,304)**	**$ (465,637)**	**$ (539,575)**
REVENUES				
Revenue				
Grants	139,980	164,527	420,000	449,000
Program Income	—	—	10,000	10,000
Interest Income	—	—	—	—
Total Fund Revenue	**$ 139,980**	**$ 164,527**	**$ 430,000**	**$ 459,000**
EXPENDITURES				
Expenditures				
Salary				
Regular	7,380	1,105	—	24,312
Overtime	—	—	—	—
Benefits				
Fringe Benefits	829	172	—	3,586
Retiree Medical	—	—	155	—
PERS	1,592	278	—	6,587
Furlough / COLA Deferral	—	—	—	(880)
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 9,801**	**$ 1,555**	**$ 155**	**$ 33,606**
Grants & Loans	—	213,058	400,705	405,231
Transfer Out	96,000	96,000	96,000	—
Net Operating Expense	**$ 299,451**	**$ 333,306**	**$ 503,783**	**$ 405,531**
Total Expenditures	**$ 309,252**	**$ 334,860**	**$ 503,938**	**$ 439,137**
Net Change	**(169,272)**	**(170,333)**	**(73,938)**	**19,863**
Ending Working Capital Balance	**(295,304)**	**(465,637)**	**(539,575)**	**(519,712)**

Inclusionary Housing - Special Revenue Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Beginning Working Capital Balance	**$ —**	**$ —**	**$ 1,005,917**	**$ 1,377,794**
REVENUES				
Revenue				
Interest Income	24,874	135,758	24,000	24,000
Other Income	1,143,861	808,287	500,000	2,000,000
Total Revenues	**$ 1,168,735**	**$ 944,045**	**$ 524,000**	**$ 2,024,000**
EXPENDITURES				
Expenditures				
Salary				
Regular	—	—	75,118	196,900
Overtime	—	—	—	—
Benefits				
Fringe Benefits	—	—	27,323	31,152
Retiree Medical	—	—	190	1,148
PERS	—	—	19,193	48,659
Furlough / COLA Deferral	—	—	—	(6,785)
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ —**	**$ —**	**$ 121,824**	**$ 271,075**
Maintenance & Utilities	—	—	—	—
Supplies & Services	8,289	5,027	25,000	20,000
Internal Service Fees	—	—	1,819	1,375
Capital	—	—	—	—
Net Operating Expense	**$ 8,289**	**$ 5,027**	**$ 26,819**	**$ 21,375**
Fund Transfers Out				
Cost Allocation to General Fund	—	—	—	—
Liability Insurance Premium	—	—	3,480	—
Total Transfers Out	**$ —**	**$ —**	**$ 3,480**	**$ —**
Total Expenditures	**$ 8,289**	**$ 5,027**	**$ 152,123**	**$ 292,450**
Net Difference Gain (Use) of Fund Balance	**1,177,024**	**949,071**	**371,877**	**1,731,550**
Ending Working Capital Balance	**1,177,024**	**949,071**	**1,377,794**	**3,109,344**

Rental Review Program - Special Revenue Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Beginning Working Capital Balance	**$ —**	**$ —**	**$ —**	**$ —**
REVENUES				
Revenue				
Interest Income	$ —	$ —	$ —	$ —
Other Income	$ —	$ —	$ —	$ 430,000
Administrative Fee	$ —	$ —	$ —	$ —
Total Revenues	**$ —**	**$ —**	**$ —**	**$ 430,000**
EXPENDITURES				
Expenditures				
Salary				
Regular	$ —	$ —	$ —	$ 174,481
Overtime	$ —	$ —	$ —	$ —
Benefits				
Fringe Benefits	$ —	$ —	$ —	$ 57,583
Retiree Medical	$ —	$ —	$ —	$ 3,568
PERS	$ —	$ —	$ —	$ 46,196
Furlough / COLA Deferral	$ —	$ —	$ —	$ (6,178)
Charges (to)/from other programs	$ —	$ —	$ —	$ —
Net Staffing Expense	**$ —**	**$ —**	**$ —**	**$ 275,650**
Maintenance & Utilities	$ —	$ —	$ —	$ —
Supplies & Services	$ —	$ —	$ —	$ 125,200
Internal Service Fees	$ —	$ —	$ —	$ 4,274
Capital	$ —	$ —	$ —	$ —
Net Operating Expense	**$ —**	**$ —**	**$ —**	**$ 129,474**
Fund Transfers Out				
Cost Allocation to General Fund	$ —	$ —	$ —	$ —
Liability Insurance Premium	$ —	$ —	$ —	$ 4,262
Total Transfers Out	**$ —**	**$ —**	**$ —**	**$ 4,262**
Total Expenditures	**$ —**	**$ —**	**$ —**	**$ 409,386**
Net Difference Gain (Use) of Fund Balance	**$ —**	**$ —**	**$ —**	**$ 20,614**
Ending Working Capital Balance	**$ —**	**$ —**	**$ —**	**$ 20,614**

South Hayward B.A.R.T. JPA-Special Revenue Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Beg Working Capital Balance	**$ 672,598**	**$ 1,244,380**	**$ 1,605,301**	**$ 1,460,361**
REVENUES				
Revenue				
In-House Parking Collection	—	—	—	—
Interest Income	—	—	—	—
Other Revenue	579,592	532,369	421,280	421,280
Total Revenues	**$ 579,592**	**$ 532,369**	**$ 421,280**	**$ 421,280**
EXPENDITURES				
Expenditures				
Salary				
Regular	—	—	—	—
Overtime	—	—	—	—
Benefits				
Fringe Benefits	—	—	—	—
Retiree Medical	—	—	—	—
PERS	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ —**	**$ —**	**$ —**	**$ —**
Maintenance & Utilities	—	24,000	24,000	24,000
Supplies & Services	7,810	147,448	260,720	260,720
Capital Outlay	—	—	281,500	281,500
Net Operating Expense	**$ 7,810**	**$ 171,448**	**$ 566,220**	**$ 566,220**
Fund Transfers Out to				
General Fund	—	200,000		
Total Expenditures	**$ 7,810**	**$ 171,448**	**$ 566,220**	**$ 566,220**
Other Department Operating Costs (Maintenance Services Department)	**(80,444)**	**(23,006)**	**—**	**—**
Net City Manager Dept Expenditures	**$ (72,634)**	**$ 148,442**	**$ 566,220**	**$ 566,220**
Net Change	**154,010**	**(419,273)**	**(169,868)**	**(144,940)**
Ending Working Capital Balance	**1,244,380**	**1,605,301**	**1,460,361**	**1,315,421**

Downtown Business Improvement Program-Special Revenue Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Beg Working Capital Balance	**$ 189,231**	**$ 142,619**	**$ 94,026**	**$ (1,974)**
REVENUES				
Fund Revenue				
Business License Surcharge	659	10	—	—
Interest Income	329	—	—	—
Other Revenue	—	—	—	—
	$ 988	**$ 10**	**$ —**	**$ —**
Fund Transfers In From				
Redevelop Agency Operating Fund	—	—	—	—
	$ —	**$ —**	**$ —**	**$ —**
Total Revenues	**$ 988**	**$ 10**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
Supplies & Services	47,600	48,603	96,000	—
Net Operating Expense	**$ 47,600**	**$ 48,603**	**$ 96,000**	**$ —**
Total Expenditures	**$ 47,600**	**$ 48,603**	**$ 96,000**	**$ —**
Net Change	**(46,612)**	**(48,593)**	**(96,000)**	**—**
Ending Working Capital Balance	**142,619**	**94,026**	**(1,974)**	**(1,974)**

Information Technology - Internal Service Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Other Revenue	$ —	$ —	$ —	$ —
Total Revenues	**$ —**	**$ —**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	119,479	140,473	208,468	224,509
Overtime	3,176	4,998	—	—
Benefits				
Fringe Benefits	32,430	34,156	70,067	75,896
Retiree Medical	4,725	4,665	4,629	4,653
PERS	23,550	26,250	53,264	60,831
Furlough / COLA Deferral	—	—	—	(8,057)
Charges (to)/from other programs		—	—	—
Net Staffing Expense	**$ 183,360**	**$ 210,541**	**$ 336,427**	**$ 357,832**
Maintenance & Utilities	—	—	—	—
Supplies & Services	—	—	—	—
Internal Service Fees	5,611	5,273	5,457	5,575
Capital	—	—	—	—
Net Operating Expense	**$ 5,611**	**$ 5,273**	**$ 5,457**	**$ 5,575**
Total Expenditures	**$ 188,971**	**$ 215,814**	**$ 341,884**	**$ 363,407**
Information Tech Fund Subsidy	**188,971**	**215,814**	**341,884**	**363,407**

Successor Agency RDA Operating Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Beg Working Capital Balance	**$(6,377,547)**	**$(9,575,517)**	**$ (9,493,241)**	**$ (10,535,758)**
REVENUES				
Fund Revenue				
Property Tax (80% Tax Increment)	3,163,863	4,109,694	2,883,636	2,883,636
Interest on Fund Balance	433	205	—	—
Principal	—	—	—	—
Success Agency Admin Allowance	—	—	250,000	250,000
School Impact Fee Reimb	57,339	—	326,906	326,906
Lease Pmt - Cinema Place	50,000	50,000	50,000	50,000
Other Revenue	9,270	8,330	—	—
	$ 3,280,905	**$ 4,168,229**	**$ 3,510,542**	**$ 3,510,542**
Fund Transfers In from				
Transf to Successor Agency RDA	—	—	—	—
Capital Transfer From General Fund	—	—	—	—
	$ —	**$ —**	**$ —**	**$ —**
Total Revenues	**$ 3,280,905**	**$ 4,168,229**	**$ 3,510,542**	**$ 3,510,542**
Fund Expenditures				
Salary				
Regular	141,126	119,056	326,334	214,976
Overtime	—	—	—	—
Benefits				
Fringe Benefits	42,535	15,263	62,147	72,621
Retiree Medical	3,150	4,665	3,086	3,878
PERS	30,157	27,586	58,704	57,017
Furlough / COLA Deferral	—	—	—	(1,601)
Charges (to)/from other programs	—	—	(88,555)	(88,555)
Net Staffing Expense	**$ 216,967**	**$ 166,570**	**$ 361,716**	**$ 258,335**
Supplies & Services	64,871	30,772	104,968	104,968
Maintenance & Utilities	881	919	8,200	8,200
Loan Interest	1,347,457	1,280,534	1,417,450	1,344,550
Principal Retirement	1,685,000	1,735,000	1,805,000	1,880,000
Bond Issuance and Refunding Cost	295,998	—	—	—
Internal Service Fees	25,539	29,038	29,810	26,287
Net Operating Expense	**$ 3,419,745**	**$ 3,076,263**	**$ 3,365,428**	**$ 3,364,005**

Successor Agency RDA Operating Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Fund Transfers Out to				
Liability Insurance Premium	43,355	43,119	25,915	31,929
Transfer per Cooperative Agreement	2,798,808	800,000	800,000	800,000
	$ 2,842,163	**$ 843,119**	**$ 825,915**	**$ 831,929**
Total Expenditures	**$ 6,478,875**	**$ 4,085,952**	**$ 4,553,059**	**$ 4,454,269**
Net Change	**(3,197,970)**	**82,277**	**(1,042,517)**	**(943,727)**
Ending Working Capital Balance	**(9,575,517)**	**(9,493,241)**	**(10,535,758)**	**(11,479,485)**

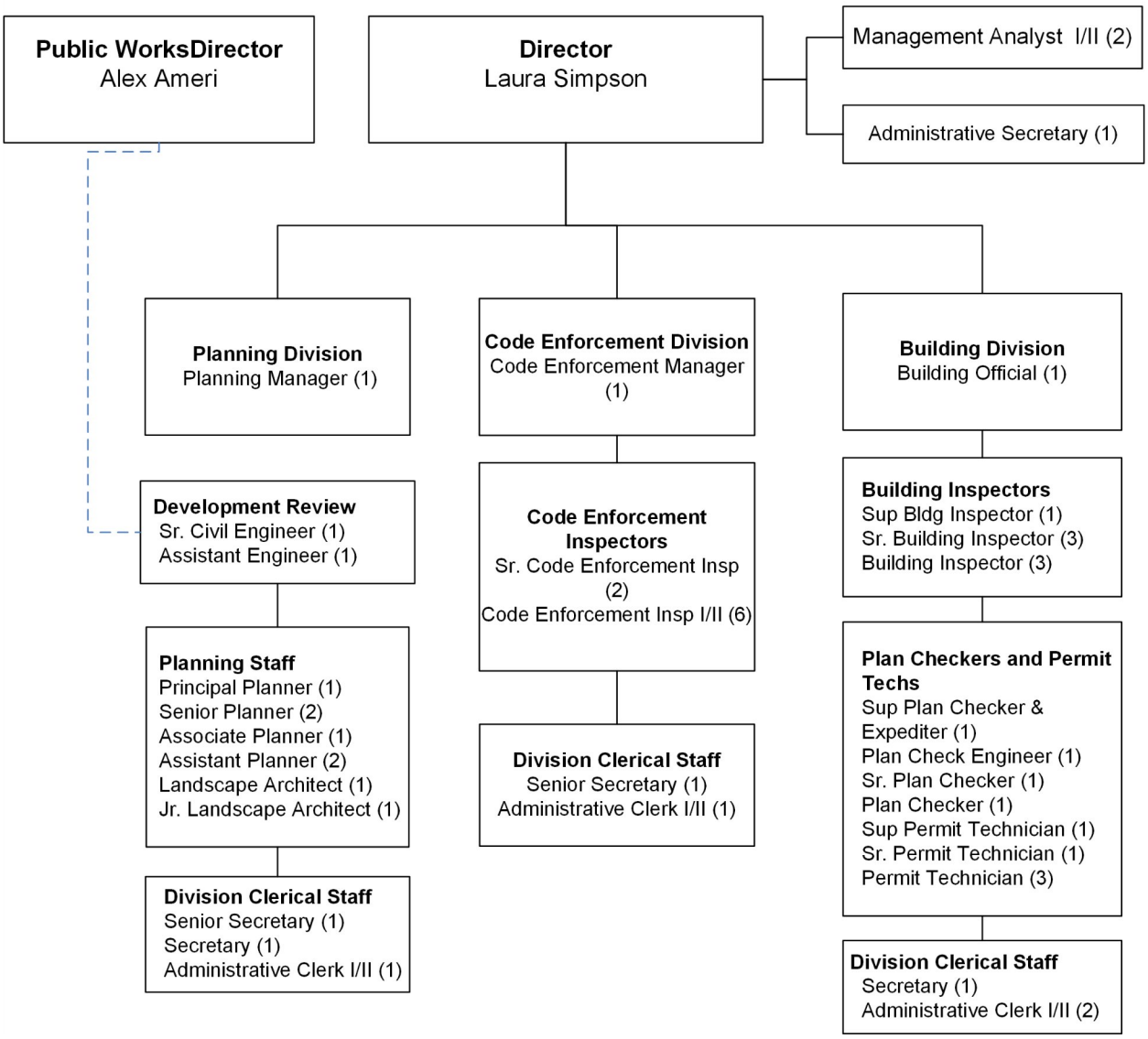
Economic Development-Economic Development Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Beginning Working Capital Balance	**$ 350,000**	**$ 640,811**	**$ 652,724**	**$ 652,724**
REVENUES				
Revenue				
Transfers In	556,000	350,000	350,000	350,000
Interest Income	2,953	15,421	—	—
Total Revenues	**$ 558,953**	**$ 365,421**	**$ 350,000**	**$ 350,000**
EXPENDITURES				
Expenditures				
Salary				
Regular	—	—	—	—
Overtime	—	—	—	—
Benefits				
Fringe Benefits	—	—	—	—
Retiree Medical	—	—	—	—
PERS	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ —**	**$ —**	**$ —**	**$ —**
Maintenance & Utilities	—	—	—	—
Supplies & Services	268,141	350,000	350,000	350,000
Internal Service Fees	—	—	—	—
Capital Outlay	—	—	—	—
Net Operating Expense	**$ 268,141**	**$ 350,000**	**$ 350,000**	**$ 350,000**
Transfers Out	—	3,508	—	—
Total Expenditures	**$ 268,141**	**$ 353,508**	**$ 350,000**	**$ 350,000**
Net Change	**290,811**	**11,913**	**—**	**—**
Ending Working Capital Balance	**640,811**	**652,724**	**652,724**	**652,724**

THIS PAGE INTENTIONALLY LEFT BLANK

FY 2021 STAFFING
50.0 FTE

Development Services Department



DEVELOPMENT SERVICES DEPARTMENT

MISSION STATEMENT

We strive to empower our diverse community through knowledge, building code standards, community preservation and thoughtful neighborhood planning. We are committed to forming a forward-thinking City.

Your City, Your Community, Your Hayward.

DEPARTMENT OVERVIEW

The Development Services Department is comprised of the Administration, Building, Planning and Code Enforcement Divisions that work collaboratively to protect the economic, structural and environmental health and safety of the Hayward community. Department staff are dedicated to attaining quality development, ensuring structural integrity, and maintaining a visual aesthetic that will add value to the City of Hayward through building inspection, and enforcement of local, state, and federal standards. The Development Services Department establishes a culture that promotes Collaboration, Communication, Respect, Flexibility, and Resourcefulness in order to establish an environment that is focused on customer service and fostering a high quality of life for the Hayward community.

DIVISION/PROGRAM SUMMARIES

Administration Division

The Administration Division supports the department's staff and customers by establishing department-wide policies and best practices that ensure that the department standards of Collaboration, Communication, Respect, Flexibility, and Resourcefulness align with the City's organizational values of Caring, Openness, and Integrity. The Administration Division is also responsible for overseeing department-wide projects that include: The Mural Art Program, the Development Services Department Employee Engagement & Development Program, and implementation of the new EnerGov permitting software.

Building Division

The Building Division reviews plans, and construction drawings, approves and issues permits, and provides inspections for construction projects in conformance with Title 24 of the California Code of Regulations, including the California Building Code, Mechanical Code, Electrical Code, Plumbing Code and Green Building Standards Code, as adopted and amended by the City of Hayward City Council. The Building Division facilitates plan review and provides expedited review and next day inspections upon request. Building staff is committed to providing excellent customer service to developers, residents and businesses to ensure a safe structural environment and vibrant economy in Hayward.

DEVELOPMENT SERVICES DEPARTMENT

Planning Division

The Planning Division is responsible for creating, updating and implementing City land use policies that achieve the physical development of the City as envisioned by the General Plan, and in support of Council priorities. The Planning Division also provides support to the Planning Commission, which serves as a decision-making body for various development proposals and as an advisory body to the City Council for legislative actions. The Planning Division included current planning, under which, in partnership with the community and applicants, development applications associated with a wide variety of residential, commercial, retail and industrial projects are reviewed to ensure consistency and compliance with the City's General the Zoning Ordinance and Subdivision Ordinance, and all state and federal regulations, including the California Environmental Quality Act. Planning also provides Long Range Planning services including amendments to the General Plan, Zoning Code, Specific Plans, Form-based Codes, and other policies such as the Cannabis ordinance.

Engineering Services Division

An Engineering Services Manager with supporting staff serves as a direct liaison between developers and all divisions reviewing development applications, including Public Works Engineering, Fire, Planning, Building, Transportation and Utilities. This division processes subdivision maps, property boundary adjustments, and encroachment permits, administers the Dig Once policy, and provides basic engineering analysis for planning applications

Code Enforcement

The Code Enforcement Division provides regulatory compliance services on behalf of Hayward Residents and City Departments. These services include interpretation and enforcement of local, state and federal regulations and standards established for community preservation and structural habitability. The Division collaborates with multiple departments and external agencies, such as Fire, Police, Building, Planning, City Attorney, and Alameda County Environmental Health, to ensure professional services and thorough compliance throughout Hayward to sustain healthy and safe neighborhood conditions. The Division assures due process and transparency in the enforcement of laws associated with private property. The Division maintains a variety of general inspection programs in support of the appropriate sale and use of cannabis and tobacco products and provides ongoing inspection and investigation services for the City's rental housing and hotel stock.

FY 2020 KEY SERVICE GOALS / OBJECTIVES

Division	#	FY 2020 Goals	FY 2020 Measures	Status
Department-Wide	1	Department Reorganization. Remove non-essential positions and add new FTEs to divisions to improve community services. Recruitment of new FTEs.	**Action Plan:** Align staff resources to optimize internal and external services Recruit to fulfill new positions **Method to Measure Performance:** Completed: Yes/No	**ACHIEVED**
	2	Leverage technology and lean resources to streamline a more effective method toward document management with an overarching goal to move toward paperless submittals.	**Action Plan:** Identify technology resources to be used Perform process analysis Identify lean opportunities Develop pilot project to test electronic submittal process and process integration **Method to Measure Performance** Completed: Yes/No	**IN PROGRESS** Contract executed, prework begun, kick off meeting and training begun.
	3	Develop and implement DSD Employee Engagement Plan.	**Action Plan:** Develop engagement plan Develop implementation plan Adopt new Department Policy Implement Engagement Plan **Method to Measure Performance** Completed: Yes/No	**IN PROGRESS** Overall plan has been outlined. Department standards have been established and will be the core of the Plan. Assessment phase is in progress.

Division	#	FY 2020 Goals	FY 2020 Measures	Status
Code Enforcement	4	Complete and mail Code Enforcement outreach flyer to commercial and industrial properties, to include inspector information and land use issues (Phase 3 - Fall 2019).	**Action Plan:** Identify target commercial/ industrial areas Mail outreach flyer to commercial and industrial properties Respond to customer inquiries regarding outreach and obtain feedback **Method to Measure Performance** Completed: Yes/No	**ACHIEVED** Cannabis Ordinance Adoption **IN PROGRESS** Vacant Property Ordinance
	5	**Complete Communities S.I.:** Continue code analysis to identify areas of improvement, possible consolidation, updates, modernize, and streamline. Perform jurisdictional research to potentially model after effective City ordinances. Develop and implement new innovative programs or ordinances that support Community Strategic Initiatives. (Example Vacant Property ordinance and implementation of cannabis enforcement program).	**Action Plan:** Perform jurisdictional research to potentially model after effective City ordinances Assess community and feasibility impacts Draft potential program/ ordinances for proposal. Implement proposed program or ordinance **Method to Measure Performance** Completed: Yes/No	**ACHIEVED** Vacant Property Ordinance adopted. Registration has been created. 2-year limited term position hired.
Code Enforcement	6	Maintain a combined customer service level of Exceeds or Met Expectations, at 80% or above within *Access Hayward* surveys **Survey Categories:** Employee Effectiveness Time to Respond Employee Courtesy Expectations Met	**Action Plan:** Monitor and review customer satisfaction survey ratings and comments Address markers of areas of improvement, as identified	**ACHIEVED**

Division	#	FY 2020 Goals	FY 2020 Measures	Status
Building	7	Complete development of a seismic soft-story retrofit program (General Plan Program HAZ-3). Take a thoughtful and proactive consideration of how pass through costs may impact existing rents, while maintaining consistency with the overall goals of affordable housing availability based on the Complete Communities Strategic Initiatives.	**Action Plan:** Complete Seismic Soft-Story Retrofit Program Assess to determine potential rent stabilization impact No impact, update ordinances Impact, re-evaluate **Method to Measure Performance** Completed: Yes/No	**ACHIEVED** Ordinance adopted on July 2, 2019. Implemented notification and certification. 33 out of 477 forms have been submitted, 20 units are exempt. Buildings on registry are being screened for target soft stories. 5+ unit buildings have until 10/31/20 to complete seismic screening process, while 3- & 4-unit buildings need to be screened by 5/1/20 Once complete a detailed registry will be established.
	8	Maintain current level of customer service by providing next day inspections.	**Action Plan:** Utilization of a combination of in-house inspectors, & outside constants to maintain next services. **Method to Measure Performance** Completed: Yes/No	**ONGOING** Admin. staff tracks carryover inspections due to lack of coverage.

Division	#	FY 2020 Goals	FY 2020 Measures	Status
Planning	9	Related to the Complete Communities Strategic Initiative Action Plan, initiate development of a comprehensive Unified Development Code, to include/ address, but not be limited to: Urban parks and recreation guidelines (GP Program HQL-7) Park dedication requirements and in-lieu fees revisions (GP Program HQL-8) Park dedication incentives program (GP Program HQL-9) Standards and incentives to ensure community benefits and sustainability features (e.g., solar PV systems) are integrated into projects to implement General Plan policies and Complete Communities goals	**Action Plan:** **9. a, b, c (In Progress)** Project manage nexus study. Adopt ordinance update. **Due July 2019** **Method to Measure Performance** Completed: Yes/No	**ACHIEVED** Park fee-study completed and new fee ordinance was adopted on December 17, 2019 Form Based Code scheduled for Planning Commission in February, then Council in March for update and tentative adoption in June 2020
	10	Revise the City's two Form-Based Codes in order to better achieve goals and objectives of the General Plan and to improve the user-friendliness of the Codes.	**Action Plan:** Code Updates **Due Winter 2019** **Method to Measure Performance** Completed: Yes/No	**IN PROGRESS** Tentatively scheduled for adoption June 2020

Division	#	FY 2020 Goals	FY 2020 Measures	Status
Planning	11	Update Alcohol/Tobacco Regulations	**Action Plan:** Perform Research & Analysis Community Engagement Council Work Session Draft Regulation Update Adoption **Method to Measure Performance** Completed: Yes/No	**IN PROGRESS** Staff conducting outreach with other agencies & Chamber of Commerce. Draft revision to tobacco ordinance are scheduled to be presented to CDEC in March. Tentative Council presentation in June 2020. Alcohol regulations update will begin in FY21

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2021

1. Reduction in General Fund supplies and service expenses over budget baseline in response to the projected shortfall in the General Fund in FY 2021.

2. Program reductions in areas of Code Enforcement, and Plan Check Services.

All Funds Summary - By Category

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
General Fund Revenue	$ 9,312,017	$ 9,643,432	$ 7,769,545	$ 7,099,045
Park Districts	3,085,004	4,603,040	2,235,906	2,235,906
Hayward Shoreline JPA	24,000	—	—	208,000
	$ 12,421,021	**$ 14,246,472**	**$ 10,005,451**	**$ 9,542,951**
(Contribution)/Use of Fund Balance				
Hayward Shoreline JPA	(29,455)	127,427	—	(103,667)
Park District Funds	(3,079,352)	(4,365,046)	402,910	402,910
	$ (3,108,806)	**$ (4,237,619)**	**$ 402,910**	**$ 299,243**
Fund Subsidy				
General Fund Subsidy	(172,326)	362,138	2,183,339	1,940,577
Total Revenues	**$ 9,139,889**	**$ 10,370,992**	**$ 12,591,700**	**$ 11,782,771**
EXPENDITURES				
Expenditures				
Salary				
Regular	4,470,852	4,761,187	5,204,708	5,532,871
Overtime	24,841	26,342	2,700	2,700
Target Savings	—	—	(36,267)	(410,706)
Benefits				
Fringe Benefits	928,311	992,590	1,166,039	1,189,461
Retiree Medical	76,781	78,917	71,360	74,856
PERS	936,948	1,081,415	1,324,160	1,462,415
Program Reduction Savings				(214,121)
Furlough/COLA Deferral	—	—	—	(181,028)
Charges (to)/from other programs	(673,577)	(196,688)	(494,800)	(494,800)
Net Staffing Expense	**$ 5,764,156**	**$ 6,743,762**	**$ 7,237,900**	**$ 6,961,648**
Maintenance & Utilities	45,527	34,839	50,800	50,800
Supplies & Services	2,270,136	2,577,802	3,842,982	3,821,315
Internal Service Fees	885,070	1,014,589	1,460,018	949,007
Capital	—	—	—	—
Projects		—	—	—
Net Operating Expense	**$ 3,200,734**	**$ 3,627,230**	**$ 5,353,800**	**$ 4,821,122**
Transfers Out to Other Funds	**175,000**	**—**	**—**	**—**
Total Expenditures	**$ 9,139,889**	**$ 10,370,992**	**$ 12,591,700**	**$ 11,782,771**

All Funds Summary - By Program

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Administration	$ —	$ —	$ —	$ —
Building	5,592,077	6,187,720	5,436,000	5,036,000
Planning	873,966	1,080,349	831,500	731,000
Code Enforcement	2,845,974	2,375,363	1,502,045	1,332,045
Hayward Shoreline JPA	24,000	—	—	208,000
Park Districts	3,085,004	4,603,040	2,235,906	2,235,906
	$ 12,421,021	**$ 14,246,472**	**$ 10,005,451**	**$ 9,542,951**
(Contribution)/Use of Fund Balance				
Park District Funds	(3,079,352)	(4,365,046)	402,910	402,910
	$ (3,108,806)	**$ (4,237,619)**	**$ 402,910**	**$ 299,243**
Fund Subsidy				
General Fund Subsidy	(172,326)	362,138	2,183,339	1,940,577
Total Revenues	**$ 9,139,889**	**$ 10,370,992**	**$ 12,591,700**	**$ 11,782,771**
EXPENDITURES				
Expenditures				
Administration	689,972	776,366	778,523	830,762
Building	4,113,765	4,532,450	4,226,673	3,992,765
Planning	2,673,443	2,894,455	2,922,639	2,400,668
Code Enforcement	1,662,511	1,802,299	2,025,049	1,815,426
Hayward Shoreline JPA	(5,455)	127,427	—	104,333
Park Districts	5,653	237,994	2,638,816	2,638,816
Total Expenditures	**$ 9,139,889**	**$ 10,370,992**	**$ 12,591,700**	**$ 11,782,771**

General Fund Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Licenses & Permits	$ 3,462,800	$ 3,914,605	$ 3,500,000	$ 3,200,000
Fees & Service Charges	3,083,500	3,398,104	2,769,045	2,669,045
Code Enforcement Fees	902,425	738,446	500,000	500,000
Rental Inspection Fees	1,863,293	1,592,277	900,000	730,000
Other Revenue	—	—	100,500	—
Total Revenues	**$ 9,312,017**	**$ 9,643,432**	**$ 7,769,545**	**$ 7,099,045**
EXPENDITURES				
Expenditures				
Salary				
Regular	4,470,852	4,761,187	5,204,708	5,532,871
Overtime	24,841	26,342	2,700	2,700
Target Savings	—	—	(36,267)	(410,706)
Benefits				
Fringe Benefits	928,311	992,590	1,166,039	1,189,461
Retiree Medical	76,781	78,917	71,360	74,856
PERS	936,948	1,081,415	1,324,160	1,462,415
Program Reduction Savings				(214,121)
Furlough/COLA Deferral	—	—	—	(181,028)
Charges (to)/from other programs	(673,577)	(196,688)	(500,000)	(500,000)
Net Staffing Expense	**$ 5,764,156**	**$ 6,743,762**	**$ 7,232,700**	**$ 6,956,448**
Maintenance & Utilities	45,527	34,839	50,800	50,800
Supplies & Services	2,269,939	2,212,381	1,209,366	1,083,366
Internal Service Fees	885,070	1,014,589	1,460,018	949,007
Capital	—	—	—	—
Transfer Out	—	—	—	—
Net Operating Expense	**$ 3,375,536**	**$ 3,261,809**	**$ 2,720,184**	**$ 2,083,173**
Total Expenditures	**$ 9,139,692**	**$10,005,571**	**$ 9,952,884**	**$ 9,039,622**
General Fund Subsidy	**(172,326)**	**362,138**	**2,183,339**	**1,940,577**

Administration - General Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Other Revenue	$ —	$ —	$ —	$ —
Total Revenues	**$ —**	**$ —**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	467,539	519,330	488,703	513,652
Overtime	—	—	—	—
Benefits				
Fringe Benefits	61,199	81,152	79,458	105,526
Retiree Medical	6,300	7,775	6,943	6,205
PERS	99,573	114,572	123,116	133,395
Furlough/COLA Deferral	—	—	—	(20,454)
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 634,611**	**$ 722,829**	**$ 698,220**	**$ 738,324**
Maintenance & Utilities	—	—	—	—
Supplies & Services	17,719	12,416	27,440	52,440
Internal Service Fees	37,641	41,121	52,863	39,999
Capital	—	—	—	—
Net Operating Expense	**$ 55,360**	**$ 53,537**	**$ 80,303**	**$ 92,439**
Total Expenditures	**$ 689,972**	**$ 776,366**	**$ 778,523**	**$ 830,762**
General Fund Subsidy	**689,972**	**776,366**	**778,523**	**830,762**

Building - General Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Licenses & Permits	$ 3,462,800	$ 3,914,605	$ 3,500,000	$ 3,200,000
Fees & Service Charges	2,129,277	2,273,116	1,936,000	1,836,000
Other Revenue	—	—	—	—
Total Revenues	**$ 5,592,077**	**$ 6,187,720**	**$ 5,436,000**	**$ 5,036,000**
EXPENDITURES				
Expenditures				
Salary				
Regular	1,644,864	1,811,161	1,938,485	2,101,308
Overtime	12,337	10,294	2,200	2,200
Target Savings	—	—	(36,267)	(89,759)
Benefits				
Fringe Benefits	398,608	430,044	489,067	470,874
Retiree Medical	30,713	30,323	30,087	30,247
PERS	344,502	420,911	509,941	558,880
Program Reduction Savings				—
Furlough/COLA Deferral	—	—	—	(67,035)
Charges (to)/from other programs	(16,737)	(4,778)	—	—
Net Staffing Expense	**$ 2,414,286**	**$ 2,697,956**	**$ 2,933,514**	**$ 3,006,715**
Maintenance & Utilities	5,562	5,644	6,000	6,000
Supplies & Services	1,279,631	1,343,754	579,861	519,861
Internal Service Fees	414,286	485,096	707,298	460,190
Capital	—	—	—	—
Net Operating Expense	**$ 1,699,479**	**$ 1,834,494**	**$ 1,293,159**	**$ 986,051**
Total Expenditures	**$ 4,113,765**	**$ 4,532,450**	**$ 4,226,673**	**$ 3,992,765**
General Fund Subsidy	**(1,478,312)**	**(1,655,270)**	**(1,209,327)**	**(1,043,235)**

Planning - General Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Fees & Service Charges	$ 873,966	$ 1,080,349	$ 731,000	$ 731,000
Other Revenue	—	—	100,500	—
Total Revenues	**$ 873,966**	**$ 1,080,349**	**$ 831,500**	**$ 731,000**
EXPENDITURES				
Expenditures				
Salary				
Regular	1,401,131	1,491,125	1,780,124	1,795,410
Overtime	972	2,028	500	500
Target Savings	—	—	—	(237,467)
Benefits				
Fringe Benefits	269,795	296,310	362,692	371,562
Retiree Medical	22,444	23,714	17,358	21,341
PERS	297,318	350,026	432,744	486,003
Program Reduction Savings				(85,423)
Furlough/COLA Deferral	—	—	—	(62,753)
Charges (to)/from other programs	(656,840)	(191,911)	(500,000)	(500,000)
Net Staffing Expense	**$ 1,334,821**	**$ 1,971,292**	**$ 2,093,418**	**$ 1,789,173**
Maintenance & Utilities	776	459	600	600
Supplies & Services	897,621	636,671	491,970	361,970
Internal Service Fees	265,225	286,033	336,651	248,925
Capital	—	—	—	—
Transfer Out	175,000	—	—	—
Net Operating Expense	**$ 1,338,623**	**$ 923,163**	**$ 829,221**	**$ 611,495**
Total Expenditures	**$ 2,673,443**	**$ 2,894,455**	**$ 2,922,639**	**$ 2,400,668**
General Fund Subsidy	**1,799,477**	**1,814,107**	**2,091,139**	**1,669,668**

Park Districts - Special Revenue Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Beginning Working Capital Balance	**$ 2,174,347**	**$ 5,253,699**	**$ 9,618,745**	**$ 9,215,835**
REVENUES				
Revenue				
Interest and Rents	—	—	—	—
Other Revenue	3,085,004	4,603,040	2,235,906	2,235,906
Total Revenues	**$ 3,085,004**	**$ 4,603,040**	**$ 2,235,906**	**$ 2,235,906**
EXPENDITURES				
Expenditures				
Salary				
Regular	—	—	—	—
Overtime	—	—	—	—
Benefits				
Fringe Benefits	—	—	—	—
Retiree Medical	—	—	—	—
PERS	—	—	—	—
Furlough/COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	5,200	5,200
Net Staffing Expense	**$ —**	**$ —**	**$ 5,200**	**$ 5,200**
Supplies & Services	5,653	237,994	2,633,616	2,633,616
Net Operating Expense	**$ 5,653**	**$ 237,994**	**$ 2,633,616**	**$ 2,633,616**
Total Expenditures	**$ 5,653**	**$ 237,994**	**$ 2,638,816**	**$ 2,638,816**
Net Change	**3,079,352**	**4,365,046**	**(402,910)**	**(402,910)**
Ending Fund Balance	**5,253,699**	**9,618,745**	**9,215,835**	**8,812,925**

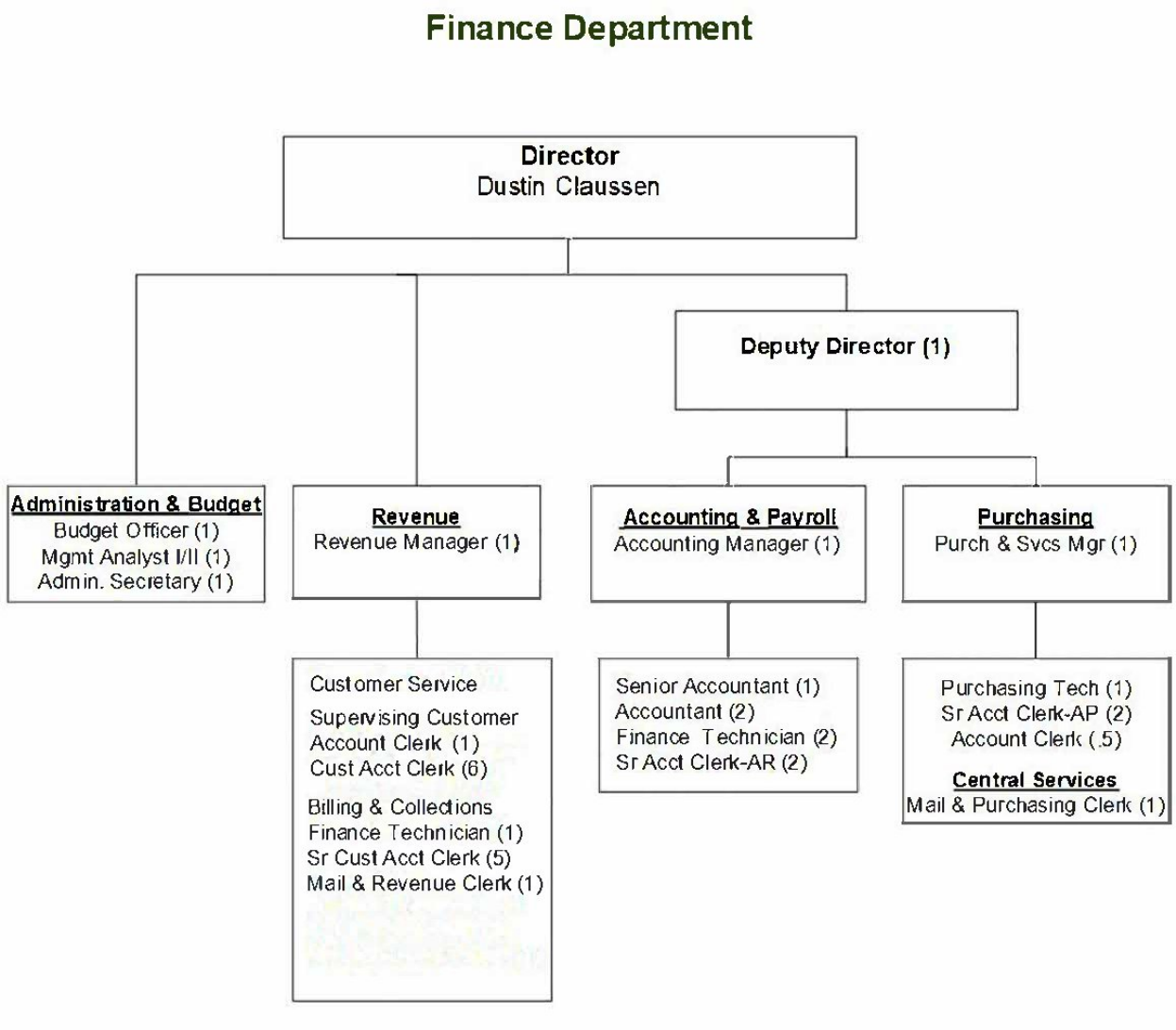
Code Enforcement - General Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Code Enforcement Fees	$ 902,425	$ 738,446	$ 500,000	$ 500,000
Miscellaneous Fees	80,256	44,640	102,045	102,045
Rental Inspection Fees	1,863,293	1,592,277	900,000	730,000
Total Revenues	**$ 2,845,974**	**$ 2,375,363**	**$ 1,502,045**	**$ 1,332,045**
EXPENDITURES				
Expenditures				
Salary				
Regular	957,318	939,570	997,396	1,122,501
Overtime	11,532	14,020	—	—
Target Savings	—	—	—	(83,480)
Benefits				
Fringe Benefits	198,708	185,084	234,822	241,500
Retiree Medical	17,325	17,105	16,972	17,063
PERS	195,555	195,905	258,359	284,137
Program Reduction Savings				(128,698)
Furlough/COLA Deferral	—	—	—	(30,786)
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 1,380,438**	**$ 1,351,684**	**$ 1,507,548**	**$ 1,422,237**
Maintenance & Utilities	39,188	28,736	44,200	44,200
Supplies & Services	74,968	219,540	110,095	149,095
Internal Service Fees	167,918	202,339	363,206	199,894
Capital	—	—	—	—
Net Operating Expense	**$ 282,074**	**$ 450,615**	**$ 517,501**	**$ 393,189**
Total Expenditures	**$ 1,662,511**	**$ 1,802,299**	**$ 2,025,049**	**$ 1,815,426**
General Fund Subsidy	**(1,183,462)**	**(573,064)**	**523,004**	**483,381**

Hayward Shoreline JPA - Special Revenue Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Beginning Working Capital Balance				
REVENUES				
Revenue				
Interest and Rents	—	—	—	—
Other Revenue	$ 24,000	$ —	$ —	$ 208,000
Total Revenues	**$ 24,000**	**$ —**	**$ —**	**$ 208,000**
EXPENDITURES				
Expenditures				
Salary				
Regular	$ —	$ —	$ —	$ —
Overtime	$ —	$ —	$ —	$ —
Benefits				
Fringe Benefits	—	—	$ —	—
Retiree Medical	$ —	$ —	$ —	—
PERS	$ —	$ —	$ —	—
Furlough/COLA Deferral	$ —	$ —	$ —	—
Charges (to)/from other programs	—	—	$ —	—
Net Staffing Expense	**—**	**—**	**—**	**—**
Supplies & Services	$ (5,455)	$ 127,427	$ —	104,333
Net Operating Expense	$ (5,455)	$ 127,427	$ —	104,333
Total Expenditures	**$ (5,455)**	**$ 127,427**	**$ —**	**$ 104,333**
Net Change	**$ 29,455**	**$ (127,427)**	**$ —**	**$ 103,667**
Ending Fund Balance	**$ 29,455**	**$ (97,973)**	**(97,973)**	**$ 5,694**

FY 2021 STAFFING
33.5 FTE



FINANCE DEPARTMENT

MISSION STATEMENT

With core values of excellence, integrity, and dedication, the Finance Department is committed to providing accurate, transparent, complete and timely financial information to support City operations and the memebers of the community at large - while working to ensure Hayward's long-term fiscal stability.

DEPARTMENT OVERVIEW

The Finance Department provides fiscal oversight and management for the City and its various related organizations. The Department's primary functions and responsibilities are:

- Financial Reporting and oversight of various external audits
- Maintenance of the City's financial system of record
- Budgeting for City operations
- Compliance with applicable regulatory statutes and City policies
- Capital financing (debt) & portfolio management
- Administering the City's cash investment program
- Billing and collection for City-owned utilities
- Administration of the City's various tax programs
- Payroll administration
- Purchasing and procurement management and accounts payable processing

DIVISION/PROGRAM SUMMARIES

Administration & Budget Division

The Finance Department is the Chief Financial Officer of the municipal corporation. The Administration & Budget Division provides leadership, guidance on and creation of policy, and administrative support to all divisions within the department; as well as, fiscal support to all City departments. Program area responsibilities include managing the City-wide Operating Budget and Ten-Year Financial Plans; administration of the City's investment program; managing the City's capital financing portfolio; administration of the City's Utility Users Tax. The division provides support to the City Council Budget & Finance Committee, as well as the City's Deferred Compensation and Investment Advisory Committees; and 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.

Accounting & Payroll Division

Accounting oversees the City's general accounting functions, maintains the general ledger, and prepares internal and external financial reports and statements. The division also manages city-wide payroll, accounts receivable, banking, day to day cash management, records maintenance for the City's fixed assets, and administers the City's special assessment districts. Accounting staff records all financial transactions in compliance with Generally Accepted Accounting Principles (GAAP) and are responsible for overseeing the City's financial and compliance audits performed by external auditors, as well as preparing the City's Comprehensive Annual Financial Report (CAFR).

Revenue Billing & Collections Division

The Revenue Division serves as the City's main switchboard and customer service center. Operational activities in the division include cashiering services, billing and revenue collection of various City taxes (Business License, Excise, Transient Occupancy, and Real Property Transfer) and City owned public utilities, issuance of various permits, administration of parking and administrative citations, and collection of City account receivables, and returned checks.

Purchasing and General Services Division

Purchasing oversees and supports procurement for all City materials, supplies, equipment, and professional & maintenance services. The City's Accounts Payable unit processes payments for vendors, employee reimbursements and retiree medical benefits. The division administers, prepares and makes payment on the City's contracts & purchase orders, and maintains vendor insurance, bonding, and all other procurement related documents. Accounts Payable staff processes all payments in compliance with Generally Accepted Accounting Principles (GAAP). Additionally, the division provides internal mail for most City facilities including the processing of over one million pieces of mail annually; manages contract-printing services for all City departments, provides shipping and receiving services, and assists to update and redesign City forms.

FY 2020 KEY SERVICE GOALS AND METRICS

Division	#	FY 2020 Goals	FY 2020 Measures	Status
Administration and Budget	1	Increase engagement with City Departments and the public.	Launch two public informational videos on the status of City finances	ONGOING
	2	Enhance OpenGov reporting tool by expanding the development of transparency reports for both internal and external customers.	Develop additional reports to better service the needs customers.	ONGOING
Payroll and Accounting	3	Meet federal, state and local financial reporting deadlines.	100% of the time	ACHEVED AND ONGOING
	4	Complete the annual audit processes and Comprehensive Annual Financial Report (CAFR); complete federal Single Audit; submit and obtain the national GFOA award for financial reporting.	Complete the CAFR before December 15 and submit to GFOA before December 31 and the Single Audit by March 31	ACHEVED AND ONGOING
	5	Provide timely payment of City obligations, including payroll, benefits, taxes, contracts, vendors and debt service.	100% of the time	ACHEVED AND ONGOING
Revenue Billing and Collections	6	Provide customers with a timely mailing of bills and collection notices.	100% of the time	ACHIEVED
	7	Maintain high collection rate with collection account ratio averaging greater than 90%.	Based upon outstanding receivables	ACHIEVED
	8	Implement the AMI customer web portal that will provide consumers with a view of their water usage online.	Complete implementation by Q4 of FY 2020	Pilot program will commence in Q3 of FY 2020. Estimated completion date of implementation of portal is the end
	9	Enhance HSS with new features, including E-check capabilities and general invoice payment options.	Complete implementation by Q4 of FY 2020	COMPLETE
	10	Complete a change in provider of our merchant service electronic payment processing.	Complete implementation by Q4 of FY 2020	COMPLETE

Division	#	FY 2020 Goals	FY 2020 Measures	Status
Purchasing, Accounts Payable and General Services	11	Generate invoice and reimbursement payments from paper checks to electronic payments (ACH) for vendors and employees.	Complete implementation by Q4 of FY 2020 as vendors are added	ONGOING
	12	Provide timely payment of City obligations including vendors, retiree medical and employee reimbursements.	100% of the time	ACHIEVED AND ONGOING
	13	Finalize and implement the Emergency Procurement, Accounts Payable, Central Services and Purchasing Policies & Guidelines.	Complete implementation by Q4 of FY 2020	NEEDS IMPROVEMENT ANTICIPATED COMPLETION Q1 FY 2021

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2021

1. Reduction in General Fund supplies and service expenses over budget baseline in response to the projected shortfall in the General Fund in FY 2021.

2. Program reduction in the area of administrative support to the Revenue Division, and utility billing services.

All Funds Summary - By Category

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue and Transfers In From Other Funds				
General Fund Revenue	$ 1,066,772	$ 1,032,270	$ 1,185,978	$ 1,185,978
	$ 1,066,772	**$ 1,032,270**	**$ 1,185,978**	**$ 1,185,978**
Fund Subsidy				
General Fund Subsidy	3,655,898	3,791,536	4,164,258	3,457,810
Water Fund Subsidy	$ 1,465,714	$ 1,429,464	$ 1,841,177	$ 1,639,940
	$ 5,121,612	**$ 5,221,000**	**$ 6,005,436**	**$ 5,097,750**
Total Revenues	**$ 6,188,384**	**$ 6,253,270**	**$ 7,191,414**	**$ 6,283,728**
EXPENDITURES				
Expenditures By Category				
Salary				
Regular	3,108,366	2,969,852	3,323,731	3,265,791
Overtime	1,744	18,214	(6,000)	(6,000)
Targeted Savings	—	—	—	(148,339)
Benefits				
Fringe Benefits	568,302	521,200	640,532	573,538
Retiree Medical	55,440	54,736	54,310	54,599
PERS	619,711	643,677	891,263	842,189
Program Reduction Savings				(240,253)
Furlough / COLA Deferral	—	—	—	(99,233)
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 4,353,563**	**$ 4,207,679**	**$ 4,903,837**	**$ 4,242,292**
Maintenance & Utilities	1,913	3,037	4,308	4,308
Supplies & Services	1,330,712	1,490,185	1,688,726	1,502,876
Internal Service Fees	502,682	552,477	594,543	534,252
Capital	—	—	—	—
Net Operating Expense	**$ 1,835,307**	**$ 2,045,698**	**$ 2,287,577**	**$ 2,041,436**
Total Expenditures	**$ 6,188,870**	**$ 6,253,377**	**$ 7,191,414**	**$ 6,283,728**
Net Change	**486**	**108**	**—**	**—**

All Funds Summary - By Program

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
General Fund	$ 1,066,772	$ 1,032,270	$ 1,185,978	$ 1,185,978
	$ 1,066,772	**$ 1,032,270**	**$ 1,185,978**	**$ 1,185,978**
Fund Subsidy				
General Fund Subsidy	3,655,898	3,791,536	4,164,258	3,457,810
Water Fund Subsidy	1,465,714	1,429,464	1,841,177	1,639,940
	$ 5,121,612	**$ 5,221,000**	**$ 6,005,436**	**$ 5,097,750**
Total Revenues	**$ 6,188,384**	**$ 6,253,270**	**$ 7,191,414**	**$ 6,283,728**
EXPENDITURES				
Expenditures By Program				
Administration	1,578,754	1,540,253	1,839,412	1,638,602
Accounting	1,412,166	1,408,719	1,559,539	1,443,172
Purchasing	782,337	814,381	807,535	691,836
Revenue	949,413	1,060,452	1,143,751	870,179
Utility Billing	1,466,200	1,429,571	1,841,177	1,639,940
Total Expenditures	**$ 6,188,870**	**$ 6,253,377**	**$ 7,191,414**	**$ 6,283,728**
Net Change	**486**	**108**	**—**	**—**

Finance - General Fund Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Fees & Charges for Service	$ 167,666	$ 144,331	$ 170,096	$ 170,096
Intergovernmental	214,729	214,870	452,574	452,574
Bus Tax Technology Fee	101,049	99,702	90,000	90,000
Fines & Forfeitures	417,425	442,405	300,000	300,000
Licenses & Permits	122,220	91,716	138,308	138,308
Other Revenue	43,684	39,245	35,000	35,000
Total Revenues	**$ 1,066,772**	**$ 1,032,270**	**$ 1,185,978**	**$ 1,185,978**
EXPENDITURES				
Expenditures				
Salary				
Regular	2,300,448	2,237,502	2,457,141	2,407,960
Overtime	1,486	17,503	(12,000)	(12,000)
Targeted Savings	—	—	—	(148,339)
Benefits				
Fringe Benefits	376,888	368,715	432,337	382,005
Retiree Medical	38,194	37,709	37,415	37,614
PERS	457,586	481,781	648,452	624,532
Furlough / COLA Deferral	—	—	—	(77,490)
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 3,174,602**	**$ 3,143,211**	**$ 3,563,345**	**$ 3,083,848**
Maintenance & Utilities	828	2,472	2,250	2,250
Supplies & Services	1,151,605	1,248,071	1,323,632	1,137,782
Internal Service Fees	395,635	430,052	461,009	419,908
Capital	—	—	—	—
Net Operating Expense	**$ 1,548,068**	**$ 1,680,595**	**$ 1,786,891**	**$ 1,559,940**
Total Expenditures	**$ 4,722,670**	**$ 4,823,806**	**$ 5,350,236**	**$ 4,643,788**
General Fund Subsidy	**3,655,898**	**3,791,536**	**4,164,258**	**3,457,810**

Administration - General Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Fees & Charges for Service	$ 149,236	$ 139,178	$ 150,000	$ 150,000
Intergovernmental	84,769	77,775	72,828	72,828
Licenses & Permits	113,859	84,897	127,308	127,308
Other Revenue	15,559	10,804	3,000	3,000
Total Revenues	**$ 363,423**	**$ 312,654**	**$ 353,136**	**$ 353,136**
EXPENDITURES				
Expenditures				
Salary				
Regular	533,377	486,100	667,382	595,093
Overtime	495	—	—	—
Targets Savings	—	—	—	—
Benefits				
Fringe Benefits	67,085	66,971	98,195	81,831
Retiree Medical	7,560	7,464	7,406	7,445
PERS	102,215	104,309	160,251	154,412
Furlough / COLA Deferral	—	—	—	(19,113)
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 710,732**	**$ 664,844**	**$ 933,234**	**$ 819,668**
Maintenance & Utilities	788	788	500	500
Supplies & Services	813,127	813,127	838,882	760,382
Internal Service Fees	54,107	61,494	66,796	58,052
Capital	—	—	—	—
Net Operating Expense	**$ 868,022**	**$ 875,409**	**$ 906,178**	**$ 818,934**
Total Expenditures	**$ 1,578,754**	**$ 1,540,253**	**$ 1,839,412**	**$ 1,638,602**
General Fund Subsidy	**1,215,331**	**1,227,599**	**1,486,276**	**1,285,466**

Accounting - General Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Other Revenue	$ 6,177	$ 6,770	$ 2,000	$ 2,000
Total Revenues	**$ 6,177**	**$ 6,770**	**$ 2,000**	**$ 2,000**
EXPENDITURES				
Expenditures				
Salary				
Regular	803,192	754,789	809,092	809,454
Overtime	17	16,608	2,000	2,000
Benefits				
Fringe Benefits	166,770	159,686	189,027	140,556
Retiree Medical	12,600	12,440	12,343	12,409
PERS	166,078	165,132	216,465	212,751
Furlough / COLA Deferral	—	—	—	(29,351)
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 1,148,656**	**$ 1,108,655**	**$ 1,228,927**	**$ 1,147,819**
Maintenance & Utilities	—	578	500	500
Supplies & Services	143,035	167,309	188,050	166,700
Internal Service Fees	120,475	132,178	142,062	128,153
Net Operating Expense	**$ 263,510**	**$ 300,065**	**$ 330,612**	**$ 295,353**
Total Expenditures	**$ 1,412,166**	**$ 1,408,719**	**$ 1,559,539**	**$ 1,443,172**
General Fund Subsidy	**1,405,990**	**1,401,950**	**1,557,539**	**1,441,172**

Purchasing and Central Services - General Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Other Revenue	$ —	$ —	$ —	$ —
Total Revenues	**$ —**	**$ —**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	481,097	487,227	479,042	480,807
Overtime	14	—	—	—
Targeted Savings	—	—	—	(82,452)
Benefits				
Fringe Benefits	44,596	45,892	45,291	45,932
Retiree Medical	8,663	8,553	8,486	8,531
PERS	92,585	106,228	132,729	123,432
Furlough / COLA Deferral	—	—	—	(15,595)
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 626,955**	**$ 647,900**	**$ 665,548**	**$ 560,654**
Maintenance & Utilities	40	1,106	1,250	1,250
Supplies & Services	7,271	11,809	(21,500)	(25,500)
Internal Service Fees	148,072	153,567	162,237	155,432
Net Operating Expense	**$ 155,382**	**$ 166,482**	**$ 141,987**	**$ 131,182**
Total Expenditures	**$ 782,337**	**$ 814,381**	**$ 807,535**	**$ 691,836**
General Fund Subsidy	**782,337**	**814,381**	**807,535**	**691,836**

Revenue - General Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Licenses & Permits	$ 8,361	$ 6,819	$ 11,000	$ 11,000
Fees & Charges for Service	18,430	5,153	20,096	20,096
Intergovernmental	129,960	137,095	379,746	379,746
Bus Tax Technology Fee	—	99,702	90,000	90,000
Fines & Forfeiture	417,425	442,405	300,000	300,000
Other Revenue	21,948	21,672	30,000	30,000
Total Revenues	**$ 697,172**	**$ 712,846**	**$ 830,842**	**$ 830,842**
EXPENDITURES				
Expenditures				
Salary				
Regular	482,782	509,385	501,625	522,606
Overtime	961	896	(14,000)	(14,000)
Targeted Savings	—	—	—	(65,887)
Benefits				
Fringe Benefits	98,437	96,166	99,825	113,686
Retiree Medical	9,371	9,252	9,180	9,229
PERS	96,707	106,113	139,008	133,937
Program Reduction Savings				(130,434)
Furlough / COLA Deferral	—	—	—	(13,431)
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 688,259**	**$ 721,812**	**$ 735,637**	**$ 555,706**
Maintenance & Utilities	—	—	—	—
Supplies & Services	188,173	255,826	318,200	236,200
Internal Service Fees	72,981	82,813	89,914	78,272
Capital	—	—	—	—
Net Operating Expense	**$ 261,154**	**$ 338,639**	**$ 408,114**	**$ 314,472**
Total Expenditures	**$ 949,413**	**$ 1,060,452**	**$ 1,143,751**	**$ 870,179**
General Fund Subsidy	**252,241**	**347,606**	**312,909**	**39,337**

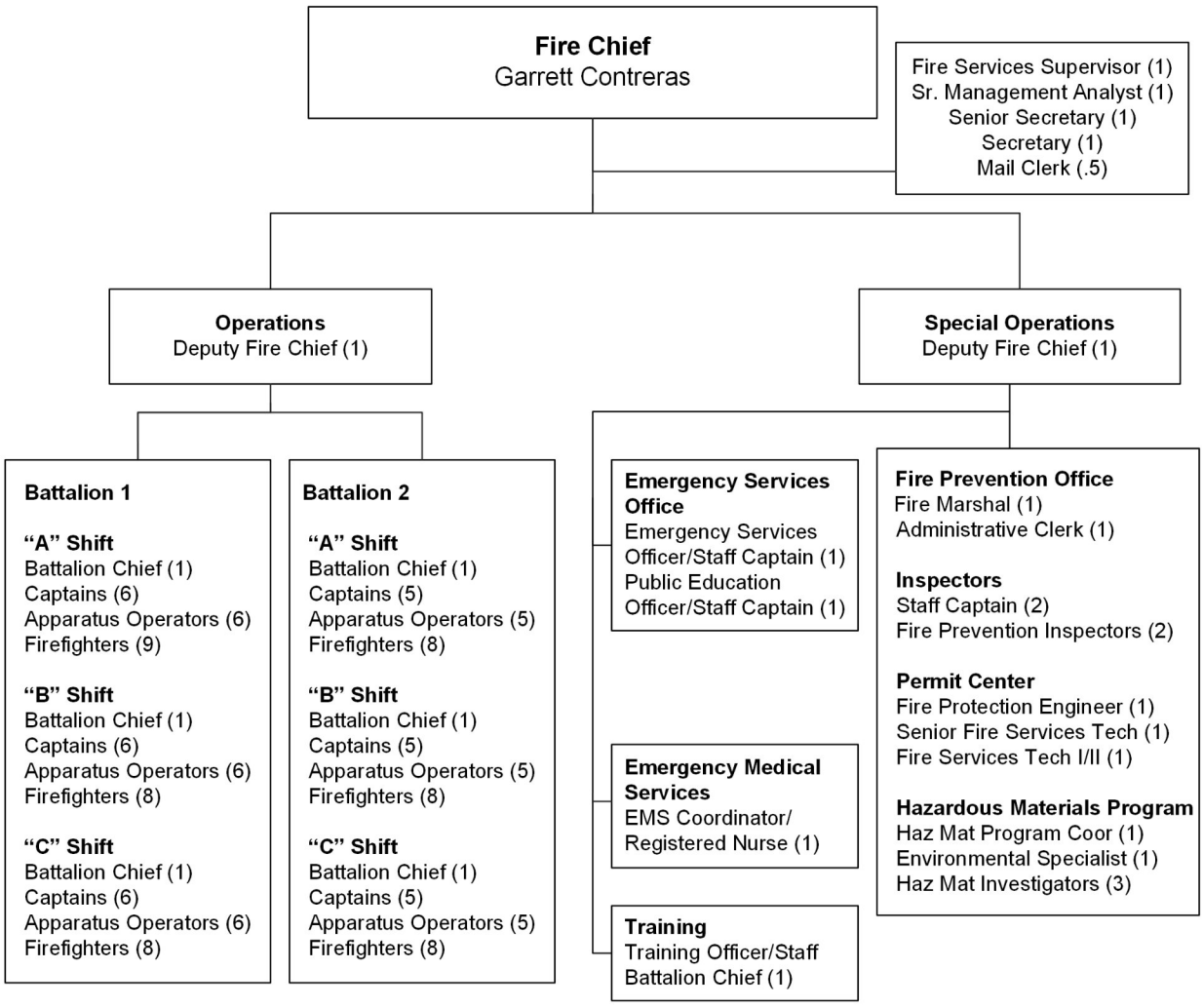
Utility Billing - Enterprise Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Deposits and Other Revenue	$ 486	$ 108	$ —	$ —
Total Revenues	**$ 486**	**$ 108**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	807,918	732,349	866,591	857,831
Overtime	258	711	6,000	6,000
Benefits				
Fringe Benefits	191,414	152,485	208,195	191,533
Retiree Medical	17,246	17,027	16,895	16,985
PERS	162,125	161,896	242,811	217,658
Program Reduction Savings				(109,819)
Furlough / COLA Deferral	—	—	—	(21,743)
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 1,178,961**	**$ 1,064,467**	**$ 1,340,491**	**$ 1,158,444**
Maintenance & Utilities	1,085	565	2,058	2,058
Supplies & Services	179,107	242,114	365,094	365,094
Internal Service Fees	107,047	122,425	133,534	114,344
Net Operating Expense	**$ 287,239**	**$ 365,104**	**$ 500,686**	**$ 481,496**
Total Expenditures	**$ 1,466,200**	**$ 1,429,571**	**$ 1,841,177**	**$ 1,639,940**
Water Fund Subsidy	**1,465,714**	**1,429,464**	**1,841,177**	**1,639,940**

THIS PAGE INTENTIONALLY LEFT BLANK

FY 2021 STAFFING
146.5 FTE

Fire Department



HAYWARD FIRE DEPARTMENT

MISSION STATEMENT

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

DEPARTMENT OVERVIEW

The Department is comprised of three divisions - Fire Administration, Operations, and Special Operations - further described below.

DIVISION/PROGRAM SUMMARIES

Fire Administration Division

The Fire Administration Division provides direction, leadership, 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 responsibility 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.

Operations Division

The Operations Division encompasses all suppression/EMS personnel 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. This Division is housed in nine fire stations throughout the community and the Fairview Fire District, along with a Training Center located adjacent to Fire Station 6.

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 visits, both in the Fire Stations and in the schools.

The Operations Division is divided into six separate organizational units referred to as battalions. Battalions are further divided into eleven 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.

Special Operations Division

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

Emergency Services Office: Emergency Services manages the update and maintenance of the City's Comprehensive Emergency Management Plan, emergency training and drills, and partner coordination. In addition, Emergency Services creates and teaches the City's CERT, NERT and PEP classes and K-12 classroom education program.

Fire Prevention Program: Fire Prevention is located within City Hall and coordinates closely with divisions of Development Services in plan check and development application processing. Fire Prevention enforces the uniform fire code and applicable state and federal codes and standards for preventing fires. Fire Prevention also investigates the cause, origin, and circumstances of fires.

Hazardous Materials Program: Hazardous Materials inspects and regulates the storage and use of hazardous materials in above ground facilities and underground storage tanks. 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.

Emergency Medical Services Program: The EMS Program, located within the Training Center, oversees the timely and efficient delivery of Fire Department-provided emergency medical services to patients throughout Hayward.

Training Program: Training ensures that all fire staff have met mandated training requirements. Training also assists with the entry level firefighter testing process and promotional examinations.

Other programs in Special Operations include tactical medics, water rescue, and urban search & rescue (USAR).

FY 2020 KEY SERVICE GOALS AND METRICS

Divisi	#	FY 2020 Goals	FY 2020 Measures	Status
Administration	1	Continue to work towards Center for Public Safety Excellence (CPSE) Accreditation, with the expected completion date in 2021.	Percent of milestones reached by deadline	Slight delay due to staff vacancy, with expected completion date now in 2022
	2	Continue to work towards Insurance Service Office (ISO) reclass, with the expected reassessment date in 2020.	Percent of milestones reached by deadline	ISO rating remains at 2; working on changes, particularly in dispatch
Operations	3	Deliver emergency response to emergency calls for service within 5:50 minutes 90% of the time	Response times	Goal achieved
	4	Assist Public Works with the construction phase of the renovations to Fire Stations 6 and the Fire Training Center.	Percent of milestones reached by deadline	Milestones have been met and project is currently out to bid
	5	Reduce overtime usage to maintain budget neutrality and regularly monitor progress.	Non-mutual aid overtime cost	Personnel costs within 0.4% of FY18 – close to budget neutrality
	6	Research and propose mental health training for sworn staff, especially the possibility of partnering with Alameda County Behavioral Health Services.	Percent of milestones reached by deadline, with goal of returning to Council at mid-year	The Department is requesting funding for a Psychologist
	7	Continue to work towards replacement for the station alerting system.	Percent of milestones reached by deadline	This is tied to Station 6, installation coming soon

Special Operations	8	Continue to implement assess and refer program for non-emergency calls.	Percent of incidents referred	Used 212 times in CY 2019
	9	Provide plan review with a turnaround time of current industry standards: 15 business day review time for small to large projects and 25 days for very large or complex project	Percent of plans within the industry standards	100% met within industry standards
	10	Create essential service and provider MOUs that might be needed during an emergency event	Percent of essential MOUs that are created and up-to-date	This project was reprioritized due to the COVID response
	11	Continue to train residents in Neighborhood Emergency Response Teams (NERT) and Community Emergency Response Team (CERT) sessions	Percent of Hayward residents trained in CERT or NERT	85 Trained in CERT and an additional 90 in advanced training
	12	Increase the number of community members who are signed up for emergency alerts	Percent of residents signed up	60,235 are signed up for neighborhood alerts
	13	Continue to work towards launching a tech platform for fire building inspections	Percent of milestones reached by deadline	Project on target with expected completion in 2021

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2021

1. Reduction in General Fund supplies and service expenses over budget baseline in response to the projected shortfall in the General Fund in FY 2021.

Fire - General Fund Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Licenses & Permits	$ 1,370,356	$ 1,479,977	$ 1,621,413	$ 1,621,413
Fees & Service Charges	1,332,646	1,780,128	1,395,801	1,445,801
Fairview FPD Reimbursement	2,959,463	3,055,647	3,172,099	3,206,992
EMS Reimbursement	523,537	221,396	—	—
Mutual Aid Reimbursement	1,707,529	1,422,552	749,088	2,449,088
Mt Eden Fire Services	—	—	—	—
Other Revenue	25,029	22,367	—	—
Total Revenues	**$ 7,918,561**	**$ 7,982,068**	**$ 6,938,401**	**$ 8,723,294**
EXPENDITURES				
Expenditures				
Salary				
Regular	19,069,004	21,328,402	21,407,016	21,788,453
Overtime	4,900,416	3,814,918	96,075	96,075
Targeted Savings	—	—	(249,210)	(561,044)
Benefits				
Other Benefits	4,537,945	4,928,814	5,077,117	5,612,322
Retiree Medical	816,625	835,791	853,076	836,342
PERS	7,009,749	8,428,394	9,723,398	10,686,910
Furlough / COLA Deferral	—	—	—	(538,364)
Charges (to)/from other programs	(173,425)	(11,306)	—	—
Net Staffing Expense	**$ 36,160,315**	**$39,325,012**	**$36,907,473**	**$37,920,693**
Maintenance & Utilities	45,200	43,142	101,500	84,400
Supplies & Services	695,313	723,516	807,972	804,072
Internal Service Fees	3,109,351	3,323,189	4,303,602	2,963,360
Capital	—	5,696	—	—
Net Operating Expense	**$ 3,849,863**	**$ 4,095,544**	**$ 5,213,074**	**$ 3,851,832**
Total Expenditures	**$ 40,010,179**	**$43,420,555**	**$42,120,547**	**$41,772,525**
General Fund Subsidy	**32,091,618**	**35,438,488**	**35,182,146**	**33,049,231**

General Fund - Summary By Program

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Administration	$ —	$ —	$ —	$ —
Special Operations	2,706,302	3,264,560	3,017,214	3,067,214
Operations	5,212,259	4,717,508	3,921,187	5,656,080
Total Revenues	**$ 7,918,561**	**$ 7,982,068**	**$ 6,938,401**	**$ 8,723,294**
EXPENDITURES				
Expenditures				
Administration	957,264	998,483	1,043,516	1,109,065
Special Operations	3,496,946	4,241,018	4,412,550	4,684,625
Operations	35,555,969	38,181,055	36,664,480	35,978,835
Total Expenditures	**$40,010,179**	**$43,420,555**	**$42,120,547**	**$41,772,525**
General Fund Subsidy	**32,091,618**	**35,438,488**	**35,182,146**	**33,049,231**

Administration - General Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Other Revenue	$ —	$ —	$ —	$ —
Total Revenues	**$ —**	**$ —**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	574,277	599,833	628,634	669,280
Overtime	2,316	5,790	—	—
Targeted Savings	—	—	(26,256)	(46,939)
Benefits				
Other Benefits	101,184	91,125	102,978	128,308
Retiree Medical	7,875	7,775	12,456	12,581
PERS	158,193	184,113	215,143	240,354
Furlough / COLA Deferral	—	—	—	(22,611)
Net Staffing Expense	**$ 843,845**	**$ 888,636**	**$ 932,955**	**$ 980,973**
Maintenance & Utilities	—	—	—	—
Supplies & Services	48,503	37,761	32,800	30,800
Internal Service Fees	64,915	72,086	77,761	97,292
Capital	—	—	—	—
Net Operating Expense	**$ 113,419**	**$ 109,847**	**$ 110,561**	**$ 128,092**
Total Expenditures	**$ 957,264**	**$ 998,483**	**$ 1,043,516**	**$ 1,109,065**
General Fund Subsidy	**957,264**	**998,483**	**1,043,516**	**1,109,065**

Special Operations General Fund

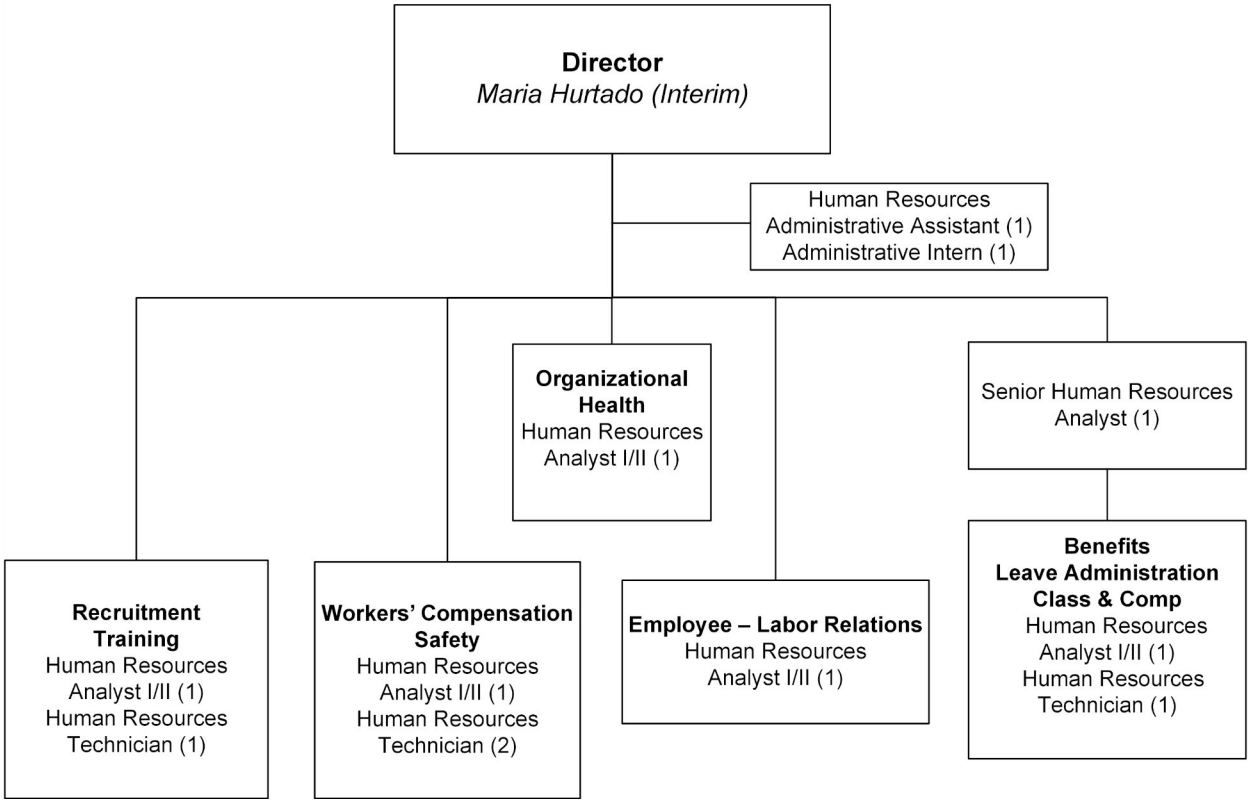
	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Licenses & Permits	$ 1,370,356	$ 1,479,977	$ 1,621,413	$ 1,621,413
Fees & Service Charges	1,332,646	1,780,128	1,395,801	1,445,801
Other Revenue	3,300	4,455	—	—
Total Revenues	**$ 2,706,302**	**$ 3,264,560**	**$ 3,017,214**	**$ 3,067,214**
EXPENDITURES				
Expenditures				
Salary				
Regular	1,986,328	2,199,016	2,307,822	2,473,874
Overtime	187,013	288,924	35,000	35,000
Targeted Savings	—	—	—	(127,126)
Benefits				
Other Benefits	500,185	542,090	601,562	678,158
Retiree Medical	59,281	61,711	59,035	66,139
PERS	661,496	770,740	879,799	968,827
Furlough / COLA Deferral	—	—	—	(63,249)
Charges (to)/from other programs	(173,425)	(11,306)	—	—
Net Staffing Expense	**$ 3,220,879**	**$ 3,851,175**	**$ 3,883,218**	**$ 4,031,623**
Maintenance & Utilities	—	—	—	—
Supplies & Services	36,777	40,743	205,400	260,500
Internal Service Fees	239,290	349,100	323,932	392,502
Net Operating Expense	**$ 276,067**	**$ 389,843**	**$ 529,332**	**$ 653,002**
Total Expenditures	**$ 3,496,946**	**$ 4,241,018**	**$ 4,412,550**	**$ 4,684,625**
General Fund Subsidy	**790,644**	**976,458**	**1,395,336**	**1,617,411**

Operations - General Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Local Agency Reimbursement	$ 2,959,463	$ 3,055,647	$ 3,172,099	$ 3,206,992
EMS Reimbursement	523,537	221,396	—	—
Mutual Aid Reimbursement	1,707,529	1,422,552	749,088	2,449,088
Other Revenue	21,729	17,912	—	—
Total Revenues	**$ 5,212,259**	**$ 4,717,508**	**$ 3,921,187**	**$ 5,656,080**
EXPENDITURES				
Expenditures				
Salary				
Regular	16,508,399	18,529,552	18,470,560	18,645,299
Overtime	4,711,087	3,520,204	61,075	61,075
Targeted Savings	—	—	(222,954)	(386,979)
Benefits				
Other Benefits	3,936,577	4,295,599	4,372,576	4,805,857
Retiree Medical	749,469	766,305	781,585	757,622
PERS	6,190,060	7,473,541	8,628,456	9,477,728
Furlough / COLA Deferral	—	—	—	(452,504)
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	$ 32,095,591	$ 34,585,201	$ 32,091,299	$ 32,908,098
Maintenance & Utilities	45,200	43,142	101,500	84,400
Supplies & Services	610,033	645,012	569,772	512,772
Internal Service Fees	2,805,146	2,902,003	3,901,909	2,473,566
Capital	—	5,696	—	—
Net Operating Expense	$ 3,460,378	$ 3,595,853	$ 4,573,181	$ 3,070,738
Total Expenditures	**$35,555,969**	**$38,181,055**	**$ 36,664,480**	**$35,978,835**
General Fund Subsidy	**30,343,710**	**33,463,547**	**32,743,293**	**30,322,755**

FY 2021 STAFFING
13.0 FTE

Human Resources Department



HUMAN RESOURCES DEPARTMENT

MISSION STATEMENT

The Human Resources Department supports the City Council's Strategic Roadmap priorities, particularly the priority related to Improving Organizational Health. Additionally, the Human Resources Department partners with employees, bargaining units, and the City's Executive Team to attract, engage, develop, motivate, support, and retain a diverse and efficient workforce dedicated to the City's values of Openness, Caring and Integrity within a transparent, flexible, safe, healthy, and productive service environment, to more effectively serve the Hayward community.

DEPARTMENT OVERVIEW

The Human Resources Department serves as a strategic business partner to its internal and external customers and provides leadership, expertise, support, and guidance through the divisions of Benefits Administration, Employee and Labor Relations, Organizational Health, Recruitment and Selection, and Workplace Safety. The Human Resources team serves the Hayward community by recruiting, retaining, and supporting a diverse, well qualified, innovative, and high performing workforce. We do so through the on-going development and implementation of strategies designed to maximize individual and organizational potential and promote a safe, healthy, engaging, and productive work environment.

DIVISION/PROGRAM SUMMARIES

Benefits Administration

The Benefits Administration Division administers competitive insured and self-insured employee benefit plans that help attract and promote the health and wellness of the City's workforce. Administration and oversight of this program area includes benefit contract management, verification of employee and dependent eligibility, new hire set-up, management of open enrollment sponsorship and facilitation of an annual open enrollment event, COBRA administration, legal compliance, and daily support for employees, retirees, and eligible dependents.

Employee and Labor Relations

The Employee and Labor Relations Division develops and maintains working relationships between the City's Executive Team, supervisors and managers, bargaining units, and employees. The Employee and Labor Relations team supports the City Manager during contract negotiations, including development of contract language, high level analytical support, and process coordination. The division also provides classification and compensation research and performance management consultation, including for matters related to employee discipline and the grievance process.

Organizational Health

The Organizational Health Division develops and implements strategies to promote employee development and organizational heath. This includes programs to support work-life balance, employee health and wellness, racial and gender equity, and ensures diversity and inclusion in employment policies and practices. The division also plays a critical role in various organizational efforts such as employee engagement activities. The division provides organizational support in developing training and employee development programs and opportunities, providing oversight and tracking of compliance training, coordinating and facilitating City-sponsored training events, administering the Educational Reimbursement Program, and supporting succession planning efforts.

Recruitment and Selection

The Recruitment and Selection Division partners with Departments to attract a diverse and well qualified workforce. This division administers the recruitment and merit-based testing program and promotes innovative recruitment methods and a variety of outreach efforts to reach a diverse candidate pool. The division also provides classification and compensation research and consultation, develops, oversees and maintains the City's Classification and Salary Plan, and oversees selection procedures including the pre-employment background process, negotiation of job offers, and an on-boarding program to support newly hired employees.

Workplace Safety

The Workplace Safety Division administers the City's Worker's Compensation, Leave, and the Injury and Illness Prevention and Protection Programs. The division supports and coordinates employee benefits, ensures compliance with State and Federal law, facilitates ergonomics and training, ensures timely and quality access to medical care for injured employees. The division supports and coordinates with the various City Departments to develop and implement workplace safety initiatives.

FY 2020 KEY SERVICE GOALS AND METRICS

Division	#	FY 2020 Goals	FY 2020 Measures	Status
Employee and Labor Relations	1	Update and Implement Performance Evaluation Process and Forms to include organizational values.	Complete Training for Managers Meet and Confer with bargaining units completed and changes implemented.	Pilot in progress. Anticipated completion by end of FY21.
	2	Update Unrepresented Salary and Benefits Resolution.	Resolution is updated to include recent changes in policy and practice.	In progress. Anticipated completion by end of FY20.
	3	Personnel Rule Update.	Meet and confer with bargaining unit. Revised Document to Council by June 2020.	In progress. Anticipated completion by end of FY21.
Organizational Health	4	Complete Citywide Training Needs Assessment.	Launch survey in Fall 2019 Partner with CM and Executive Team to communicate results and develop action plan for addressing feedback.	In progress. Anticipated results by end of FY20.
	5	Develop and implement action items from FY 2019 diversity statistics discussion.	Action items incorporated in work plan and steps to implement initiated.	In progress. Anticipated completion by end of FY21.
Workplace Safety	6	Workers Compensation Program Status Update to Council. Programmatic Assessment of Workers Compensation Program	Informational report of status of program and how it has performed presented to Council by June 2020. Assessment of program to include focus group discussions and action plan to implement strategies for program improvement.	In progress. Anticipated completion by end of FY21.

Division	#	FY 2020 Goals	FY 2020 Measures	Status
Recruitment and Selection	7	Complete negotiated Salary Surveys for bargaining units and Unrepresented employees	Surveys completed and implemented by agreed upon timeline.	One completed; one in progress; one anticipated.
	8	Merit Based Compensation for Executive Employees	Recommend a merit-based compensation structure for executive employees by June 2020	In progress. Anticipated completion by end of FY20.

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2021

1. Reduction in General Fund supplies and service expenses over budget baseline in response to the projected shortfall in the General Fund in FY 2021.

2. Program reduction in the area of Recruitment and Administrative Support.

All Funds Summary - By Category

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue and Transfers In from Other Funds				
General Fund Revenue	$ —	$ —	$ 31,212	$ 31,212
Worker's Compensation Fund	7,563,653	8,999,718	7,597,229	8,675,927
Employee Benefits Fund	4,189,277	5,505,387	6,067,691	4,544,666
	$ 11,752,930	**$ 14,505,105**	**$ 13,696,132**	**$ 13,251,805**
(Contributions)/Use of Fund Balance				
Worker's Compensation	(2,483,630)	(2,928,419)	(959,468)	(2,209,556)
Employee Benefits	(135,360)	(321,545)	—	—
	$ (2,618,990)	**$ (3,249,964)**	**$ (959,468)**	**$ (2,209,556)**
Fund Subsidy				
General Fund Subsidy	1,791,180	1,942,711	2,122,021	1,891,382
Total Revenues	**$ 10,925,120**	**$ 13,197,852**	**$ 14,858,685**	**$ 12,933,631**
EXPENDITURES				
Expenditures By Expense Category				
Salary				
Regular	1,346,546	1,308,482	1,510,173	1,480,522
Overtime	2,353	5,962	—	—
Vacancy Savings	—	—	—	(40,529)
Benefits				
Fringe Benefits	205,281	197,408	354,184	376,184
Retiree Medical	17,325	18,663	20,058	21,716
PERS	269,281	294,131	373,858	389,672
Program Reduction Savings				(250,016)
Furlough / COLA Deferral	—	—	—	(52,961)
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 1,840,786**	**$ 1,824,646**	**$ 2,258,272**	**$ 1,924,588**
Worker's Compensation Expense	3,876,702	4,968,859	5,121,723	5,121,723
Retiree Medical Benefits	4,053,917	5,183,842	6,067,691	4,544,666
Maintenance & Utilities	912	1,254	1,000	1,000
Supplies & Services	925,332	962,353	1,130,638	1,088,224
Internal Service Fees	217,346	244,795	265,441	232,121
Net Operating Expense	**$ 9,074,210**	**$ 11,361,103**	**$ 12,586,493**	**$ 10,987,735**
Transfers Out To Other Funds	10,124	12,103	13,919	21,308
Total Expenditures	**$ 10,925,120**	**$ 13,197,852**	**$ 14,858,685**	**$ 12,933,631**
Net Change	**—**	**—**	**—**	**—**

All Funds Summary - By Program

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue and Transfers In from Other Funds				
General Fund	$ —	$ —	$ 31,212	$ 31,212
Worker's Compensation Fund	7,563,653	8,999,718	7,597,229	8,675,927
Employee Benefits Fund	4,189,277	5,505,387	6,067,691	4,544,666
	$ 11,752,930	**$ 14,505,105**	**$ 13,696,132**	**$ 13,251,805**
(Contributions)/Use of Fund Balance				
Worker's Compensation	(2,483,630)	(2,928,419)	(959,468)	(2,209,556)
Employee Benefits	(135,360)	(321,545)	—	—
	$ (2,618,990)	**$ (3,249,964)**	**$ (959,468)**	**$ (2,209,556)**
Fund Subsidy				
General Fund Subsidy	1,791,180	1,942,711	2,122,021	1,891,382
Total Revenues	**$ 10,925,120**	**$ 13,197,852**	**$ 14,858,685**	**$ 12,933,632**
EXPENDITURES				
Expenditures and Transfer Out to Other Funds By Program				
HR - General Fund	1,791,180	1,942,711	2,153,233	1,922,594
Worker's Compensation	5,080,023	6,071,299	6,637,761	6,466,371
Employee Benefits	4,053,917	5,183,842	6,067,691	4,544,666
Total Expenditures	**$ 10,925,120**	**$ 13,197,852**	**$ 14,858,685**	**$ 12,933,632**
Net Change				

Human Resources - General Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Medicare Part D Subsidy	$ —	$ —	$ 31,212	$ 31,212
Total Revenues	**$ —**	**$ —**	**$ 31,212**	**$ 31,212**
EXPENDITURES				
Expenditures				
Salary				
Regular	887,332	909,172	971,634	983,200
Overtime	1,676	1,231	—	—
Vacancy Savings	—	—	—	(40,529)
Benefits				
Fringe Benefits	138,762	150,284	284,132	309,523
Retiree Medical	11,891	13,295	13,192	14,038
PERS	175,481	200,657	237,065	255,681
Program Reduction Savings				(138,819)
Furlough / COLA Deferral	—	—	—	(36,155)
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 1,215,143**	**$ 1,274,640**	**$ 1,506,024**	**$ 1,346,940**
Maintenance & Utilities	912	1,254	1,000	1,000
Supplies & Services	394,361	461,435	423,138	380,724
Internal Service Fees	180,764	205,382	223,071	193,931
Capital Outlay	—	—	—	—
Net Operating Expense	**$ 576,037**	**$ 668,071**	**$ 647,209**	**$ 575,655**
Total Expenditures	**$ 1,791,180**	**$ 1,942,711**	**$ 2,153,233**	**$ 1,922,594**
General Fund Subsidy	**1,791,180**	**1,942,711**	**2,122,021**	**1,891,382**

Worker's Compensation - Internal Service Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Beginning Working Capital Balance	**$(4,070,651)**	**$(1,587,021)**	**$ 1,341,398**	**$ 2,300,867**
REVENUES				
Revenue				
Worker's Compensation Premium	7,492,857	8,164,180	7,597,229	8,675,927
Other Revenue	70,796	435,538	—	—
	$ 7,563,653	**$ 8,599,718**	**$ 7,597,229**	**$ 8,675,927**
Fund Transfers In from				
General Fund / Enterprise Funds	—	400,000	—	—
Total Transfers In	**$ —**	**$ 400,000**	**$ —**	**$ —**
Total Revenues	**$ 7,563,653**	**$ 8,999,718**	**$ 7,597,229**	**$ 8,675,927**
EXPENDITURES				
Fund Expenditures				
Salary				
Regular	459,214	399,310	538,538	497,322
Overtime	677	4,731	—	—
Benefits				
Fringe Benefits	66,520	47,123	70,052	66,661
Retiree Medical	5,434	5,368	6,866	7,678
PERS	93,800	93,474	136,793	133,991
Program Reduction Savings				(111,197)
Furlough / COLA Deferral	—	—	—	(16,806)
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 625,643**	**$ 550,006**	**$ 752,249**	**$ 577,649**
Worker's Compensation Expense	3,876,702	4,968,859	5,121,723	5,121,723
Maintenance & Utilities	—	—	—	—
Supplies & Services	530,971	500,918	707,500	707,500
Internal Service Fees	36,582	39,413	42,370	38,191
Net Operating Expense	**$ 4,444,255**	**$ 5,509,190**	**$ 5,871,593**	**$ 5,867,414**
Fund Transfers Out to				
General Fund - Cost Allocation	—	—	—	—
Liability Insurance Premium	10,124	12,103	13,919	21,308
Total Transfers Out	**$ 10,124**	**$ 12,103**	**$ 13,919**	**$ 21,308**
Total Expenditures	**$ 5,080,023**	**$ 6,071,299**	**$ 6,637,761**	**$ 6,466,371**
Net Change	**2,483,630**	**2,928,419**	**959,468**	**2,209,556**
Ending Working Capital Balance*	**(1,587,021)**	**1,341,398**	**2,300,867**	**4,510,423**

**Unfunded actuarial liability is included in balance*

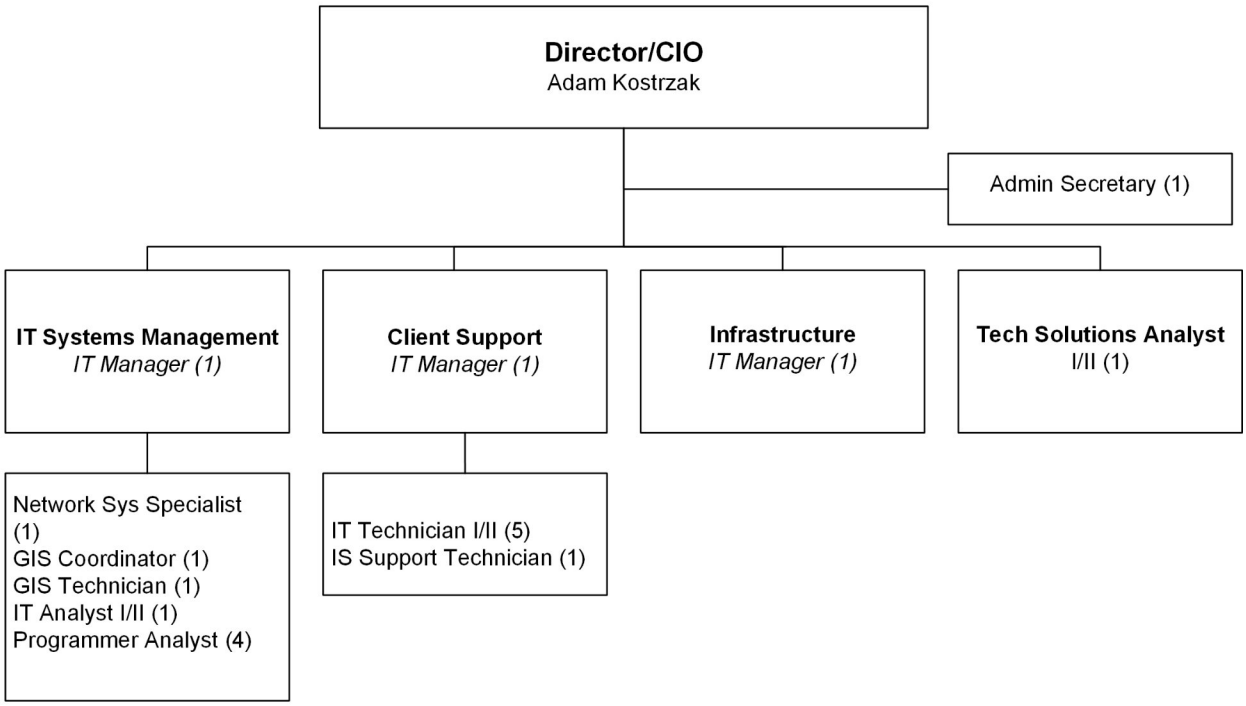
Employee Benefits - Internal Service Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Beginning Working Capital Balance	**$ 2,429,189**	**$ 2,564,549**	**$ 2,886,094**	**$ 2,886,093**
REVENUES				
Revenue				
Interest	23,802	101,036	—	—
Other Revenue	—	—	—	—
Retiree Medical Premium	3,165,475	3,404,351	3,494,691	3,544,666
	$ 3,189,277	**$ 3,505,387**	**$ 3,494,691**	**$ 3,544,666**
Fund Transfers In				
Transfer from General Fund	1,000,000	2,000,000	2,573,000	1,000,000
Total Revenues	**$ 4,189,277**	**$ 5,505,387**	**$ 6,067,691**	**$ 4,544,666**
EXPENDITURES				
Expenditures				
Police	1,932,937	2,390,916	1,794,446	1,801,244
Fire	1,118,376	1,504,657	870,699	901,677
Misc	1,002,604	1,288,269	829,546	841,745
Unfunded Liability Expense	—	—	2,573,000	1,000,000
Retiree Medical Expense	**$ 4,053,917**	**$ 5,183,842**	**$ 6,067,691**	**$ 4,544,666**
Total Expenditures	**$ 4,053,917**	**$ 5,183,842**	**$ 6,067,691**	**$ 4,544,666**
Net Change	**135,360**	**321,545**	**—**	**—**
Ending Working Capital Balance	**2,564,549**	**2,886,094**	**2,886,093**	**2,886,093**

THIS PAGE INTENTIONALLY LEFT BLANK

FY 2021 STAFFING
20.0 FTE

Information Technology Department



INFORMATION TECHNOLOGY DEPARTMENT

MISSION STATEMENT

Continuing with the clear purpose and direction on our future, the Information Technology Department's vision is: *be a leading digital and connected city.*

The Department's mission is: *connecting government and its residents through the use of innovative technology.*

This new vision and mission can only be achieved by focusing on its core key values which are:

- Be Change
- Be Open
- Build Community
- Own IT

DEPARTMENT OVERVIEW

To better meet the needs of the organization and improve services to our residents the Information Technology Department progresses along its three-year IT strategy that focuses on five key areas:

1. Upgrade of Infrastructure
2. Enhance Services
3. Cloud-First
4. Mobile Focused
5. Increase Security

Information Technology is a strategic civic enabler that works to maximize the efficiency of the City's IT Operations. We focus our resources on providing value to the organization and respond to today's ever-changing civic environment. IT aligns with departments to prioritize, coordinate and implement innovative technology solutions. Industry best practices are utilized to provide high-quality, secure and reliable digital services to our residents.

DIVISION/PROGRAM SUMMARIES

As part of our ongoing transformation, the Information Technology Department restructured its divisions. This new structure encourages more cross collaboration to better align and support City departments. The divisions now include:

Infrastructure Division is the critical backbone to delivering both internal and external City services. It supports all hardware and software components that deliver City systems and IT-enabled processes. This includes the provisioning of all network, server, data, storage and telephony services.

INFORMATION TECHNOLOGY DEPARTMENT

IT Systems Management Division delivers mission critical enterprise level software application support to the City. This includes support of the City's Police and Fire Department's CAD (Computer Aided Dispatch) and Fire/Police report writing databases. In addition, this division supports software applications and services used daily by the City including the Tyler Munis financial system and Geographic Information Systems (GIS) tools and databases.

Client Support Division provides high-quality, efficient, customer-focused technology support for City employees. This includes full support and maintenance of all City computers, tablets, smartphones, and peripherals and serves as a first point of contact for technology assistance.

FY 2020 KEY SERVICE GOALS AND METRICS

Division	#	FY 2020 Goals	FY 2020 Measures	Status
Client Support	1	Continue with the 5-year replacement cycle of desktop computers replacing like for like with a mobile solution.	# Complete	25 Completed, In Progress
	2	Upgrade Council Chambers to install additional tablet computers to far dais.	% Complete	10% Complete In Review
	3	Review, test and identify next generation of mobile data computers for public safety vehicles.	% Complete	100% Complete
Systems Management	4	Identify and migrate Public Safety legacy system data to reside in the City's modern Public Safety enterprise application suite.	% Complete	75% Complete Data ID, Prepare for Migration
	5	Deploy New World Decision Support and Dashboards (DSS) to assist public safety in the analysis and visual interpretation of complex public safety data sets.	% Complete	100 % Complete
	6	Evaluate digital document management applications and tools to aide in City-wide document storage and sharing.	% Complete	50% Complete

Division	#	FY 2020 Goals	FY 2020 Measures	Status
Infrastructure	7	Increase Internet bandwidth through ACOE and upgrade networking equipment to support 1 GBPS.	% Complete	100% Complete
	8	Migrate voicemail and auto attendants off of Microsoft Unified Messaging to Cisco Unity.	% Complete	100% Complete
	9	Upgrade backup solution.	% Complete	100% Complete

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2021

1. Reduction in General Fund supplies and service expenses over budget baseline in response to the projected shortfall in the General Fund in FY 2021.

Information Technology - Internal Service Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Information Technology Internal Srv Fee	$ 6,417,138	$ 7,708,214	$ 8,540,703	$ 8,988,891
Fund Interest	8,818	71,526	6,000	6,000
PEG Revenue	289,536	278,929	220,000	220,000
Other Revenue	20,700	64,652	32,000	32,000
Total Revenue	**$ 6,736,192**	**$ 8,123,321**	**$ 8,798,703**	**$ 9,246,891**
Fund Transfers In from				
General Fund	—	—	—	—
Total Transfers In	$ —	$ —	$ —	$ —
Total Revenues	**$ 6,736,192**	**$ 8,123,321**	**$ 8,798,703**	**$ 9,246,891**
EXPENDITURES				
Expenditures				
Salary				
Regular	2,089,592	2,161,690	2,438,513	2,587,239
Overtime	114,688	105,615	90,000	90,000
Benefits				
Fringe Benefits	360,768	402,072	551,570	542,548
Retiree Medical	33,075	34,210	35,487	35,676
PERS	437,415	483,578	612,399	694,604
Program Reduction Savings				—
Furlough / COLA Deferral	—	—	—	(84,083)
Charges (to)/from other programs	(3,191)	—	—	—
Net Salary & Benefits	**$ 3,032,348**	**$ 3,187,165**	**$ 3,727,969**	**$ 3,865,984**
Maintenance & Utilities	2,179,153	2,111,354	2,216,326	1,827,122
Supplies & Services	405,698	470,201	1,140,229	1,673,400
Internal Service Fees	136,409	132,044	136,958	138,838
Debt Service CAD/RMS/ERP/Cisco	—	—	—	—
Capital	1,331,218	1,191,340	—	—
Net Operating Expense	**$ 4,052,478**	**$ 3,904,939**	**$ 3,493,513**	**$ 3,639,360**
Transfers Out to				
General Fund - Cost Allocation	—	—	—	—
Information Tech Capital Fund	622,104	630,000	756,000	756,000
Liability Insurance Premium	79,052	87,165	87,867	104,012
Net Transfers Out	**$ 701,156**	**$ 717,165**	**$ 843,867**	**$ 860,012**
Total Expenditures	**$ 7,785,982**	**$ 7,809,268**	**$ 8,065,349**	**$ 8,365,356**

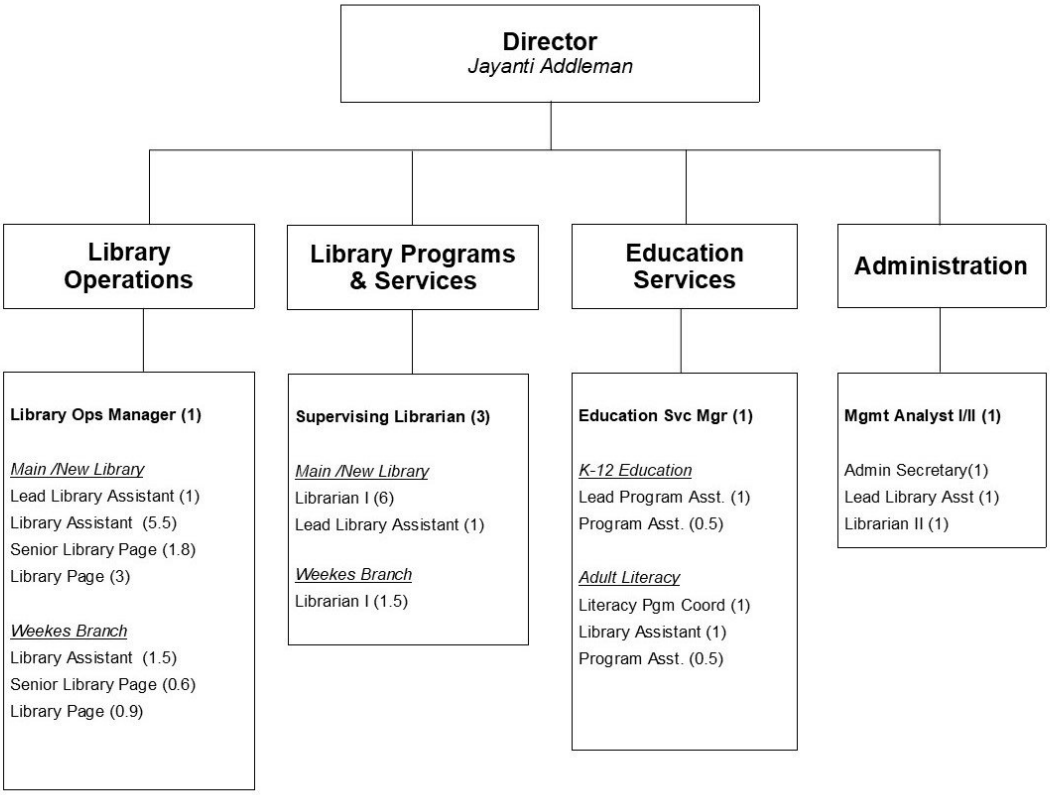
Information Technology - Internal Service Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Net Change	**(1,049,790)**	**314,052**	**733,354**	**881,535**
Other Dept Operating Costs (City Manager's Department)	**(188,971)**	**(215,814)**	**(341,884)**	**(363,407)**
Net IT Department Expenditures	**$ 7,597,011**	**$ 7,593,454**	**$ 7,723,464**	**$ 8,001,949**

THIS PAGE INTENTIONALLY LEFT BLANK

FY 2021 STAFFING
36.8 FTE

Library Department



LIBRARY DEPARTMENT

MISSION STATEMENT

The Library Department will deliver equal opportunity in education to Hayward residents, preserve and improve quality of life for all members of the community, and contribute to the ongoing health and success of a thriving Hayward.

DEPARTMENT OVERVIEW

The Library Department is responsible for:

- Public Library Operations including public access to books, media, and technology; community meeting and gathering spaces; and online resources;

- Library Programs and Services including innovative programs that respond to community needs and interests; information and referral services; and lifelong learning opportunities for every Hayward resident;

- Education Services including adult literacy training; academic tutoring for Hayward students K-12; and early childhood education and parenting programs; and

- Administration including leadership and management of department personnel, resources and operating budget; development of external resources including grants and volunteers to advance City goals and serve Hayward residents; and coordination of activities with other City departments and external agency partners.

DIVISION/PROGRAM SUMMARIES

Administration

Library Department Administration has the responsibility to:

- Deliver excellent customer service;
- Establish department vision, mission, goals, and performance measures;
- Develop and monitor department operating budget;
- Provide leadership and development of department personnel and programs;
- Execute, manage, and evaluate department programs and activities;
- Coordinate department activities with other City departments and external agency partners;
- Secure external resources including grants and volunteers to support City programs and services to achieve shared goals and better serve the Hayward community;
- Provide staff support to the Library Commission, Council Ad Hoc Youth Recognition Committee, and Hayward Youth Commission;
- Implement and achieve the organizational performance outcomes set forth by the City Manager, consistent with the core values of the City organization and Council; and
- Serve as the primary City - Community liaison for the department.

LIBRARY DEPARTMENT

Library Operations and Public Services

The Library Operations and Public Services Divisions have the responsibility to:

- Deliver excellent customer service;
- Manage two brick-and-mortar public library facilities and ten satellite service delivery locations;
- Organize and circulate the library's collection of books, media, and electronic resources;
- Provide lifelong learning and literacy programs to the Hayward community;
- Manage the library's website, social media presence, and digital media resources;
- Maintain the Integrated Library System patron and catalog records database; and
- Administer the billing and collection of library dues, fines, and fees.

Education Services

The Education Services Division has the responsibility to:

- Deliver excellent customer service;
- Support the efforts of local schools and institutions of higher learning to increase academic performance at all ages, especially among K-12 youth;
- Provide literacy tutoring to illiterate and low-literate Hayward adults;
- Conduct early childhood education and parenting programs to improve reading skills and kindergarten readiness among Hayward children ages 0-5; and
- Coordinate volunteer resources to effectively deliver the above outcomes.

FY 2020 KEY SERVICE OBJECTIVES AND METRICS

Divisio	#	FY 2020 Goals	FY 2020	Status
Library	1	Create and implement strategic plan for Library Services and the new 21Century Library facility operations.	Complete during 2020	Target creation of plan by end of fiscal year
	2	Achieve LEED Platinum and Net Zero Energy environmental performance certifications for the new 21st Century Library.	Complete during 2020	Moved to FY 2021
	3	Continue staff development and succession planning efforts through collaboration with partner organizations and the State Library, with a focus on training and development of all staff to prepare for more substantive projects and leadership roles.	Complete during 2020	On-going
	4	Leverage and maximize the community benefit of the new 21st Century Library, adapting to evolving funding priorities and processes utilizing available funding and staffing resources.	Complete during 2020	On-going
	5	Establish baseline customer satisfaction rating based on community survey feedback.	Complete during 2020	Completion of survey by end of fiscal year
	6	Secure external funding and volunteer resources totaling at least 6% of department's total General Fund budget.	6% of Budget	Will meet or exceed 6%

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2021

1. Reduction in General Fund supplies and service expenses over budget baseline in response to the projected shortfall in the General Fund in FY 2021.

2. Reducing fines and fees revenue to $30,000 based on historical actuals.

All Funds Summary - By Category

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue and Transfers In From Other Funds				
General Fund Revenue	$ 51,342	$ 18,324	$ 86,594	$ 30,000
Community Development Block Grant	1,213,596	—	—	—
Housing Authority Fund	574,240	—	—	—
Affordable Housing Monitoring Fund	192,630	—	—	—
HOME Investment Prtnrshp Block Grant Prog	139,980	—	—	—
Paratransit Program Measure B	967,760	—	—	—
Paratransit Program Measure BB	850,839	—	—	—
	$3,990,388	**$ 18,324**	**$ 86,594**	**$ 30,000**
(Contribution)/Use of Fund Balance				
Community Development Block Grant	140,424	—	—	—
Housing Authority Fund	(461,608)	—	—	—
Affordable Housing Monitoring Fund	150,709	—	—	—
HOME Investment Prtnrshp Block Grant Prog	73,272	—	—	—
Paratransit Program Measure B	(231,280)	—	—	—
Paratransit Program Measure BB	(681,069)	—	—	—
	$(1,009,552)	**$ —**	**$ —**	**$ —**
Fund Subsidy				
General Fund Subsidy	5,791,315	5,180,684	6,056,916	5,958,758
Total Revenues	**$8,772,151**	**$5,199,008**	**$ 6,143,510**	**$5,988,758**
EXPENDITURES				
Expenditures				
Salary				
Regular	3,991,994	2,448,902	2,573,269	2,845,535
Overtime	5,976	3,644	—	—
Targeted Savings	—	—	(32,733)	(188,566)
Benefits				
Fringe Benefits	572,494	439,988	633,481	584,118
Retiree Medical	62,588	52,560	55,236	57,083
PERS	735,784	509,837	673,029	731,240
Program Reduction Savings				—
Furlough / COLA Deferral	—	—	—	(90,442)
Charges (to)/from other programs	—	—	(92,489)	(92,489)
Net Staffing Expense	**$5,368,835**	**$3,454,931**	**$ 3,809,793**	**$3,846,479**
Maintenance & Utilities	42,499	6,624	138,800	126,500
Supplies & Services	1,390,855	375,770	681,722	611,806
Grants	1,616,200	—	—	—

All Funds Summary - By Category

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Internal Service Fees	960,646	1,361,682	1,513,195	1,403,973
Capital	—	—	—	—
Net Operating Expense	**$4,010,200**	**$1,744,076**	**$ 2,333,717**	**$2,142,279**
Transfers to Other Funds	73,563	—	—	—
Total Expenditures	**$9,452,597**	**$5,199,008**	**$ 6,143,510**	**$5,988,758**
Net Change	**(680,446)**	**—**	**—**	**—**

All Funds Summary - By Program

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue and Transfers in from Other Funds				
General Fund Revenue	$ 51,342	$ 18,324	$ 86,594	$ 30,000
Community Development Block Grant	1,213,596	—	—	—
Housing Authority Fund	574,240	—	—	—
Affordable Housing Monitoring Fund	192,630	—	—	—
HOME Investment Prtnrshp Block Grant Prog	139,980	—	—	—
Paratransit Program Measure B	967,760	—	—	—
Paratransit Program Measure BB	850,839	—	—	—
	$ 3,990,388	**$ 18,324**	**$ 86,594**	**$ 30,000**
(Contribution)/Use of Fund Balance				
Community Development Block Grant	140,424	—	—	—
Housing Authority Fund	(461,608)	—	—	—
Affordable Housing Monitoring Fund	150,709	—	—	—
HOME Investment Prtnrshp Block Grant Prog	73,272	—	—	—
Paratransit Program Measure B	(231,280)	—	—	—
Paratransit Program Measure BB	(681,069)	—	—	—
	$(1,009,552)	**$ —**	**$ —**	**$ —**
Fund Subsidy				
General Fund Subsidy	5,791,315	5,180,684	6,056,916	5,958,758
Total Revenues	**$ 8,772,151**	**$ 5,199,008**	**$ 6,143,510**	**$ 5,988,758**
EXPENDITURES				
Expenditures and Transfers Out to Other Funds				
Administration	737,229	756,266	822,126	830,198
Library Services	3,477,910	4,083,907	4,703,929	4,573,734
Community Services	686,240	—	—	—
Education Services	838,667	358,835	617,455	584,827
Community Development Block Grant	1,354,021	—	—	—
Housing Authority Fund	112,632	—	—	—
Affordable Housing Monitoring Fund	343,339	—	—	—
HOME Investment Prtnrshp Block Grant Prog	213,252	—	—	—
Paratransit Program Measure B	736,480	—	—	—
Paratransit Program Measure BB	169,770	—	—	—
Total Expenditures	**$ 8,669,540**	**$ 5,199,008**	**$ 6,143,510**	**$ 5,988,758**
Net Change	**102,611**	**—**	**—**	**—**

Library - General Fund Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Library Fines	$ 51,342	$ 18,324	$ 86,594	$ 30,000
Grants	—	—	—	—
Other Revenue	—	—	—	—
Total Revenues	**$ 51,342**	**$ 18,324**	**$ 86,594**	**$ 30,000**
EXPENDITURES				
Expenditures				
Salary				
Regular	2,718,570	2,448,902	2,573,269	2,845,535
Overtime	5,976	3,644	—	—
Targeted Savings	—	—	(32,733)	(188,566)
Benefits				
Fringe Benefits	496,382	439,988	633,481	584,118
Retiree Medical	48,825	52,560	55,236	57,083
PERS	633,173	509,837	673,029	731,240
Program Reduction Savings				—
Furlough / COLA Deferral	—	—	—	(90,442)
Charges (to)/from other programs	—	—	(92,489)	(92,489)
Net Staffing Expense	**$3,902,926**	**$3,454,931**	**$ 3,809,793**	**$3,846,479**
Maintenance & Utilities	42,011	6,624	138,800	126,500
Supplies & Services	485,900	375,770	681,722	611,806
Grants	526,955	—	—	—
Internal Service Fees	884,864	1,361,682	1,513,195	1,403,973
Capital				
Net Operating Expense	**$1,939,731**	**$1,744,076**	**$ 2,333,717**	**$2,142,279**
Total Expenditures	**$5,842,657**	**$5,199,008**	**$ 6,143,510**	**$5,988,758**
General Fund Subsidy	**5,791,315**	**5,180,684**	**6,056,916**	**5,958,758**

Administration - General Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Grants	$ —	$ —	$ —	$ —
Total Revenues	**$ —**	**$ —**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	437,642	449,227	434,256	492,018
Overtime	4,021	1,717	—	—
Benefits				
Fringe Benefits	95,728	89,194	121,864	118,106
Retiree Medical	7,088	6,220	6,172	6,205
PERS	83,163	72,842	112,052	125,553
Furlough / COLA Deferral	—	—	—	(18,302)
Charges (to)/from other programs	—	—	(92,489)	(92,489)
Net Staffing Expense	**$ 627,641**	**$ 619,200**	**$ 581,854**	**$ 631,092**
Maintenance & Utilities	1,500	1,289	1,500	1,500
Supplies & Services	59,312	61,049	180,633	140,083
Internal Service Fees	48,777	74,728	58,139	57,523
Net Operating Expense	**$ 109,589**	**$ 137,066**	**$ 240,272**	**$ 199,106**
Total Expenditures	**$ 737,229**	**$ 756,266**	**$ 822,126**	**$ 830,198**
General Fund Subsidy	**737,229**	**756,266**	**822,126**	**830,198**

Library Services - General Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Library Fines	$ 51,342	$ 18,324	$ 86,594	$ 30,000
Grants	—	—	—	—
Other Revenue	—	—	—	—
Total Revenues	**$ 51,342**	**$ 18,324**	**$ 86,594**	**$ 30,000**
EXPENDITURES				
Expenditures				
Salary				
Regular	1,885,871	1,792,953	1,791,248	1,971,999
Overtime	4,628	4,751	—	—
Targeted Savings	—	—	(32,733)	(188,566)
Benefits				
Fringe Benefits	327,102	303,411	400,780	408,386
Retiree Medical	34,650	42,452	41,350	43,122
PERS	365,050	390,672	466,768	506,310
Program Reduction Savings				—
Furlough / COLA Deferral	—	—	—	(59,465)
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$2,614,628**	**$2,531,415**	**$ 2,667,413**	**$2,681,786**
Maintenance & Utilities	40,511	5,335	137,300	125,000
Supplies & Services	138,184	44,111	183,849	133,983
Books & Materials	288,405	270,610	317,240	337,740
Internal Service Fees	396,182	1,232,436	1,398,127	1,295,225
Net Operating Expense	**$ 863,282**	**$1,552,492**	**$ 2,036,516**	**$1,891,948**
Total Expenditures	**$3,477,910**	**$4,083,907**	**$ 4,703,929**	**$4,573,734**
General Fund Subsidy	**3,426,568**	**4,065,583**	**4,617,335**	**4,543,734**

Education Services - General Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
None	$ —	$ —	$ —	$ —
Total Revenues	**$ —**	**$ —**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	297,318	206,723	347,765	381,518
Overtime			—	—
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	52,818	47,383	110,838	57,626
Retiree Medical	3,938	3,888	7,714	7,756
PERS	61,715	46,323	94,209	99,377
Furlough / COLA Deferral	—	—	—	(12,675)
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 415,789**	**$ 304,317**	**$ 560,526**	**$ 533,602**
Maintenance & Utilities	—	—	—	—
Supplies & Services	—	—	—	—
Internal Service Fees	422,878	54,518	56,929	51,225
Net Operating Expense	**$ 422,878**	**$ 54,518**	**$ 56,929**	**$ 51,225**
Total Expenditures	**$ 838,667**	**$ 358,835**	**$ 617,455**	**$ 584,827**
General Fund Subsidy	**838,667**	**358,835**	**617,455**	**584,827**

Community Services - General Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
None	$ —	$ —	$ —	$ —
Total Revenues	**$ —**	**$ —**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	97,740		—	—
Overtime	—		—	—
Benefits				
Fringe Benefits	20,734		—	—
Retiree Medical	3,150		—	—
PERS	20,634		—	—
Charges (to)/from other programs	—		—	—
Net Staffing Expense	**$ 142,258**	**$ —**	**$ —**	**$ —**
Maintenance & Utilities	—	—	—	—
Supplies & Services	—	—	—	—
Internal Service Fees	17,027	—	—	—
Grants	526,955	—	—	—
Net Operating Expense	**$ 543,982**	**$ —**	**$ —**	**$ —**
Total Expenditures	**$ 686,240**	**$ —**	**$ —**	**$ —**
General Fund Subsidy	**686,240**	**—**	**—**	**—**

Community Development Block Grant - By Category - Special Revenue Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Beginning Working Capital Balance	**$2,755,304**	**$ —**	**$ —**	**$ —**
REVENUES				
Revenue				
Grants	544,705		—	—
Delayed Loan Payments	—		—	—
Principal Payments	366,741		—	—
Interest Earned	301,307		—	—
Other Revenue	843		—	—
	.			
Total Revenues	**$1,213,596**	**$ —**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	182,624		—	—
Overtime	—		—	—
Benefits				
Fringe Benefits	25,381		—	—
Retiree Medical	—		—	—
PERS	28,942		—	—
Charges (to)/from other programs	—		—	—
Net Staffing Expense	**$ 236,946**	**$ —**	**$ —**	**$ —**
Maintenance & Utilities	—		—	—
Supplies & Services	27,829		—	—
Internal Service Fees	—		—	—
Grants	1,089,245		—	—
Net Operating Expense	**$1,117,074**	**$ —**	**$ —**	**$ —**
Fund Transfers Out to				
Cost Allocation to General Fund	—		—	—
Liability Insurance Premium	—		—	—
Net Transfers Out	**$ —**	**$ —**	**$ —**	**$ —**
Total Expenditures	**$1,354,021**	**$ —**	**$ —**	**$ —**
Net Difference Gain (Use) of Fund Bal	**(140,424)**	**—**	**—**	**—**
Ending Working Capital Balance	**2,614,880**	**—**	**—**	**—**

Community Development Block Grant - By Program - Special Revenue Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Beginning Working Capital Balance	**$2,755,304**	**$ —**	**$ —**	**$ —**
REVENUES				
Revenue				
Community Development Block Grant	952,686		—	—
Revolving Loan Program	238,083		—	—
Small Business Revolving Loan	22,828		—	—
Total Revenues	**$1,213,596**	**$ —**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Community Development Block Grant	1,235,816		—	—
Revolving Loan Program	98,204		—	—
Small Business Revolving Loan	20,000		—	—
Total Expenditures	**$1,354,021**	**$ —**	**$ —**	**$ —**
Net Difference Gain (Use) of Fund Bal	**(140,424)**	**—**	**—**	**—**
Ending Working Capital Balance	**2,614,880**	**—**	**—**	**—**

Measure B - Paratransit Program - Special Revenue Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Beginning Working Capital Balance	**$1,112,178**	**$ —**	**$ —**	**$ —**
REVENUES				
Revenue				
Interest	—	—	—	—
Measure B	951,835	—	—	—
Measure BB	—	—	—	—
Other Revenue	15,925	—	—	—
Total Revenues	**$ 967,760**	**$ —**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	130,734		—	—
Overtime	—		—	—
Benefits				
Fringe Benefits	22,383		—	—
Retiree Medical	4,725		—	—
PERS	26,933		—	—
Charges (to)/from other programs	—		—	—
Net Staffing Expense	**$ 184,776**	**$ —**	**$ —**	**$ —**
Maintenance & Utilities	487	—	—	—
Supplies & Services	443,020	—	—	—
Internal Service Fees	58,755	—	—	—
Capital	—	—	—	—
Net Operating Expense	**$ 502,262**	**$ —**	**$ —**	**$ —**
Fund Transfers Out				
Cost Allocation to General Fund	39,319		—	—
Liability Insurance Premium	10,124		—	—
Net Transfers Out	**$ 49,443**	**$ —**	**$ —**	**$ —**
Total Expenditures	**$ 736,480**	**$ —**	**$ —**	**$ —**
Net Difference Gain (Use) of Fund Balance	**231,280**	**—**	**—**	**—**
Ending Working Capital Balance	**1,343,458**	**—**	**—**	**—**

Measure BB - Paratransit Program - Special Revenue Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Beginning Working Capital Balance	**$ 533,996**	**$ —**	**$ —**	**$ —**
REVENUES				
Revenue				
Interest	7,395		—	—
Measure BB	843,444	—	—	—
Other Revenue	—	—	—	—
Total Revenues	**$ 850,839**	**$ —**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	—	—	—	—
Overtime	—	—	—	—
Benefits				
Fringe Benefits	—	—	—	—
Retiree Medical	—	—	—	—
PERS	—	—	—	—
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ —**	**$ —**	**$ —**	**$ —**
Maintenance & Utilities	—	—	—	—
Supplies & Services	169,770	—	—	—
Internal Service Fees	—	—	—	—
Capital	—	—	—	—
Net Operating Expense	**$ 169,770**	**$ —**	**$ —**	**$ —**
Fund Transfers Out				
Cost Allocation to General Fund	—	—	—	—
Liability Insurance Premium	—	—	—	—
Net Transfers Out	**$ —**	**$ —**	**$ —**	**$ —**
Total Expenditures	**$ 169,770**	**$ —**	**$ —**	**$ —**
Net Difference Gain (Use) of Fund Balance	**681,069**	**—**	**—**	**—**
Ending Working Capital Balance	**1,215,065**	**—**	**—**	**—**

Housing Authority Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Beg Working Capital Balance	**$7,261,535**	**$ —**	**$ —**	**$ —**
REVENUES				
Revenue				
Fund Interest	40,261		—	—
Interest Income	83,404		—	—
Principal Income	450,410		—	—
Other Revenue	165		—	—
	$ 574,240	**$ —**	**$ —**	**$ —**
Fund Transfers In From				
Rt 238 Admin Fund	—	—	—	—
Successor Agency	—	—	—	—
Total Transfers In	**$ —**	**$ —**	**$ —**	**$ —**
Total Revenues	**$ 574,240**	**$ —**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	34,863	—	—	—
Overtime	—	—	—	—
Benefits				
Fringe Benefits	5,888	—	—	—
PERS	7,100	—	—	—
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 47,851**	**$ —**	**$ —**	**$ —**
Supplies & Services	60,884	—	—	—
Grants & Loans	—		—	—
Net Operating Expense	**$ 60,884**	**$ —**	**$ —**	**$ —**
Fund Transfers Out				
General Fund-Cost Allocation	3,897			
Net Transfers Out	$ 3,897		$ —	$ —
Total Expenditures	**$ 112,632**	**$ —**	**$ —**	**$ —**
Net Difference Gain (Use) of Fund Bal	**461,608**	**—**	**—**	**—**
Ending Working Capital Balance	**7,723,143**	**—**	**—**	**—**

Affordable Housing Monitoring Fund

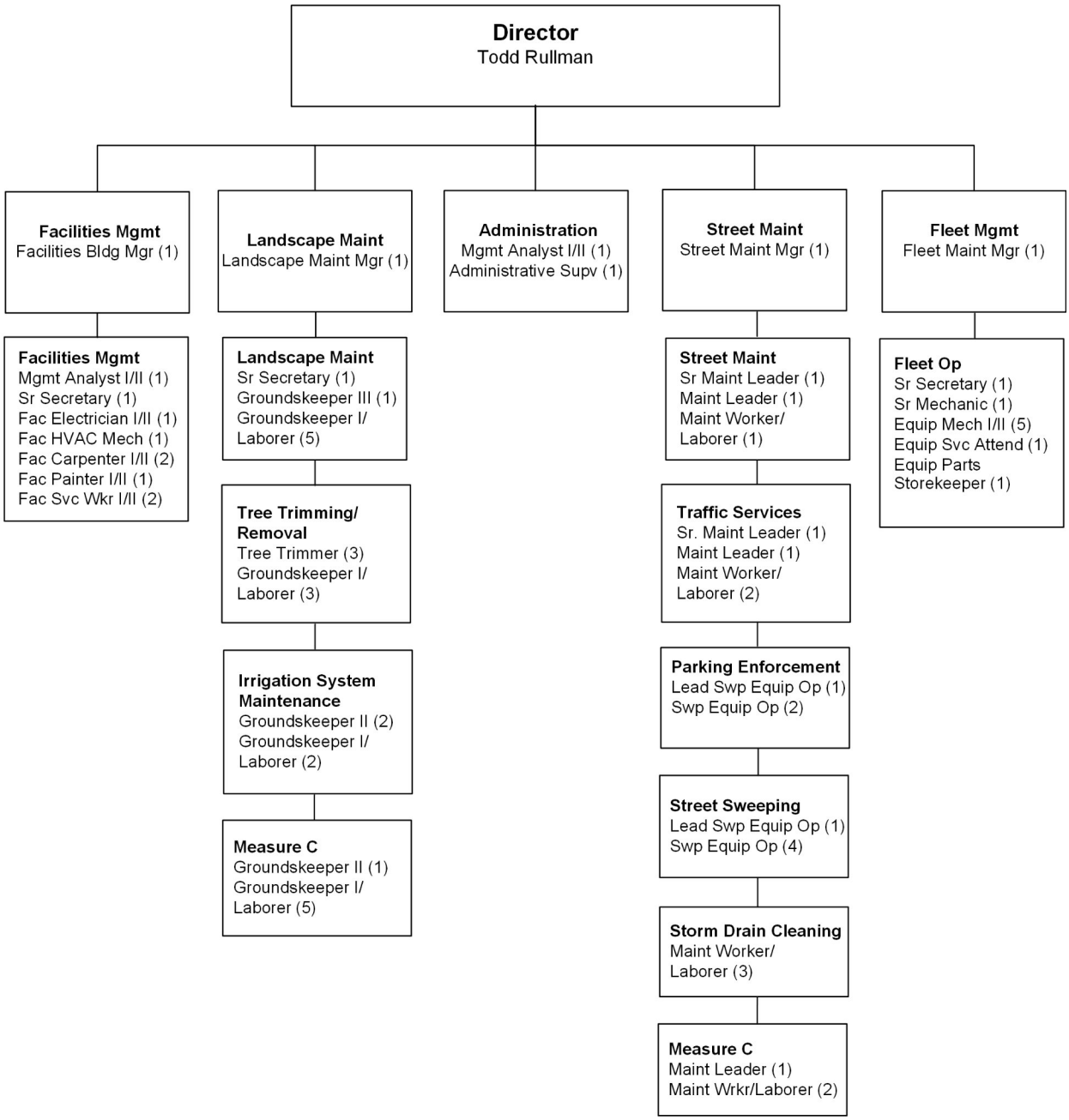
	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Beg Working Capital Balance	**$ 931,317**	**$ —**	**$ —**	**$ —**
REVENUES				
Revenue				
Interest Income	5,574		—	—
Mortgage Bonds Admin Fee	187,056		—	—
Total Revenues	**$ 192,630**	**$ —**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	189,714		—	—
Overtime	—		—	—
Benefits				
Fringe Benefits	21,631		—	—
Retiree Medical	3,150		—	—
PERS	38,044		—	—
Charges (to)/from other programs	—		—	—
Net Staffing Expense	**$ 252,540**	**$ —**	**$ —**	**$ —**
Supplies & Services	53,550		—	—
Internal Service Fees	17,027		—	—
Net Operating Expense	**$ 70,577**	**$ —**	**$ —**	**$ —**
Fund Transfers Out				
General Fund-Cost Allocation	13,474		—	—
Liability Insurance Premium	6,749		—	—
MISC Transfer Out to Other Depts	—		—	—
Total Transfers Out	**$ 20,223**	**$ —**	**$ —**	**$ —**
Total Expenditures	**$ 343,339**	**$ —**	**$ —**	**$ —**
Net Difference Gain (Use) of Fund Bal	**(150,709)**	**—**	**—**	**—**
Ending Working Capital Balance	**780,608**	**—**	**—**	**—**

HOME Investment Partnerships Block Grant Program

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Beg Working Capital Balance	**$ (67,985)**	**$ —**	**$ —**	**$ —**
REVENUES				
Revenue				
Grants	139,980		—	—
Program Income	—	—	—	—
Interest Income	—	—	—	—
Total Fund Revenue	**$ 139,980**	**$ —**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	7,380		—	—
Overtime	—		—	—
Benefits				
Fringe Benefits	829		—	—
Retiree Medical	—		—	—
PERS	1,592		—	—
Charges (to)/from other programs	—		—	—
Net Staffing Expense	**$ 9,801**	**$ —**	**$ —**	**$ —**
Grants & Loans	—		—	—
Supplies & Services	203,451		—	—
Transfer Out	—		—	—
Net Operating Expense	**$ 203,451**	**$ —**	**$ —**	**$ —**
Total Expenditures	**$ 213,252**	**$ —**	**$ —**	**$ —**
Net Change	**(73,272)**	**—**	**—**	**—**
Ending Working Capital Balance	**(141,257)**	**—**	**—**	**—**

FY 2021 STAFFING
69.0 FTE

Maintenance Services Department



MAINTENANCE SERVICES DEPARTMENT

MISSION STATEMENT

The mission of the Maintenance Services Department is to provide maintenance services for City streets and public landscaping areas and provide operational management and capital replacement for our City fleet and facilities. The Department's emphasis is to enhance the quality of life for City residents, businesses, visitors, and City employees through supporting the City Council's priorities of a safe, clean, and green community.

DEPARTMENT OVERVIEW

The Maintenance Services Department provides front-line services that are visible to residents, businesses, visitors, and City staff alike. The Department is responsible for a wide range of functions including: removing illegal dumping in the public right-of-way; painting over graffiti on public property; road corridor maintenance and improvement, street sign installation and replacement; street sweeping and cleaning of storm drains; emergency response to street, landscape, or hazardous material spill emergencies; maintenance of public landscaping; acquisition, maintenance, repair, and disposal of City's fleet assets; and maintenance and operation of City facilities.

DIVISION/PROGRAM SUMMARIES

Maintenance Services Administration

Administration staff provides overall department management and administrative support. Administration priorities include: 1) Setting the overall direction of the department; 2) Overseeing the implementation of department programs and the completion of projects on time and within budget; 3) Developing and monitoring the departmental budget; 4) Providing support to other City departments and community groups; and 5) Managing various other special programs and initiatives.

Street Maintenance Division

The division provides various services to including removing illegal dumping in the public right-of-way; painting over graffiti on public property; road corridor maintenance and improvement, street sign installation and replacement; street sweeping and cleaning of storm drains. Division priorities include 1) Protecting the public's health and safety; 2) Improving the appearance and cleanliness of the City through removal of illegal dumping and graffiti in public areas and right-of-way; 3) Providing support to neighborhood and community groups such as Keep Hayward Clean and Green Task Force, Adopt-A-Block, and the Downtown Street Team; and 4) Providing support to the Public Works Engineering & Transportation and Utilities & Environmental Services Departments for capital projects. Programs include the Measure C Team, Streets Maintenance Program, Graffiti and Illegal Dumping Program, Parking Enforcement Program, Traffic Program, Street Sweeping Program, and Stormwater Maintenance Program.

Measure C Team - Funded through the City's Measure C Tax Measure, this team takes a proactive approach to abating litter, graffiti, and illegal dumping. This effort is in addition to public requests that the department receives through Access Hayward.

Streets Maintenance Program - Staff maintains 266 miles of City streets and sidewalks. Maintenance activities include pothole patching, repairing failed areas of roadway, and performing of deep lift asphalt repairs and utility cut repairs. Staff patches sidewalks to reduce trip and fall accidents, completes concrete work, and repairs barricades and guard rails. Staff provides 24-hour stand-by response to all emergency requests and hazardous material spills. Staff installs road closures and detours for City parades, street parties, and neighborhood events. Staff provides support to KHCG and other neighborhood partnership groups.

Illegal Dumping and Graffiti Abatement Program -Staff removes illegally dumped trash and graffiti tags from public areas and public right-of-way, usually within a 72-hour period. Staff performs litter abatement daily, to include weekends, to abate trash in the City's public right-of-way.

Street Sweeping Enforcement Program - Staff performs parking enforcement in posted street sweeping areas.

Traffic Program - Staff installs lane markings, striping, signage, symbol painting, and road-marker installations. Staff provides support for capital projects to include pavement overlay, speed bump installation, and bike lane marking.

Keep Hayward Clean and Green - Staff provides program administration and support for this committee's annual schedule of beautification events and Adopt-A-Block program.

Street Sweeping Program - Staff cleans residential and commercial streets bi-weekly, with the goal of keeping our City clean and our neighborhoods looking good. Over 1,200 streets are swept bi-weekly, with a total of 30,000 miles of curb line swept annually. Street sweeping provides two primary benefits to the City. The more obvious benefit is the collection and removal of leaves and other debris that collects in the gutters that may cause 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.

Stormwater Maintenance Program - Staff maintains and cleans over 3,000 storm drains and 86 storm drain trash capture devices. Maintenance includes cleaning of ditches and retention ponds, storm drain stenciling, and repair and replacement of damaged storm drain grates.

Landscape Maintenance Division

The division provides various landscaping services to City owned areas. Division priorities include 1) Protecting the Public's Health and Safety; 2) Maintaining and enhancing the City's urban forest (trees are an infrastructure element that appreciate each year); 3) Enhancing the cleanliness of the City; and 4) Enhancing the green aesthetic qualities of the City. Programs include the Landscape Maintenance Program, Tree Maintenance Program, Landscape Water Conservation Program, and management of the City's Landscape and Lighting Districts and Maintenance Districts.

Tree Maintenance Program - Staff maintains over 30,000 public street trees in a healthy and safe condition. Tree trimming is done annually to minimize safety hazards, provide clearance for vehicles and pedestrians, and to improve the health of trees.

Landscape Maintenance Program - Staff maintains landscape areas in street medians, along the side of streets, downtown, and around public buildings. Examples of areas maintained by Landscape Maintenance include the Main Library grounds; the Mission Boulevard Greenway; medians on Jackson, Foothill, Mission, Harder, Tennyson, Hesperian Boulevard, A and D Streets, and Winton Avenue; along with many other City-owned landscape areas.

Landscape Water Conservation Program - Staff maintains low-water usage irrigation systems and backflow devices in City right-of-way, medians, and City owned areas. Work includes installation, maintenance, and upgrades to systems including water conservation devices and bay friendly, drought-resistant landscaping. Weather-based irrigation controllers are installed at 53 City managed sites.

Landscape and Lighting Districts (LLD) and Maintenance Districts (MD) - Staff manages ongoing maintenance and capital replacement for 15 LLD and 2 MD zones. Services and maintenance provided are financed by property tax assessments charged to home owners located in each of these areas.

Fleet Management Division

The division provides management for over 440 vehicles and pieces of equipment. Division priorities include 1) Providing safe, reliable, and environmentally friendly transportation to City staff; 2) Providing timely repair of vehicles and equipment, 3) Performing preventive maintenance services per manufacturer specifications, 4) Performing state mandated inspections, 5) Complying with all applicable hazardous materials regulations, and 6) Managing vehicle and equipment replacement based on a ten-year vehicle replacement plan that maximizes vehicle use and allocates available resources to conserve vehicle value and equipment investment.

Facilities Management Division

The division provides management of 35 City facilities. Division priorities include 1) Keeping City buildings at a condition whereby building occupants are satisfied with the maintenance, appearance, and condition of the facility, 2) Completing preventative maintenance items on a schedule that meets industry standards, and 3) Completing scheduled capital projects on time and within budget. Services include management of contracted services (such as security and janitorial services); maintenance and replacement of flooring, electrical and lighting fixtures; painting; maintenance and repair of heating/ventilating/air conditioning/ plumbing systems; locksmith services; appliance repair/installation; cabinet and countertop making; and roof repair/replacement. Other undertakings include minor remodeling of City facilities; scheduling of the City Hall Volunteer Station; and facilitating the use of City Council Chambers, Rotunda, and City Hall Plaza.

FY 2020 KEY SERVICE GOALS AND METRICS

Division	#	FY 2020 Goals	FY 2020 Measures	Status
Street Maintenance	1	Respond to all Access Hayward requests for illegal dumping and graffiti in a timely manner.	Respond to and remove illegally dumped items and graffiti within 72 hours of notification 90% of the time.	ACHIEVED Responded within 72 hours 97% of the time to 2,789 requests for illegal dumping and 759 for graffiti abatement.
	2	Expand number of streets with No Parking-Street Sweeping restrictive signage as requested by the community.	Add restrictive signage to 25 new streets.	ACHIEVED Installed 25 new streets with restrictive sweepings signs.
	3	Respond to all requests for the abatement of homeless encampments on the public right-a-way in a timely manner.	Respond to and begin abatement process of all homeless encampments on the public right-a-way within 72 hours of notification 90% of the time.	ACHEIVED Responded to 231 Access Hayward requests, removing 1,593 cubic yards of debris. 98% of requests were responded to within 72 hours.
Landscape Maintenance	4	Identify areas in the community that need landscape beautification with a focus on the Council's Strategic Initiatives through collaboration with the community and groups such as KHCG.	Complete 2 community planting events. Initial project will be in July 2019 with KHCG at Ruus Rd. as part of the Tennyson Corridor Project. Second event is to be determined.	ACHIEVED Completed two community planting events on Tennyson Road, in conjunction with KHCG.
	5	Continue project implementation on the median landscape improvements identified in the Council's Tennyson Corridor Strategic Initiative. The project will include the replacement of plant material and the installation of weather-based irrigation controllers to help conserve water resources.	Re-landscape 7 medians on Tennyson Road. Start median renovation in FY 20 between Harvey Ave. and I-880 freeway.	ACHIEVED Re-landscaped seven medians on Tennyson Road incorporating new mature trees/plant material, pavers, and bark mulch.
	6	Install weather-based irrigation controllers to conserve, monitor, and control water usage in City maintained landscapes.	Install 2 weather-based irrigation controllers as part of the Tennyson Corridor Project.	ACHIEVED Installed 2 weather-based irrigation controllers.
	7	Continue to grow our Urban Forrest through tree plantings.	Plant 400 new trees.	ONGOING Planted 315 trees.

Division	#	FY 2020 Goals	FY 2020 Measures	Status
Fleet Management	8	Transition from carbon diesel fuel to renewable diesel at City fueling sites to reduce maintenance costs, as well as reducing fine particulates, hydrocarbons, carbon monoxide, and nitrogen oxide.	Upon a successful trial period at Fire Station #1, transition from carbon diesel fuel to renewable diesel at other City owned sites.	ACHIEVED Completed trial period and transitioned to purchasing and use of renewable diesel at all 8 City owned fueling sites.
	9	Expand our use of fuel rings to HFD to accurately record fuel dispensed at fire stations. HPD has been using this technology at Alameda County fueling stations.	Outfit HFD vehicles with fuel rings which communicate with newly installed hardware at fire stations to authorize and record fuel dispensed.	ACHIEVED Installed new fuel dispensing equipment at all 8 City owned fueling locations. Installed vehicle fuel rings for vehicles fueling at these locations to enable authorization and recording of fuel.
	10	Continue Fleet database upgrade to further our efforts to become a "paperless shop".	Complete items identified in the outside consultant database review.	ACHIEVED Updated fleet software; completed staff training on the new system; and transitioned to paperless work orders.
Facility Management	11	Complete identified departmental projects identified in Space Planning CIP	Complete consolidation of Public Works by moving PWUES to 2nd floor and Community Services, Housing and Economic Development to 4th floor.	ONGOING Completed staff move from the 2nd and 4th floors of City Hall, to include cubicle reconfigurations. Conference room construction is underway and will be complete in early FY21.
	12	Complete long-term capital asset replacement plan as identified in our Facility Condition Assessment (FCA). Complete work to identify long-term facility component replacement costs and identify long-term funding requirements.	Complete analysis and create budgetary estimates to adequately fund a long-term facility component replacement plan.	ONGOING Initial budgetary estimates to support the long-term facility component replacement plan are included in the FY21 Facilities CIP.
	13	Manage and maintain inhabited and surplus City-owned properties acquired as part of the route 238 property disposition.	Respond to all tenant requests for service within 48 hours. Ensure all vacant properties are secure and free from squatters and associated nuisances.	ACHIEVED Responded to 100% of tenants' requests within 48 hours. Health and safety hazards are responded to immediately and staff is monitoring all parcels on a weekly basis.

Division	#	FY 2020 Goals	FY 2020 Measures	Status
Facility Management	14	Maintain new 21st Century Library to a standard that ensures ZNE status.	Track, measure, and assess the new ZNE technology results (rain water recovery system, lighting system, energy management system, and HVAC). Implement a cleaning and maintenance schedule for solar panels and glass windows.	ONGOING Continued to monitor the ZNE results but project delays and the incorrect PG&E transformers have prevented total energy independence at this time. A temporary maintenance position solely assigned to the Library to complete daily maintenance assignments to include; glass cleaning, janitorial, room set-ups/breakdowns and small repairs as they arise. Maintenance and cleaning schedules are in place for all facility components and will continued to be monitored until we can determine the appropriate frequency.
	15	Pursue funding opportunities to upgrade building lighting with energy efficient LED lighting and lighting controls in Facilities Division maintained buildings.	Apply for funding opportunities to upgrade building lighting with energy efficient LED lighting and lighting controls.	ONGOING Identified funding in FY21 CIP to conduct a performance-based energy project that will identify energy conservation opportunities at 11 sites. The analysis of major components will include the upgrade of LED lighting and controls, HVAC equipment upgrades and water conservation. The scope will also include EV charging infrastructure and PV.

FY 2020 ADDITIONAL ACCOMPLISHMENTS

1. Completed maintenance activities for Route 238 By-Pass properties, to include structure maintenance and board-up, homeless camp abatement, weed and vegetation abatement, ladder fuel removal, and landscape maintenance.
2. Contributed to the construction of the City's Navigation Center, to include installing wood fencing, placing and painting metal storage bins, painting the exterior wall, providing planters, trees, mulch, and decomposed granite areas.
3. Upgraded traffic sign making system, to include purchasing software, inkjet printer, new storage cabinets, and sign racking system.
4. Celebrated Arbor Day 2019 by collaborating with HARD and HUSD to hold an event at Ruus Elementary School.
5. Created 3 landscape maintenance districts and assigned maintenance teams to each area.
6. Measure C Team removed 352 yards of litter, trash, and debris.
7. Placed 40 fleet equipment orders for equipment designated for replacement in the FY 2020 Fleet Capital Improvement Plan. Of those purchased, 18 were EV/hybrid/plug-in hybrid.
8. Remodeled the police sergeant's office, closet, and report writing room.
9. Resurfaced and repaired City Hall Rotunda marble floor.
10. Painted police north substation exterior to preserve 1926 wood architecture.

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2021

1. Reduction in General Fund supplies and service expenses over budget baseline in response to the projected shortfall in the General Fund in FY 2021.

2. Program Reduction in the areas of Street Sweeping, Landscaping, and Street Maintenance Services, as well as reductions in other community programs, such as Keep Hayward Clean and Green, and Adopt A Block.

3. Request $150,000 for contract services to maintain the newly renovated Route 238 Median Corridor landscaping.

All Funds Summary - By Category

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
General Fund Revenue	$ 1,579,179	$ 1,667,344	$ 1,607,861	$ 1,576,661
Stormwater Revenue	1,095	—	—	—
Facilities Revenue	3,748,165	3,957,607	4,618,925	4,269,523
Fleet Revenue	3,555,334	4,450,015	4,110,000	3,535,105
S. Hayward B.A.R.T. JPA Rev	70,119	41,151	—	—
LLD/MD	1,019,282	1,132,522	—	1,441,168
	$ 9,973,174	**$11,248,639**	**$10,336,786**	**$10,822,457**
(Contribution)/Use of Fund Balance				
Facilities	62,961	17,455	142,497	(136,068)
Fleet Management	566,324	(371,342)	152,624	555,750
LLD/MD	(3,444)	162,535	—	439,531
	$ 625,840	**$ (191,352)**	**$ 295,122**	**$ 859,213**
Fund Subsidy				
Gen Fund Subsidy - Maint Svc	2,872,042	3,615,035	3,439,557	3,024,049
Gen Fund Subsidy - Facilities				
Measure C Fund Subsidy	610,927	761,784	1,295,629	1,257,347
S. Hayward B.A.R.T. JPA Sub	10,325	(18,145)	—	—
Stormwater Fund Sub - Streets	1,603,520	1,634,855	1,718,131	1,739,878
Water Fund Sub - Landscape	921,918	909,575	1,077,690	1,077,317
	$ 6,018,731	**$ 6,903,103**	**$ 7,531,007**	**$ 7,098,590**
Transfers In From Other Funds				
Total Revenues	**$16,617,744**	**$17,960,391**	**$18,162,914**	**$18,780,261**
EXPENDITURES				
Expenditures				
Salary				
Regular	4,933,056	5,107,644	5,505,302	5,913,047
Overtime	625,824	586,689	449,778	449,778
Targeted Savings	—	—	—	(145,047)
Benefits				
Fringe Benefits	1,758,431	1,792,252	2,051,967	2,066,813
Retiree Medical	96,075	99,441	95,661	105,476
PERS	990,805	1,133,675	1,535,125	1,501,448
Program Reduction Savings				(221,192)
Furlough / COLA Deferral	—	—	—	(189,513)
Charges (to)/from other programs	(201,678)	(212,518)	(54,090)	(215,005)
Net Staffing Expense	**$ 8,202,514**	**$ 8,507,182**	**$ 9,583,742**	**$ 9,265,804**

All Funds Summary - By Category

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Maintenance & Utilities	3,556,487	3,749,652	3,052,268	4,429,667
Supplies & Services	2,552,484	2,984,954	2,741,780	3,151,967
Internal Service Fees	1,356,722	1,967,556	1,535,673	1,349,966
Debt Service	847,637	643,167	1,148,625	456,609
Capital Outlay	14,514	9,956	—	—
Net Operating Expense	**$ 8,327,844**	**$ 9,355,285**	**$ 8,478,346**	**$ 9,388,209**
Transfers Out to Other Funds	87,387	97,924	100,826	126,248
Total Expenditures	**$16,617,744**	**$17,960,391**	**$18,162,914**	**$18,780,261**
Net Change	—	—	—	—

All Funds Summary - By Program

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Administration - General Fund	$ —	$ —	$ —	$ —
Landscape - General Fund	—	—	—	—
Streets - General Fund	1,579,179	1,667,344	1,607,861	1,576,661
Streets - Stormwater	1,095	—	—	—
Facilities - Internal Svc Fund	3,748,165	3,957,607	4,618,925	4,269,523
Fleet Management - Internal Svc Fund	3,555,334	4,450,015	4,110,000	3,535,105
S. Hayward B.A.R.T. JPA Fund	70,119	41,151	—	—
LLD/MD - Special Revenue Fund	1,019,282	1,132,522	—	1,441,168
	$ 9,973,174	**$ 11,248,639**	**$ 10,336,786**	**$ 10,822,457**
(Contribution)/Use of Fund Balance				
Facilities	62,961	17,455	142,497	(136,068)
Fleet Management	566,324	(371,342)	152,624	555,750
LLD/MD	(3,444)	162,535	—	439,531
	$ 625,840	**$ (191,352)**	**$ 295,122**	**$ 859,213**
Fund Subsidy				
Gen Fund Subsidy - Maint Svc	2,872,042	3,615,035	3,439,557	3,024,049
Gen Fund Subsidy - Facilities				
Measure C Fund Subsidy	610,927	761,784	1,295,629	1,257,347
S. Hayward B.A.R.T. JPA Sub	10,325	(18,145)	—	—
Transfers In - Fleet Management				
Water Fund Sub - Landscape	921,918	909,575	1,077,690	1,077,317
Stormwater Subsidy - Streets	1,603,520	1,634,855	1,718,131	1,739,878
	$ 6,018,731	**$ 6,903,103**	**$ 7,531,007**	**$ 7,098,590**
Total Revenues	**$16,617,744**	**$ 17,960,391**	**$ 18,162,914**	**$ 18,780,261**
EXPENDITURES				
Expenditures				
Administration - Gen Fund	116,407	141,798	131,174	126,136
Landscape - Gen Fund	2,310,467	2,913,724	2,606,769	2,579,088
Landscape - Water Fund	921,918	909,575	1,077,690	1,077,317
Streets - Gen Fund	2,024,347	2,226,857	2,309,474	1,895,487
Streets - Stormwater Fund	1,604,615	1,634,855	1,718,131	1,739,878
Measure C Programs	610,927	761,784	1,295,629	1,257,347
S. Hayward B.A.R.T. JPA Sub	80,444	23,006	—	—
Facilities	3,811,126	3,975,062	4,761,422	4,133,455
Fleet	4,121,658	4,078,673	4,262,624	4,090,855
LLD/MD	1,015,838	1,295,057	—	1,880,699
Total Expenditures	**$16,617,744**	**$ 17,960,391**	**$ 18,162,914**	**$ 18,780,261**
Net Change	**—**	**—**	**—**	**—**

Maintenance Services - General Fund Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Interest & Rents	$ —	$ —	$ —	$ —
Fines & Forfeitures	1,559,156	1,653,702	1,607,861	1,576,661
Fees & Service Charges	17,631	11,643	—	—
Other Revenue	2,392	1,999	—	—
Total Revenues	**$ 1,579,179**	**$ 1,667,344**	**$ 1,607,861**	**$ 1,576,661**
EXPENDITURES				
Expenditures				
Salary				
Regular	1,813,699	1,883,331	1,903,094	2,081,243
Overtime	410,231	359,136	265,778	265,778
Targeted Savings	—	—	—	(145,047)
Benefits				
Fringe Benefits	648,219	658,891	657,442	699,019
Retiree Medical	36,398	36,604	34,885	37,057
PERS	359,216	417,050	531,185	528,053
Program Reduction Savings				(221,192)
Furlough / COLA Deferral	—	—	—	(63,305)
Charges (to)/from other programs	(257,516)	(248,437)	(54,090)	(269,090)
Net Staffing Expense	**$ 3,010,248**	**$ 3,106,575**	**$ 3,338,293**	**$ 2,912,516**
Maintenance & Utilities	273,047	308,425	386,000	536,000
Supplies & Services	441,661	516,966	496,979	401,181
Internal Service Fees	726,265	1,340,457	826,146	751,014
Capital Outlay	—	9,956	—	—
Net Operating Expense	**$ 1,440,973**	**$ 2,175,804**	**$ 1,709,125**	**$ 1,688,195**
Total Expenditures	**$ 4,451,220**	**$ 5,282,379**	**$ 5,047,418**	**$ 4,600,710**
General Fund Subsidy	**2,872,042**	**3,615,035**	**3,439,557**	**3,024,049**

Administration - General Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
None	$ —	$ —	$ —	$ —
Total Revenues	**$ —**	**$ —**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	79,819	71,400	75,437	78,958
Overtime	92	—	—	—
Benefits				
Fringe Benefits	11,917	11,519	13,058	11,474
Retiree Medical	693	886	679	822
PERS	12,941	14,485	18,477	20,564
Furlough / COLA Deferral	—	—	—	(3,300)
Charges (to)/from other programs	(28,952)	—	(27,045)	(27,045)
Net Staffing Expense	**$ 76,511**	**$ 98,290**	**$ 80,606**	**$ 81,473**
Maintenance & Utilities	—	—	—	—
Supplies & Services	7,170	5,789	9,429	9,429
Internal Service Fees	32,726	37,719	41,139	35,234
Net Operating Expense	**$ 39,896**	**$ 43,508**	**$ 50,568**	**$ 44,663**
Total Expenditures	**$ 116,407**	**$ 141,798**	**$ 131,174**	**$ 126,136**
General Fund Subsidy	**116,407**	**141,798**	**131,174**	**126,136**

Street Maintenance - General Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Fines & Forfeitures	$ 1,559,156	$ 1,653,702	$ 1,607,861	$ 1,576,661
Fees & Service Charges	17,631	11,643	—	—
Other Revenue	2,392	1,999	—	—
Total Revenues	**$ 1,579,179**	**$ 1,667,344**	**$ 1,607,861**	**$ 1,576,661**
EXPENDITURES				
Expenditures				
Salary				
Regular	761,429	815,187	813,258	872,535
Overtime	288,101	261,942	204,778	204,778
Benefits				
Fringe Benefits	309,011	331,165	313,930	312,959
Retiree Medical	14,081	14,135	13,793	15,294
PERS	152,596	181,568	228,473	220,838
Program Reduction Savings				(116,304)
Furlough / COLA Deferral	—	—	—	(23,431)
Charges (to)/from other programs	(119,754)	(87,633)	—	—
Net Staffing Expense	**$ 1,405,465**	**$ 1,516,365**	**$ 1,574,232**	**$ 1,341,622**
Maintenance & Utilities	23,491	15,457	22,000	22,000
Supplies & Services	275,899	296,888	363,800	268,002
Internal Service Fees	319,492	388,191	349,442	263,863
Capital Outlay	—	9,956	—	—
Net Operating Expense	**$ 618,882**	**$ 710,493**	**$ 735,242**	**$ 553,865**
Total Expenditures	**$ 2,024,347**	**$ 2,226,857**	**$ 2,309,474**	**$ 1,895,487**
General Fund Subsidy	**445,169**	**559,513**	**701,613**	**318,826**

Landscape Maintenance - General Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Fees & Service Charges	$ —	$ —	$ —	$ —
Other Revenue	—	—	—	—
Total Revenues	**$ —**	**$ —**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	972,451	996,744	1,014,398	1,129,750
Overtime	122,038	97,194	61,000	61,000
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	327,290	316,206	330,453	374,586
Retiree Medical	21,625	21,583	20,413	20,941
PERS	193,679	220,996	284,236	286,651
Program Reduction Savings				(104,888)
Furlough / COLA Deferral	—	—	—	(36,574)
Charges (to)/from other programs	(108,811)	(160,804)	(27,045)	(242,045)
Net Staffing Expense	**$ 1,528,272**	**$ 1,491,920**	**$ 1,683,454**	**$ 1,489,421**
Maintenance & Utilities	249,555	292,968	364,000	514,000
Supplies & Services	158,592	214,289	123,750	123,750
Internal Service Fees	374,047	914,547	435,565	451,917
Capital Outlay	—	—	—	—
Net Operating Expense	**$ 782,195**	**$ 1,421,804**	**$ 923,315**	**$ 1,089,667**
Total Expenditures	**$ 2,310,467**	**$ 2,913,724**	**$ 2,606,769**	**$ 2,579,088**
General Fund Subsidy	**2,310,467**	**2,913,724**	**2,606,769**	**2,579,088**

Landscape Maintenance (Water Fund) - Enterprise Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
None	$ —	$ —	$ —	$ —
Total Revenues	**$ —**	**$ —**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	326,596	335,477	350,470	369,539
Overtime	11,275	13,301	6,000	6,000
Benefits				
Fringe Benefits	127,532	126,920	152,915	161,563
Retiree Medical	6,946	6,858	6,804	7,228
PERS	65,945	75,210	98,745	93,320
Furlough / COLA Deferral	—	—	—	(11,706)
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 538,295**	**$ 557,766**	**$ 614,934**	**$ 625,944**
Maintenance & Utilities	290,840	255,983	354,100	354,100
Supplies & Services	11,872	12,084	20,200	20,200
Internal Service Fees	80,912	83,742	88,456	77,073
Capital Outlay	—	—	—	—
Net Operating Expense	**$ 383,624**	**$ 351,809**	**$ 462,756**	**$ 451,373**
Total Expenditures	**$ 921,918**	**$ 909,575**	**$ 1,077,690**	**$ 1,077,317**
Water Fund Subsidy	**921,918**	**909,575**	**1,077,690**	**1,077,317**

Street Maintenance (Stormwater Fund) - Enterprise Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Other Revenue	$ —	$ —	$ —	$ —
Interest and Rents	1,095	—	—	—
Total Revenues	**$ 1,095**	**$ —**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	724,485	772,594	758,767	817,037
Overtime	23,451	37,209	33,000	33,000
Benefits				
Fringe Benefits	269,807	274,775	302,057	306,519
Retiree Medical	15,167	15,472	14,859	14,720
PERS	145,683	173,674	211,982	207,568
Program Reduction Savings				—
Furlough / COLA Deferral	—	—	—	(26,749)
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 1,178,593**	**$ 1,273,724**	**$ 1,320,664**	**$ 1,352,095**
Maintenance & Utilities	44,013	10,183	11,867	11,867
Supplies & Services	81,441	98,961	126,000	126,000
Internal Service Fees	300,568	251,987	259,600	249,916
Capital Outlay	—	—	—	—
Net Operating Expense	**$ 426,022**	**$ 361,131**	**$ 397,467**	**$ 387,783**
Total Expenditures	**$ 1,604,615**	**$ 1,634,855**	**$ 1,718,131**	**$ 1,739,878**
Stormwater Fund Subsidy	**1,603,520**	**1,634,855**	**1,718,131**	**1,739,878**

Facilities Management - Internal Service Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Facilities Service Fee	$ 3,519,664	$ 3,723,104	$ 3,930,587	$ 4,045,699
Interest & Rents	44,583	60,767	39,347	44,386
Other Revenue	183,918	173,736	142,258	179,438
General Fund Subsidy	—	—	506,733	—
	3,748,165	3,957,607	4,618,925	4,269,523
Total Revenues	**$ 3,748,165**	**$ 3,957,607**	**$ 4,618,925**	**$ 4,269,523**
EXPENDITURES				
Expenditures				
Salary				
Regular	819,067	883,435	967,841	1,030,036
Overtime	57,485	69,356	45,000	45,000
Benefits				
Fringe Benefits	248,447	257,407	313,998	308,085
Retiree Medical	14,774	14,741	15,244	16,178
PERS	165,115	195,851	264,906	263,501
Furlough / COLA Deferral	—	—	—	(35,323)
Charges (to)/from other programs	(2,065)	—	—	—
Net Staffing Expense	**$ 1,302,823**	**$ 1,420,790**	**$ 1,606,989**	**$ 1,627,476**
Maintenance	143,337	149,639	137,545	137,545
Utilities	1,015,366	887,313	932,256	932,256
Supplies & Services	1,059,369	1,185,103	1,190,601	1,190,601
Internal Service Fees	88,537	127,182	187,319	101,953
Debt Service Payments	167,401	167,358	670,056	95,415
Net Operating Expense	**$ 2,474,010**	**$ 2,516,596**	**$ 3,117,777**	**$ 2,457,770**
Fund Transfers Out to				
General Fund - Cost Allocation	—	—	—	—
Liability Insurance Premium	34,293	37,676	36,656	48,209
Transfer to Capital		—	—	—
Net Transfers Out	**$ 34,293**	**$ 37,676**	**$ 36,656**	**$ 48,209**
Total Expenditures	**$ 3,811,126**	**$ 3,975,062**	**$ 4,761,422**	**$ 4,133,455**
Net Change	**(62,961)**	**(17,455)**	**(142,497)**	**136,068**

Fleet Management - Internal Service Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Vehicle Maint/Operating Rate	$ 3,529,741	$ 4,337,894	$ 4,100,000	$ 3,530,105
Interest	5,546	22,969	10,000	5,000
Other Revenue	62,487	89,151	—	—
Total Revenues	**$ 3,555,334**	**$ 4,450,015**	**$ 4,110,000**	**$ 3,535,105**
EXPENDITURES				
Expenditures				
Salary				
Regular	889,099	882,852	920,516	972,402
Overtime	64,501	78,742	90,000	90,000
Benefits				
Fringe Benefits	297,741	307,259	309,189	333,376
Retiree Medical	14,915	17,991	16,154	16,333
PERS	181,980	193,804	255,690	247,699
Furlough / COLA Deferral	—	—	—	(32,734)
Charges (to)/from other programs	—	(3,681)	—	—
Net Staffing Expense	**$ 1,448,236**	**$ 1,476,966**	**$ 1,591,548**	**$ 1,627,076**
Maintenance & Utilities	185,020	189,006	229,000	206,580
Supplies & Services	194,157	209,237	209,500	213,690
Fuel	876,585	967,428	1,000,000	1,000,000
Auto Parts	544,656	568,940	550,000	475,000
Internal Service Fees	125,159	131,039	139,837	129,276
Debt Service Payments	680,235	475,808	478,569	361,194
Capital	14,514		—	—
Net Operating Expense	**$ 2,620,328**	**$ 2,541,459**	**$ 2,606,906**	**$ 2,385,740**
Fund Transfers Out to				
Liability Insurance Premium	53,094	60,248	64,170	78,039
Misc. Trans to Fleet Mgmt Cap	—	—	—	—
General Fund - Cost Allocation	—	—	—	—
Net Transfers Out	**$ 53,094**	**$ 60,248**	**$ 64,170**	**$ 78,039**
Total Expenditures	**$ 4,121,658**	**$ 4,078,673**	**$ 4,262,624**	**$ 4,090,855**
Net Change	**(566,324)**	**371,342**	**(152,624)**	**(555,750)**

Landscape & Lighting and Maint. Districts Summary-Special Rev

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Beginning Working Capital Balance	**$ 2,832,413**	**$ 2,835,857**	**$ 2,673,322**	**$ 2,673,322**
Fund Revenue				
Special Assessments	1,003,389	1,059,377	—	1,420,709
Interest and Rents	15,893	73,145	—	20,459
Total Revenues	**$ 1,019,282**	**$ 1,132,522**	**$ —**	**$ 1,441,168**
Fund Expenditures				
Salary				
Regular	993	437	—	—
Overtime	39,410	17,796	—	—
Benefits				
Fringe Benefits	10,744	5,065	—	—
Retiree Medical	—	—	—	—
PERS	218	104	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	57,903	39,600	—	54,085
Net Staffing Expense	**$ 109,267**	**$ 63,002**	**$ —**	**$ 54,085**
Maintenance & Utilities	726,780	980,615	—	1,249,819
Supplies & Services	179,791	251,440	—	576,795
Net Operating Expense	**$ 906,571**	**$ 1,232,055**	**$ —**	**$ 1,826,614**
Total Expenditures	**$ 1,015,838**	**$ 1,295,057**	**$ —**	**$ 1,880,699**
Net Change	**3,444**	**(162,535)**	**—**	**(439,531)**
Ending Working Capital Balance	**2,835,857**	**2,673,322**	**2,673,322**	**2,233,791**

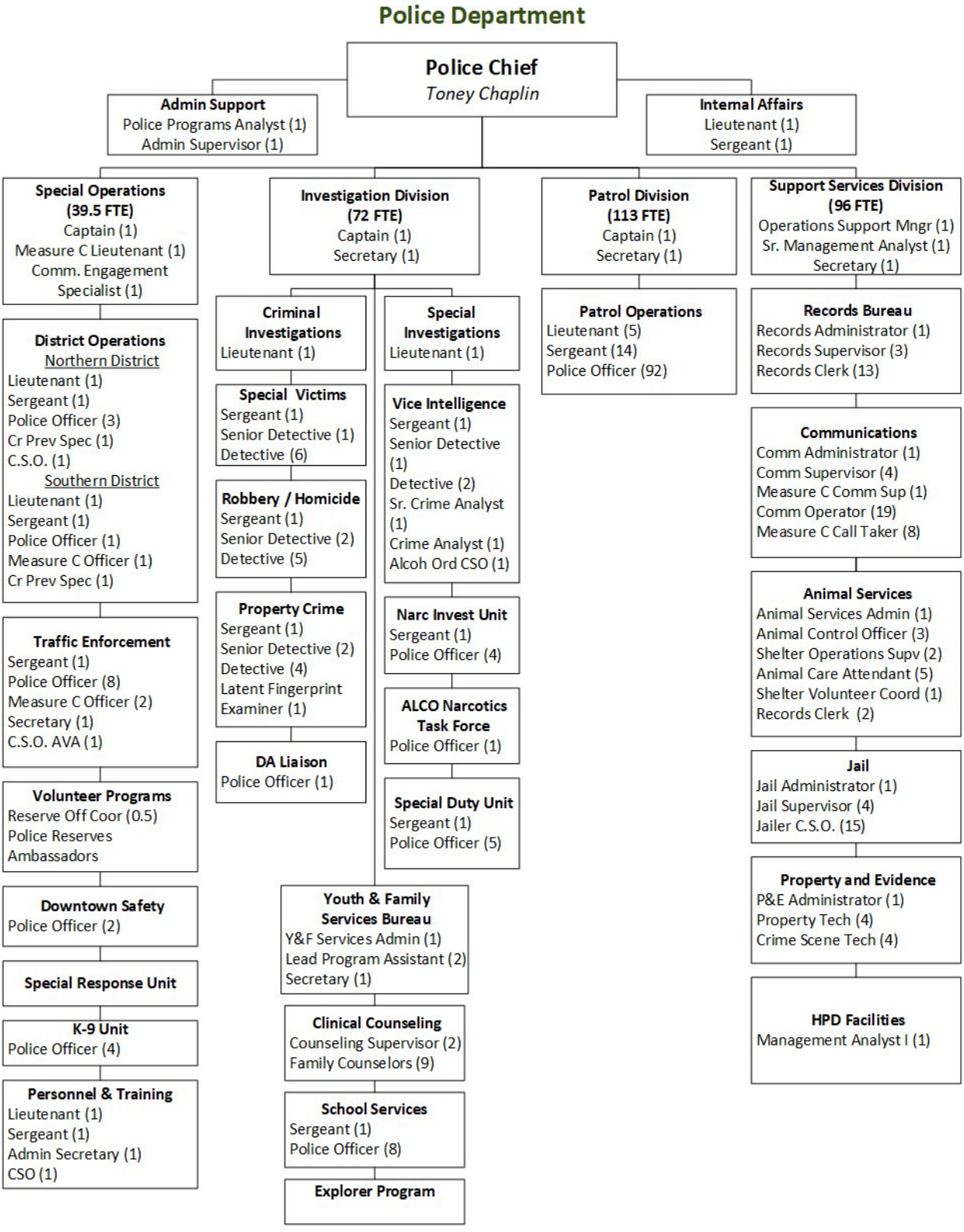
Measure C Programs - Measure C Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
None	$ —	$ —	$ —	$ —
Total Revenues	**$ —**	**$ —**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	329,776	339,667	604,615	642,790
Overtime	4,745	5,834	10,000	10,000
Benefits				
Fringe Benefits	146,329	158,066	316,366	258,251
Retiree Medical	7,875	7,775	7,715	13,960
PERS	66,535	75,826	172,618	161,308
Furlough / COLA Deferral	—	—	—	(19,696)
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 555,260**	**$ 587,167**	**$ 1,111,314**	**$ 1,066,613**
Maintenance & Utilities	1,500	1,059	1,500	1,500
Supplies & Services	18,885	140,409	148,500	148,500
Internal Service Fees	35,281	33,149	34,315	40,734
Capital Outlay	—	—	—	—
Net Operating Expense	**$ 55,666**	**$ 174,617**	**$ 184,315**	**$ 190,734**
Total Expenditures	**$ 610,927**	**$ 761,784**	**$ 1,295,629**	**$ 1,257,347**
Measure C Fund Subsidy	**610,927**	**761,784**	**1,295,629**	**1,257,347**

South Hayward B.A.R.T. JPA

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Fines and Forfeiture	$ 70,119	$ 41,151	$ —	$ —
Total Revenues	**$ 70,119**	**$ 41,151**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	29,339	9,850	—	—
Overtime	14,727	5,315	—	—
Benefits				
Fringe Benefits	9,612	3,870	—	—
Retiree Medical	—	—	—	—
PERS	6,114	2,156	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 59,792**	**$ 21,191**	**$ —**	**$ —**
Maintenance & Utilities	—	—	—	—
Supplies & Services	20,652	1,815	—	—
Internal Service Fees	—	—	—	—
Capital Outlay	—	—	—	—
Net Operating Expense	**$ 20,652**	**$ 1,815**	**$ —**	**$ —**
Total Expenditures	**$ 80,444**	**$ 23,006**	**$ —**	**$ —**
S. Hwrd B.A.R.T. JPA Fund Subsidy	**(10,325)**	**18,145**	**—**	**—**

FY 2021 STAFFING
326.5 FTE



Frozen FTE 12

HAYWARD POLICE DEPARTMENT

MISSION STATEMENT

The Hayward Police Department is committed to enhancing the quality of life in our city by maintaining partnerships with our diverse community, together creating safe and cohesive neighborhoods. We pledge to safeguard the lives and property of the people we serve, and to reduce the incidence and fear of crime. We do this by treating all people fairly and equitably; and by being ethical, honest, responsive, and professional in the services we provide. We are accountable to one another and to the community.

DEPARTMENT OVERVIEW

The Police Department is comprised of five divisions: Office of the Chief; Patrol; Investigations; Support Services; and the 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 SUMMARIES

Office of the Chief

The Office of the Chief provides for overall administration and management of the Department. The four Division Commanders of Patrol, Special Operations, Investigations, and Support Services report directly to the Chief. In addition, Internal Affairs and Commission on Accreditation for Law Enforcement Agencies (CALEA) Administration/Research and Development also report directly to this office.

Internal Affairs ensures impartial, thorough, and timely investigation of citizen complaints and other 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. The Police Program Analyst is the Accreditation Manager for accreditation by CALEA. This position ensures compliance with over 480 nationally recognized standards to assure continued accreditation of the Department; and is responsible for policy maintenance, research and development of departmental policies, procedures, methods and systems, and general administration and analysis.

Patrol Division

Members of the Patrol Division are the police officers that our city residents and visitors are most likely to interact with on a daily basis. The Division is comprised of seven patrol teams that respond to emergency and non-emergency calls for service from the community 24 hours a day, 7 days a week. The Patrol Division is also responsible for developing and training entry level and lateral police officers in the Field Training Program to help transition police recruits from the academic environment of the basic police academy to the performance environment of a police officer in the field. All aspects of the Patrol Division's operations are guided and shaped by the Department's Community Policing and Problem Solving Philosophy.

Special Operations Division

The Special Operations Division provides for the oversight and management of the Departmental Personnel and Training Bureau as well as various specialized law enforcement and problem-solving units.

- The District Command Unit works closely with members of the community and is responsible for identifying, reducing, eliminating, and preventing problems that adversely impact community safety and order. To further the Department's community policing efforts and 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 Department, other City Departments, and other public agencies with the community to address crime and quality of life issues in the District neighborhoods.
- The Traffic Bureau provides traffic safety services, investigates fatal and major injury accidents, manages the abandoned vehicle abatement program, and coordinates Countywide traffic enforcement through the Office of Traffic Safety STEP Grant.
- 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 support community-oriented events, they monitor registration compliance of convicted sex offenders residing in the City, and they assist with numerous other special projects.
- The Personnel and Training Bureau manages Departmental recruitments, screening, hiring, uniforms and equipment, Workers' Compensation issues, and employee training. Personnel and Training Bureau personnel also manage the Chaplain and Peer Support Programs, which exist to provide assistance to Department personnel following critical incidents.
- The Hayward Police Department's K-9 Unit has four Police Officer/handlers and four certified Police Service Dogs. Each K-9/handler team is assigned to uniformed Patrol. They provide support to Patrol Officers by searching confined spaces or large open areas, searching for objects (e.g. firearms, clothing, etc.), detecting the presence of illegal drugs, tracking the scent of a suspect or missing person, and providing individual Police Officer protection.
- The Special Response Unit (SRU) is comprised of both the SWAT and Crisis Negotiations Teams. SRU is a critical incident response team of highly trained Police Officers from throughout the Department. They are deployed whenever the resolution of a critical incident or situation requires additional resources, specialized equipment, or specialized training that is outside the capabilities of Patrol Officers.
- The Community Engagement Specialist is responsible for providing direction regarding all aspects of external communication as well as the coordination of community engagement events. The Community Engagement Specialist works closely with other Departmental units and the community, providing a variety of public education and outreach programs as well as all public relations activities for the Department. The Community Engagement Specialist also serves as the lead media contact, spokesperson, and primary social media manager for the Department.

Investigation Division

The Investigations Division is comprised of three (3) major bureaus of operation - the Criminal Investigations Bureau, the Special Investigations Bureau, and the Youth and Family Services Bureau.

- The Crime and Intelligence Analysis Unit improves the ability of the department to monitor the criminal activity and behavior of people within the city through analysis of related information, to obtain knowledge about the activity of known criminals through intelligence analysis, to improve tactical planning, and to improve short and long term decision making. It also improves the ability of the department to manage, allocate, and deploy resources through practical analyses.
- The Special Victims Unit thoroughly investigates incidents that are reported through a diverse range of sources, such as teachers, citizens, mental health professionals, and preliminary investigations by Patrol Officers. SVU investigators work collaboratively with CALICO (Child Abuse Listening, Interviewing and Coordination Center) interviewers, Children's Hospital's Center for the Protection of Children for forensic medical examinations and expertise, Shelters Against Violent Environments (SAVE) for domestic violence victim services, and the Alameda County SAFE (Sexual Assault Felony Enforcement) Task Force for investigation of sexually violent predators and sexually-based criminal enterprises.
- The Robbery and Property Crimes Unit investigates, arrests, and prosecutes suspects who commit specific crimes in the City of Hayward, and provides investigative support to Officers engaged in community policing efforts. These crimes include but are not limited to, robbery, burglary, carjacking, fraud, and elder/dependent adult financial abuse.
- The Homicide and Assault Unit investigates significant violent crimes that elude the department's prevention efforts, arrests and prosecutes suspects who commit them, locates missing adults, and investigates hate crimes and arsons.
- The Special Duty Unit and Special Duty Investigative Unit provides specialized police response to identified problem areas and to those areas most impacted by the activities of criminal street gangs. Their focus is on protecting lives and property, reducing violent crime (especially violent crimes committed by criminal street gang members), and reducing fear among the people we serve (especially those who live in neighborhoods where criminal street gang members actively engage in their illicit activities).
- The Narcotics Unit investigates mid to upper level drug traffickers operating within the City of Hayward. The unit's primary mission is to identify, investigate, arrest, and prosecute mid to upper level drug traffickers.
- The Vice-Intelligence-ABC Unit actively enforces and/or abates alcohol related violations, prostitution, tobacco ordinances, illegal gambling, and other closely related crimes within the City.
- The School Resource Officer Unit ensures a safe school environment for students and staff. The SROs are responsible for police functions at the three Hayward public high schools, one continuation high school, one private high school, one community day school, five middle schools, one independent studies program, one adult school, and one ROP program. They spend most of their work shifts actually on the campuses of these schools, providing police services and support to students, parents and school administrators.

- The Youth & Family Services Bureau Counseling Unit, a valued unit that is extremely unique to police departments, provides a range of prevention, crisis intervention, counseling, juvenile diversion, case management and information/referral services to youth and families residing in Hayward.

Support Services Division

The Support Services Division consists mainly of professional staff that provides support through the Communications Center, Jail, Records, Animal Services, Property & Evidence and Crime Scene Technicians.

- The Communications Center provides 24-hour telephone service to the public for non-emergency information and emergency. The Center dispatches appropriate police and fire first responders.
- The Jail provides temporary detention of all persons arrested in the course of police actions. The facility is classified as a "Type 1" by the State of California Corrections Standards Authority. The Jail houses persons pending arraignment and are not held more than ninety-six (96) hours.
- The Records Section is responsible for the care and maintenance of the Police Department's generated case reports. Records personnel assist the public in the processing and distribution of public record information. The Section receives and disseminates criminal warrants, subpoenas and civil orders to meet State and Local mandates; and is also responsible for compiling crime statistics in support of the FBI's Uniform Crime Reporting System.
- The Property and Evidence/Crime Scene Unit is comprised of two sections. The Property and Evidence Section are custodians of evidence for the courtroom and is responsible for the integrity of the evidence's chain of custody. The Section is also the repository for found property and is responsible for the purging of property/evidence. The Crime Scene Unit collects physical evidence at a crime scene, and analyzes the evidence to identify possible suspects.
- The Animal Services Shelter handles all animal control related calls for service. The Shelter investigates animal cruelty, animal bites reports and public nuisance calls involving animals. The Shelter facilitates adoptions and provides assistance in resolving animal-related issues.
- HPD Finance is responsible for fiscal oversight of the Police Department's budget and various grants. Provides administrative and statistical analytical support for the department's divisional programs.
- HPD Facilities coordinates projects related to the Police Department's facility and fleet needs.

FY 2020 KEY SERVICE GOALS AND METRICS

Division	#	FY 2020 Goals	FY 2020 Measures	Status
Office of the Chief	1	Improve communication with the community	Recruit & select Community Advisory Panel members and hold at least three meetings.	**ACHIEVED/ ONGOING** Recruitment and selection of CAP members complete. Coordinating schedules of panel members.
	2	Enhance organizational accountability and standards.	Maintain annual recertification process with CALEA	**ACHIEVED/ ONGOING**
	3	Enhance internal flow of communication	Develop digital bulletin board program	**ACHIEVED**
	4	Continue to increase employee satisfaction and inclusion	Hold monthly management and supervisor meetings	**ACHIEVED/ ONGOING**
Patrol Division	5	Improve police facilities to keep pace with space and needs	Remodel / reconfigure police facilities as needed	**ONGOING -** Remodel Report Writing Room Sergeant Office
	6	Reduce crime and the fear of crime	Increase the use of technology and information	**ACHIEVED/ ONGOING** Situational Cameras, Star Chase,
	7	Align patrol structure to meet service demands	Reevaluate patrol division deployment	**ACHIEVED - POA MOU** Agreement kept deployment the same
	8	Enhance internal flow of communication	Quarterly Lieutenant and Sergeants meetings	**ACHIEVED/ ONGOING**

Division	#	FY 2020 Goals	FY 2020 Measures	Status
Special Operations Division	9	Development of strategic community engagement program following critical incidents aimed at reducing the fear of crime.	Finalize protocol and implementation.	**ONGOING** Developed security guidelines for faith/ community-based organizations. Developing presentations and protocols for implementation.
	10	Continue and enhance community policing outreach	Development and implementation of community engagement specialist position.	**ACHIEVED** Created and filled Community Engagement Specialist position
	11	Focus on employee communication skills and increase internal and external mental health training to include partnering with Alameda County Behavioral Health	Incorporate ICAT, de-escalation, and mental health related instruction into annual training curriculum.	**ACHIEVED/ ONGOING** Scenario based training contained communication/ de-escalation elements. Some staff members attended 40-hour CIT course facilitated by Alameda County Behavior Health.
	12	Expand recruitment efforts to address staffing vacancies and increase recruitment diversity	Fill sworn and professional staff vacancies; expand recruitment programs with focus on improving diversity. Data analysis to guide recruiting efforts.	**ONGOING** Hired annuitant to lead recruitment efforts. Expanded recruiting team with a focus on educational institutions, military, and diversity events. Worked with HR and contractors to analyze data for guiding future recruitment efforts

Division	#	FY 2020 Goals	FY 2020 Measures	Status
Investigations Division	13	Reduce and prevent juvenile involvement in the juvenile justice system by providing access to support systems	Implement (3) new programs related to juvenile diversion, life skills, and restorative justice	**ACHIEVED** Two lead Program Assistants hired. Three programs up and running: Diversion Program, Restorative Justice Program and Life Skills Program. 31 youth and families received services in first four months of programs.
	14	Align Division structure and staff to better meet service demands	Expand Homicide Unit's duties to include investigation of Robberies; Disband Spec. Duty Inv. Unit and repurpose staff to other division units	**ACHIEVED/ ONGOING** SDIU disbanded. Robbery move to Homicide by end of 2020. Vice/ Intelligence Unit operational in July 2020.
	15	Utilize technology and resources to expand intelligence led policing throughout the agency to combat crime	Expand camera program; move program to Investigations; create Vice-Intelligence Unit to include Crime Analysis Unit	**ACHIEVED/ ONGOING** Vice/Intelligence Unit expected in July 2020. Camera expansion program proposal being created.
	16	Implement succession program to maintain and increase Investigations Division unit continuity	Create (6) Indefinite Term Detective positions in vital units	**ACHIEVED** All positions filled.

Division	#	FY 2020 Goals	FY 2020 Measures	Status
Support Services Division	17	Complete Enterprise upgrade on CAD	Train staff and evaluate any ongoing New World issues.	**ACHIEVED** Completed Enterprise upgrade. Worked with IT in resolving any New World issues.
	18	Remodel of Records Section	Work with vendor and Facilities for implementation.	**ACHIEVED** Completed Records Section Remodel
	19	Improve communication with employees	1:1 meetings with all staff employees.	**ACHIEVED/ ONGOING** Met with all staff employees and working with Unit managers as to developing a team approach in resolving Unit issues.
	20	Propose Record Supervisor position due to SB 1421	Fill position.	**ACHIEVED** - Held recruitment and selected incumbent.

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2021

1. Reduction in General Fund supplies and service expenses over budget baseline in response to the projected shortfall in the General Fund in FY 2021.

2. Program reductions, including freezing 12 sworn-officer positions in FY 2021.

All Funds Summary - By Category

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue and Trans in from Other Funds				
General Fund Revenue	$ 3,544,253	$ 3,557,110	$ 3,636,043	$ 3,625,840
Community Oriented Policing Grant	—	—	—	—
Byrnes Grant	—	—	—	—
Narc Asset Seizure-Spec Rev Fund	24,733	132,762	—	—
	$ 3,568,986	**$ 3,689,872**	**$ 3,636,043**	**$ 3,625,840**
(Contribution)/Use of Fund Balance				
Community Oriented Policing Grant	—	—	—	—
Byrnes Grant	—	—	—	—
Narcotic Asset Seizure	68,267	240,106	—	—
	$ 68,267	**$ 240,106**	**$ —**	**$ —**
Fund Subsidy				
General Fund Subsidy	66,566,873	70,372,614	75,089,405	75,937,213
Measure C Fund Subsidy	1,935,133	2,956,896	2,819,329	2,967,172
	$ 68,502,006	**$ 73,329,510**	**$ 77,908,734**	**$ 78,904,385**
Total Revenues	**$ 72,139,259**	**$ 77,259,488**	**$ 81,544,777**	**$ 82,530,225**
EXPENDITURES				
Expenditures By Expense Category				
Salary				
Regular	35,813,773	35,962,918	39,101,221	39,990,625
Overtime	3,721,510	4,220,417	2,961,000	2,961,000
Vacancy Savings	—	—	(2,164,245)	(1,927,080)
Benefits				
Fringe Benefits	10,814,723	10,821,075	12,528,471	13,562,558
Retiree Medical	1,713,731	1,915,373	1,986,540	1,945,164
PERS	12,828,085	14,678,579	17,431,114	18,672,886
Program Reduction Savings				(978,460)
Furlough / COLA Deferral	—	—	—	(394,054)
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 64,891,823**	**$ 67,598,362**	**$ 71,844,101**	**$ 73,832,640**
Maintenance & Utilities	329,038	392,785	542,101	513,998
Supplies & Services	2,028,650	2,035,103	2,145,720	1,915,266
Internal Service Fees	4,711,628	6,750,697	7,012,855	6,268,321
Capital	178,120	482,541	—	—
Net Operating Expense	**$ 7,247,436**	**$ 9,661,126**	**$ 9,700,676**	**$ 8,697,585**
Total Expenditures	**$ 72,139,259**	**$ 77,259,488**	**$ 81,544,777**	**$ 82,530,225**
Net Change	**—**	**—**	**—**	**—**

All Funds Summary - By Program

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue and Transfers in from Other Funds				
Office of the Chief	$ —	$ —	$ —	$ —
Special Operations	314,636	302,422	521,843	521,843
Patrol Division	88,712	185,423	141,400	141,400
Investigations	1,965,923	2,055,447	1,864,308	1,854,105
Support Services	890,270	750,903	821,672	821,672
Special Programs	284,711	262,915	286,820	286,820
Community Oriented Policing Grant	—	—	—	—
Byrnes Grant	—	—	—	—
Narcotic Asset Seizure	24,733	132,762	—	—
	$ 3,568,986	**$ 3,689,872**	**$ 3,636,043**	**$ 3,625,840**
(Contribution)/Use of Fund Balance				
Community Oriented Policing Grant	—	—	—	—
Byrnes Grant	—	—	—	—
Narcotic Asset Seizure	68,267	240,106	—	—
	$ 68,267	**$ 240,106**	**$ —**	**$ —**
Fund Subsidy				
General Fund Subsidy	66,566,873	70,372,614	75,089,405	75,937,213
Measure C Fund Subsidy	1,935,133	2,956,896	2,819,329	2,967,172
	$68,502,006	**$73,329,510**	**$77,908,734**	**$78,904,385**
Total Revenues	**$72,139,258**	**$77,259,488**	**$81,544,777**	**$82,530,225**
EXPENDITURES				
Expenditures and Transfer Out to Other Funds				
Office of the Chief - General Fund	1,554,364	1,761,120	1,673,161	1,254,297
Special Operations - General Fund	7,406,519	8,155,404	9,464,288	7,629,112
Patrol Division	29,715,523	32,011,098	32,655,780	34,958,365
Investigations	15,131,360	15,620,946	18,401,136	18,774,035
Support Services - General Services	13,454,696	13,225,052	13,535,189	13,759,401
Special Programs (Grants) - General Fund	2,848,663	3,156,103	2,995,893	3,187,843
Measure C Programs	1,935,133	2,956,896	2,819,329	2,967,172
Community Oriented Policing Grant	—	—	—	—
Byrnes Grant	—	—	—	—
Narc Asset Seizure-Spec Rev Fund	93,000	372,869	—	—
Total Expenditures	**$72,139,258**	**$77,259,488**	**$81,544,777**	**$82,530,225**
Net Change	**—**	**—**	**—**	**—**

Police - General Fund Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Licenses & Permits	$ 591,911	$ 473,421	$ 449,017	$ 449,017
Photo Red Light	85,404	74,427	72,828	72,828
Fines & Forfeitures	50,262	49,936	41,820	41,820
Intergovernmental	2,044,554	2,160,914	2,156,418	2,146,215
Fees & Service Charges	749,046	597,261	895,960	895,960
Other Revenue	23,076	201,152	20,000	20,000
Total Revenues	**$ 3,544,253**	**$ 3,557,110**	**$ 3,636,043**	**$ 3,625,840**
EXPENDITURES				
Expenditures				
Salary				
Regular	34,734,078	34,419,472	37,565,872	38,350,711
Overtime	3,676,715	3,930,459	2,961,000	2,961,000
Vacancy Savings	—	—	(2,164,245)	(1,927,080)
Benefits				
Fringe Benefits	10,540,222	10,437,773	12,100,441	13,097,147
Retiree Medical	1,665,506	1,862,648	1,934,859	1,893,080
PERS	12,483,118	14,166,593	16,867,454	18,073,477
Program Reduction Savings				(978,460)
Furlough / COLA Deferral	—	—	—	(363,410)
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$63,099,638**	**$64,816,945**	**$69,265,380**	**$71,106,464**
Maintenance & Utilities	292,515	381,906	483,963	460,960
Supplies & Services	1,999,603	1,968,282	2,101,590	1,866,036
Internal Service Fees	4,634,250	6,620,381	6,874,515	6,129,593
Capital	85,120	142,209	—	—
Net Operating Expense	**$ 7,011,488**	**$ 9,112,778**	**$ 9,460,068**	**$ 8,456,589**
Total Expenditures	**$70,111,126**	**$73,929,724**	**$78,725,448**	**$79,563,053**
General Fund Subsidy	**66,566,873**	**70,372,614**	**75,089,405**	**75,937,213**

Office of the Chief - General Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Intergovernmental	$ —	$ —	$ —	$ —
Other Revenue	—	—	—	—
Total Revenues	**$ —**	**$ —**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	888,604	1,007,284	867,921	804,795
Overtime	9,231	4,651	16,500	16,500
Vacancy Savings	—	—	—	(216,934)
Benefits				
Fringe Benefits	191,561	207,404	211,709	231,516
Retiree Medical	20,175	22,475	30,275	30,533
PERS	317,535	380,653	386,615	384,829
Program Reduction Savings				(144,623)
Furlough / COLA Deferral	—	—	—	(22,736)
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 1,427,106**	**$ 1,622,466**	**$ 1,513,019**	**$ 1,083,879**
Maintenance & Utilities	8,861	9,249	9,000	9,000
Supplies & Services	37,626	33,667	39,084	37,948
Internal Service Fees	80,772	95,738	112,058	123,469
Net Operating Expense	**$ 127,259**	**$ 138,654**	**$ 160,142**	**$ 170,417**
Total Expenditures	**$ 1,554,364**	**$ 1,761,120**	**$ 1,673,161**	**$ 1,254,297**
General Fund Subsidy	**1,554,364**	**1,761,120**	**1,673,161**	**1,254,297**

Special Operations - General Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Grants-Citizens' Option for Public Safety	$ —	$ —	$ 187,680	$ 187,680
Licenses and Permits	24,701	8,411	31,827	31,827
Photo Red Light	85,404	74,427	72,828	72,828
Intergovernmental	899	6,451	20,808	20,808
Fees & Service Charges	201,383	127,995	188,700	188,700
Other Revenue	2,250	85,138	20,000	20,000
Total Revenues	**$ 314,636**	**$ 302,422**	**$ 521,843**	**$ 521,843**
EXPENDITURES				
Expenditures				
Salary				
Regular	3,089,921	3,009,425	3,747,871	3,660,585
Overtime	620,851	783,180	243,500	243,500
Targeted Savings	—	—	(288,593)	(520,560)
Benefits				
Fringe Benefits	994,290	996,527	1,219,917	1,315,211
Retiree Medical	155,588	158,808	185,309	177,228
PERS	1,053,571	1,230,810	1,740,205	1,778,887
Program Reduction Savings				(522,633)
Furlough / COLA Deferral	—	—	—	(38,191)
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 5,914,220**	**$ 6,178,749**	**$ 6,848,209**	**$ 6,094,027**
Maintenance & Utilities	27,096	24,939	30,000	30,000
Supplies & Services	867,262	943,967	913,604	783,964
Internal Service Fees	586,945	865,540	1,672,475	721,121
Capital	10,996	142,209	—	—
Net Operating Expense	**$ 1,492,299**	**$ 1,976,655**	**$ 2,616,079**	**$ 1,535,085**
Total Expenditures	**$ 7,406,519**	**$ 8,155,404**	**$ 9,464,288**	**$ 7,629,112**
General Fund Subsidy	**7,091,882**	**7,852,982**	**8,942,445**	**7,107,269**

Patrol Division - General Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Licenses and Permits	$ —	$ —	$ —	$ —
Intergovernmental	—	—	—	—
Fees & Service Charges	88,712	75,622	141,400	141,400
Other Revenue	—	109,801	—	—
Total Revenues	**$ 88,712**	**$ 185,423**	**$ 141,400**	**$ 141,400**
EXPENDITURES				
Expenditures				
Salary				
Regular	14,622,329	14,716,640	15,052,737	15,615,460
Overtime	1,264,486	1,477,157	1,215,000	1,215,000
Targeted Savings	—	—	(228,977)	—
Benefits				
Fringe Benefits	4,764,667	4,768,770	5,211,502	5,631,978
Retiree Medical	859,050	981,105	1,007,520	986,244
PERS	6,135,918	7,069,144	7,721,140	8,653,451
Furlough / COLA Deferral	—	—	—	(15,744)
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$27,646,450**	**$29,012,817**	**$29,978,922**	**$32,086,388**
Maintenance & Utilities	—	—	—	—
Supplies & Services	50,432	36,890	57,784	30,006
Internal Service Fees	2,018,641	2,961,392	2,619,074	2,841,971
Capital	—	—	—	—
Net Operating Expense	**$ 2,069,073**	**$ 2,998,282**	**$ 2,676,858**	**$ 2,871,977**
Total Expenditures	**$29,715,523**	**$32,011,098**	**$32,655,780**	**$34,958,365**
General Fund Subsidy	**29,626,811**	**31,825,675**	**32,514,380**	**34,816,965**

Investigations - General Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Licenses & Permits	$ 135,547	$ 122,134	$ 148,526	$ 148,526
Intergovernmental	1,794,771	1,932,327	1,682,122	1,671,919
Fees & Service Charges	35,606	986	33,660	33,660
Other Revenue	—	—	—	—
Total Revenues	**$ 1,965,923**	**$ 2,055,447**	**$ 1,864,308**	**$ 1,854,105**
EXPENDITURES				
Expenditures				
Salary				
Regular	7,837,257	7,495,415	9,131,020	9,118,028
Overtime	336,142	405,556	1,100,000	1,100,000
Targeted Savings	—	—	(1,028,349)	(777,762)
Benefits				
Fringe Benefits	2,331,962	2,152,759	2,907,181	3,192,403
Retiree Medical	411,450	468,575	476,287	474,394
PERS	2,992,209	3,256,010	4,201,644	4,477,739
Program Reduction Savings				(311,204)
Furlough / COLA Deferral	—	—	—	(69,773)
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$13,909,019**	**$13,778,315**	**$16,787,783**	**$17,203,824**
Maintenance & Utilities	31,495	112,290	81,000	81,000
Supplies & Services	345,580	297,842	382,684	362,684
Internal Service Fees	845,267	1,432,499	1,149,669	1,126,527
Capital	—	—	—	—
Net Operating Expense	**$ 1,222,342**	**$ 1,842,631**	**$ 1,613,353**	**$ 1,570,211**
Total Expenditures	**$15,131,360**	**$15,620,946**	**$18,401,136**	**$18,774,035**
General Fund Subsidy	**13,165,437**	**13,565,499**	**16,536,828**	**16,919,930**

Support Services - General Services

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Licenses & Permits	$ 431,664	$ 342,876	$ 268,664	$ 268,664
Intergovernmental	20,000	14,773	20,808	20,808
Fees & Service Charges	423,345	392,657	532,200	532,200
Other Revenue	15,261	596	—	—
Total Revenues	**$ 890,270**	**$ 750,903**	**$ 821,672**	**$ 821,672**
EXPENDITURES				
Expenditures				
Salary				
Regular	6,862,800	6,659,859	7,222,653	7,595,828
Overtime	1,296,219	1,062,488	386,000	386,000
Targeted Savings	—	—	(618,326)	(411,824)
Benefits				
Fringe Benefits	1,765,219	1,780,518	2,035,969	2,081,569
Retiree Medical	134,269	133,730	135,777	138,439
PERS	1,382,144	1,480,377	2,030,169	1,928,203
Furlough / COLA Deferral	—	—	—	(216,966)
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$11,440,651**	**$11,116,972**	**$11,192,242**	**$11,501,249**
Maintenance & Utilities	225,063	235,429	363,963	340,960
Supplies & Services	614,884	610,036	660,434	603,434
Internal Service Fees	1,099,975	1,262,615	1,318,551	1,313,758
Capital	74,123	—	—	—
Net Operating Expense	**$ 2,014,045**	**$ 2,108,080**	**$ 2,342,948**	**$ 2,258,152**
Total Expenditures	**$13,454,696**	**$13,225,052**	**$13,535,189**	**$13,759,401**
General Fund Subsidy	**12,564,425**	**12,474,149**	**12,713,517**	**12,937,729**

Special Programs (Grants) - General Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Fines and Forfeitures	$ 50,262	$ 49,936	$ 41,820	$ 41,820
Grant Revenue	228,885	207,362	245,000	245,000
Rental Income	5,565	5,617	—	—
Total Revenues	**$ 284,711**	**$ 262,915**	**$ 286,820**	**$ 286,820**
EXPENDITURES				
Expenditures				
Salary				
Regular	1,433,167	1,530,849	1,543,671	1,556,015
Overtime	149,786	197,427	—	—
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	492,523	531,795	514,162	644,470
Retiree Medical	84,975	97,955	99,691	86,242
PERS	601,741	749,600	787,681	850,369
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 2,762,193**	**$ 3,107,626**	**$ 2,945,205**	**$ 3,137,096**
Maintenance & Utilities	—	—	—	—
Supplies & Services	83,819	45,880	48,000	48,000
Internal Service Fees	2,650	2,597	2,688	2,747
Capital	—	—	—	—
Net Operating Expense	**$ 86,469**	**$ 48,477**	**$ 50,688**	**$ 50,747**
Total Expenditures	**$ 2,848,663**	**$ 3,156,103**	**$ 2,995,893**	**$ 3,187,843**
General Fund Subsidy	**2,563,951**	**2,893,188**	**2,709,073**	**2,901,023**

Citizen's Option for Public Safety Grant-Special Revenue Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Beginning Working Capital Balance	$ —	$ —	$ —	$ —
REVENUES				
Revenue				
Interest	—	—	—	—
Intergovernmental	—	—	$	—
Total Revenues	$ —	$ —	$ —	$ —
EXPENDITURES				
Fund Transfers Out to				
Trsfr to General Fund	—	—	—	—
	$ —	$ —	$ —	$ —
Total Expenditures	$ —	$ —	$ —	$ —
Net Change	—	—	—	—
Ending Working Capital Balance	—	—	—	—

Byrne Justice Assistance Grant - Special Revenue Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Beginning Working Capital Balance	**$ —**	**$ —**	**$ —**	**$ —**
REVENUES				
Revenue				
Interest	—	—	—	—
Intergovernmental	—	—	—	—
Total Revenues	**$ —**	**$ —**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	—	—	—	—
Overtime	—	—	—	—
Benefits				
Fringe Benefits	—	—	—	—
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	—	—	—	—
	$ —	$ —	$ —	$ —
Total Expenditures	**$ —**	**$ —**	**$ —**	**$ —**
Net Diff Gain (Use) of Fund Bal	**—**	**—**	**—**	**—**
Ending Working Capital Balance	**—**	**—**	**—**	**—**

Narcotic Asset Seizure - Special Revenue Fund

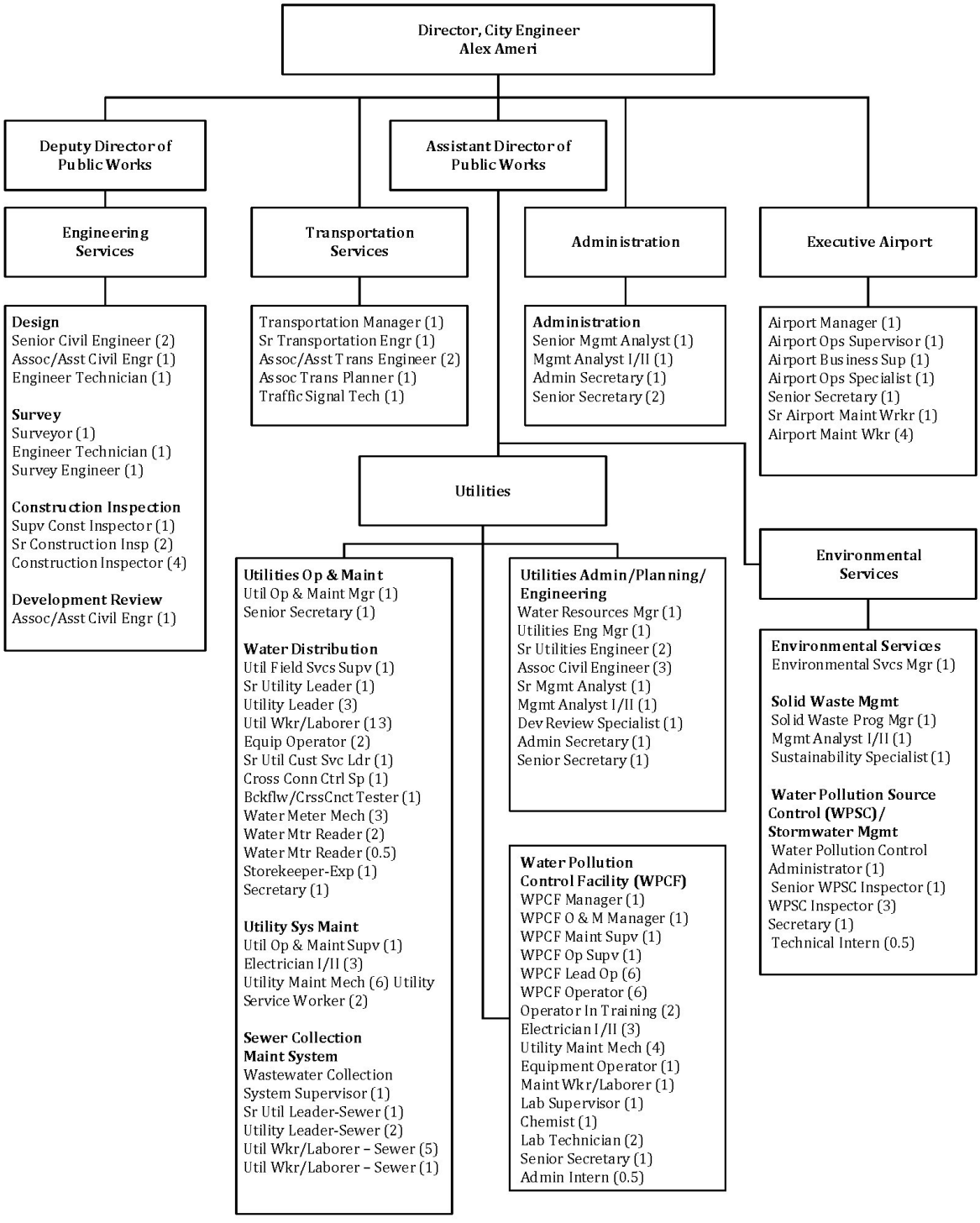
	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Beginning Working Capital Balance	**$ 350,200**	**$ 281,933**	**$ 41,827**	**$ 41,827**
REVENUES				
Revenue				
Fines & Forfeitures	24,733	132,762	—	—
Interest			—	—
Total Revenues	**$ 24,733**	**$ 132,762**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	—	—	—	—
Overtime	—	—	—	—
Benefits				
Fringe Benefits	—	—	—	—
Retiree Medical	—	—	—	—
PERS	—	—	—	—
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ —**	**$ —**	**$ —**	**$ —**
Maintenance & Utilities	—	—	—	—
Supplies & Services	—	32,537	—	—
Internal Service Fees	—	—	—	—
Capital	93,000	340,332	—	—
Net Operating Expense	**$ 93,000**	**$ 372,869**	**$ —**	**$ —**
Fund Transfers Out				
Trsfr to Police Capital Projects	—	—	—	—
	$ —	**$ —**	**$ —**	**$ —**
Total Expenditures	**$ 93,000**	**$ 372,869**	**$ —**	**$ —**
Net Diff Gain (Use) of Fund Balance	**(68,267)**	**(240,106)**	**—**	**—**
Ending Working Capital Balance	**281,933**	**41,827**	**41,827**	**41,827**

Measure C Program - Measure C Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Other Revenue	$ —	$ —	$ —	$ —
Total Revenues	**$ —**	**$ —**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	1,079,696	1,543,446	1,535,349	1,639,915
Overtime	44,795	289,958	—	—
Benefits				
Fringe Benefits	274,501	383,302	428,031	465,412
Retiree Medical	48,225	52,725	51,681	52,084
PERS	344,967	511,986	563,660	599,409
Furlough / COLA Deferral	—	—	—	(30,644)
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 1,792,185**	**$ 2,781,417**	**$ 2,578,721**	**$ 2,726,176**
Maintenance & Utilities	36,523	10,879	58,138	53,038
Supplies & Services	29,047	34,285	44,130	49,230
Internal Service Fees	77,378	130,316	138,340	138,729
Capital	—	—	—	—
Net Operating Expense	**$ 142,948**	**$ 175,480**	**$ 240,608**	**$ 240,997**
Total Expenditures	**$ 1,935,133**	**$ 2,956,896**	**$ 2,819,329**	**$ 2,967,172**
Measure C Fund Subsidy	**1,935,133**	**2,956,896**	**2,819,329**	**2,967,172**

FY 2021 STAFFING
158.5 FTE

Public Works & Utilities Department



PUBLIC WORKS & UTILITIES DEPARTMENT - ENGINEERING, TRANSPORTATION & AIRPORT

MISSION STATEMENT

To plan, design, construct, operate, and maintain the City's public infrastructure and facilities including City's roads, airport, water service, wastewater service, stormwater management, and solid waste and recycling in a safe, reliable, innovative, and efficient manner, in full compliance with all applicable local, state, and federal laws and regulations; and to manage City-wide environmental sustainability activities and climate change issues.

DEPARTMENT OVERVIEW

The Department is organized into six divisions: Administration, Engineering Services, Transportation Services, the Executive Airport, Utilities, and Environmental Services. While each of the six divisions serves a different function within the Department, they operate collaboratively to keep Hayward's infrastructure and public spaces safe, clean, and green, and provide superior service to City residents, businesses, institutions, and other customers.

The Engineering Services Division is responsible for providing engineering services and support to City operating departments and divisions and for implementation of the City's Capital Improvement Program. The Transportation Services Division is responsible for supporting the multi-modal development and operation of the City's transportation system. The Executive Airport is charged with interaction with federal and state entities and providing oversight to and support of daily Airport operations. The Utilities Division is responsible for management of the City's Water Distribution System, Wastewater Collection and Treatment Systems, and new Recycled Water System, and managing the City's groundwater efforts. The Division ensures full compliance with all applicable regulatory local, state, and federal laws and regulatory requirements related to water, wastewater, and recycled water operations. The Environmental Services Division oversees the Solid Waste and Recycling Program, and Stormwater Management Program. The Division is also responsible for developing, implementing, coordinating, and managing sustainability programs and activities in the City, including implementation of strategies and programs contained in the City's adopted Climate Action Plan.

DIVISION/PROGRAM SUMMARIES

Engineering Services Division

Design/Development Services

Design/Development Services consists of two major groups. Design Services is responsible for implementing and processing the majority 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 serves as the primary construction liaison. Development Services is responsible for the reviewing of grading plans, subdivision maps, improvement plans, and soils and geological reports for private development projects.

Construction Services

Construction Services is responsible for the construction inspection of City public works projects and private subdivision development improvement projects

Transportation Services Division

Transportation Services comprises both Traffic 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 the development and coordination of multi-modal 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.

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.

Executive Airport Division

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 airport users through various forums, including the Council's Airport Committee, the Noise Committee, the annual Open House event, Airport tours, and public speaking engagements. 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 reach its ultimate operational capacity, and maintain an open and positive relationship with the surrounding community.

FY 2020 KEY SERVICE GOALS AND METRICS

Divisio	#	FY 2020 Goals	FY 2020	Status
Administration	1	Assure that the Department is an engaged and consistent participant in appropriate community meetings.	Have key staff present at all appropriate community meetings.	ACHIEVED Key staff were present at all appropriate community meetings.
	2	Prepare and deliver for adoption the Capital Improvement Program on-time to Council and the public.	May 2020	ACHIEVED
	3	Continue process to recover costs for knockdowns of street lights and traffic signals from insurers and private parties.	Ongoing	CONTINUED EFFORT NEEDED Ongoing. Currently 20% of cost recovery.

PUBLIC WORKS & UTILITIES DEPARTMENT - ENGINEERING, TRANSPORTATION & AIRPORT

Divisio	#	FY 2020 Goals	FY 2020	Status
Design / Development Services	4	South Hayward Youth and Family Center - Master Plan and Preliminary Design	Preliminary Design August 2019	ACHIEVED
	5	Implement the FY20 street improvement paving repair projects as part of Gas Tax, Measures B/BB, VRF, and RRAA funding.	Design completion Dec. 2019 Construction	ACHIEVED
	6	Implement the FY new sidewalks project as part of Measures B/BB.	Design completion Dec. 2019 Construction	ACHIEVED
	7	Design Projects to Rehabilitate and/or reconstruct, sidewalks and wheelchair ramps	Design completion December 2019 Construction	ACHIEVED
	8	La Vista Park	Design completion April 2020 Construction July 2020	Design completion Fall 2020 Construction late 2020
	9	Route 238 Phase 2, 20 Parcels Abatement and Deconstruction	Report-August 2019 Advertise-November 2019 Award-January	ACHIEVED
	10	Update City Standards to 2018 State Standards (Current)	Fall 2019	CONTINUED EFFORT NEEDED Fall 2020
Construction Services	11	Ensure a timely and complete inspection of all City construction projects, as well as subdivisions, grading/clearing permits, and Public Works encroachment permits.	Prompt closeout of all projects as work and paperwork are completed. Final Construction Reports.	ACHIEVED ONGOING
Survey	12	Maintain complete and accurate information related to public roadway and City-owned properties, both for record and for facilitating potential new development.	Maintain records and provide survey support for all projects in development pipeline	ACHIEVED ONGOING
	13	Acknowledge requests for survey and property characteristics assistance from other departments within 24 hours; provide the requested data in timely and efficient manner.	24-hour response	ACHIEVED ONGOING

Divisio	#	FY 2020 Goals	FY 2020	Status
Transportation	14	Closely follow transportation-related legislation and potential available funding to ensure Hayward's interests are protected.	Ongoing	ACHIEVED ONGOING
	15	Respond to community requests for traffic-calming assistance within 5 days of receiving the request	5-day Response	ACHIEVED ONGOING
	16	Complete Bike and Ped Masterplan Update	By early 2020	CONTINUED EFFORT NEEDED Adoption by Summer 2020.
Hayward Executive Airport	17	Implement recommendations from hangar condition assessment study	September 2019	CONTINUED EFFORT NEEDED Bid packet to be developed by April 2020.
	18	Develop promotional materials for Airport	On-going	ONGOING EFFORT NEEDED Materials to be developed in January 2020.
	19	Rehabilitate Taxiways Alpha and Foxtrot per the Airport's Pavement Management Program	June 2020 (design)	CONTINUED EFFORT NEEDED Delayed until FY 2021 (design).
	20	Rehabilitate Taxiway Zulu by milling and replacing the surface, full length and width	March 2020 (design)	CONTINUED EFFORT NEEDED Design to be completed by April 2020.
	21	Upgrade exterior hangar lights and parking ramp flood lights to LEDs	June 2020	ACHIEVED
	22	Airport Master Sign Program	August 2019	CONTINUED EFFORT NEEDED Program to be approved by June 2020.

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2021

1. Reduction in General Fund supplies and service expenses over budget baseline in response to the projected shortfall in the General Fund in FY 2021.

2. Program reduction in the areas of Administrative Support.

Public Works & Utilities -Engineering, Transportation & Airport Department

All Funds Summary - By Category

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue and Transfers In from Other Funds				
General Fund Revenue	600,102	408,789	415,500	415,500
Airport Maint & Operation	3,473,748	3,666,078	3,512,054	3,512,054
	$ 4,073,850	**$ 4,074,868**	**$ 3,927,554**	**$ 3,927,554**
(Contribution)/Use of Fund Balance				
Airport Maint & Operation	163,765	148,073	577,597	498,565
	$ 163,765	**$ 148,073**	**$ 577,597**	**$ 498,565**
Fund Subsidy				
General Fund Subsidy	1,759,987	3,133,324	3,007,368	2,649,773
Total Revenues	**$ 5,997,602**	**$ 7,356,265**	**$ 7,512,519**	**$ 7,075,892**
EXPENDITURES				
Expenditures By Expense Category				
Salary				
Regular	4,820,216	4,757,225	5,060,267	5,379,286
Overtime	139,471	223,361	33,150	33,150
Targeted Savings	—	—	(27,391)	(190,122)
Benefits				
Fringe Benefits	1,064,969	1,031,842	1,132,485	1,201,827
Retiree Medical	71,820	74,018	71,901	72,284
PERS	1,003,211	1,110,312	1,317,511	1,441,149
Program Reduction Savings				(191,517)
Furlough / COLA Deferral	—	—	—	(172,546)
Charges (to)/from other prog	(4,108,503)	(3,326,145)	(3,860,608)	(3,860,608)
Net Staffing Expense	**$ 2,991,184**	**$ 3,870,614**	**$ 3,727,315**	**$ 3,712,903**
Maintenance & Utilities	243,607	212,748	227,351	167,351
Supplies & Services	549,509	970,579	621,147	558,509
Internal Service Fees	833,698	933,113	1,147,171	890,268
Capital	164,567	164,784	164,120	159,026
Net Operating Expense	**$ 1,791,381**	**$ 2,281,224**	**$ 2,159,789**	**$ 1,775,154**
Transfers Out to Other Funds	1,215,037	1,204,427	1,625,415	1,587,836
Total Expenditures	**$ 5,997,602**	**$ 7,356,265**	**$ 7,512,519**	**$ 7,075,892**
Net Change	**—**	**—**	**—**	**—**

Public Works & Utilities -Engineering, Transportation & Airport Department

All Funds Summary - By Program

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue and Trans in from Other Funds				
General Fund Revenue	$ 600,102	$ 408,789	$ 415,500	$ 415,500
Hayward Executive Airport	3,473,748	3,666,078	3,512,054	3,512,054
	$ 4,073,850	**$ 4,074,868**	**$ 3,927,554**	**$ 3,927,554**
(Contri)/Use of Fund Balance				
Hayward Executive Airport	163,765	148,073	577,597	498,565
	$ 163,765	**$ 148,073**	**$ 577,597**	**$ 498,565**
Fund Subsidy				
General Fund Subsidy	1,759,987	3,133,324	3,007,368	2,649,773
Total Revenues	**$ 5,997,602**	**$ 7,356,265**	**$ 7,512,519**	**$ 7,075,892**
EXPENDITURES				
Expend and Trans Out to Other Funds By Prog				
General Fund	2,360,089	3,542,113	3,422,868	3,065,273
Executive Airport	3,637,513	3,814,152	4,089,651	4,010,620
Total Expenditures	**$ 5,997,602**	**$ 7,356,265**	**$ 7,512,519**	**$ 7,075,892**
Net Change	—	—	—	—

Public Works & Utilities -Engineering, Transportation & Airport Department

Engineering & Transportation - General Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Sales and Other Taxes	$ —	$ —	$ —	$ —
Interest and Rents	79,065	89,597	65,500	65,500
Fees & Service Charges	515,330	305,568	350,000	350,000
Other Revenue	5,707	13,624	—	—
Total Revenues	**$ 600,102**	**$ 408,789**	**$ 415,500**	**$ 415,500**
EXPENDITURES				
Expenditures				
Salary				
Regular	3,759,381	3,759,314	4,031,124	4,263,920
Overtime	87,270	184,752	6,400	6,400
Targeted Savings	—	—	(27,391)	(190,122)
Benefits				
Fringe Benefits	787,633	767,568	821,956	863,603
Retiree Medical	53,314	55,747	54,157	54,446
PERS	789,566	882,390	1,038,033	1,150,650
Program Reduction Savings				(63,839)
Furlough / COLA Deferral	—	—	—	(136,003)
Charges (to)/from other prog	(4,108,241)	(3,326,145)	(3,860,608)	(3,860,608)
Net Staffing Expense	**$ 1,368,922**	**$ 2,323,626**	**$ 2,063,670**	**$ 2,088,447**
Maintenance & Utilities	1,609	3,338	3,846	(56,154)
Supplies & Services	368,726	504,441	418,893	339,255
Internal Service Fees	620,833	710,709	936,459	693,725
Capital	—	—	—	—
Net Operating Expense	**$ 991,167**	**$ 1,218,487**	**$ 1,359,198**	**$ 976,826**
Total Expenditures	**$ 2,360,089**	**$ 3,542,113**	**$ 3,422,868**	**$ 3,065,273**
General Fund Subsidy	**1,759,987**	**3,133,324**	**3,007,368**	**2,649,773**

Public Works & Utilities -Engineering, Transportation & Airport Department

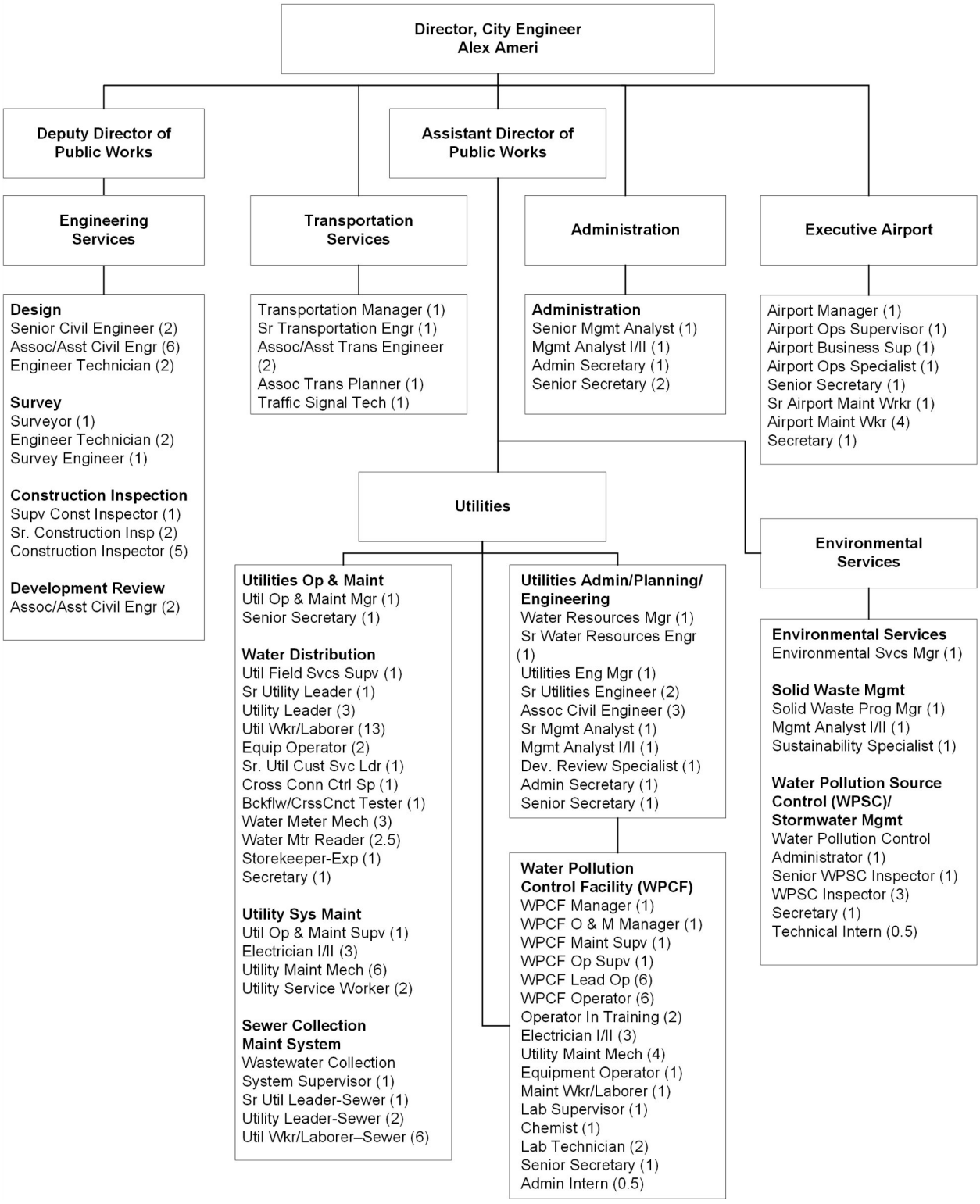
Hayward Executive Airport - Enterprise Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Interest & Rents	$ 175,661	$ 333,549	$ 168,865	$ 168,865
Land Rent	1,766,319	1,814,824	1,753,903	1,753,903
Hangar Rent	1,168,120	1,175,212	1,253,376	1,253,376
Fees & Service Charges	666	3,158	8,000	8,000
Other Revenue	362,983	339,336	327,911	327,911
Total Revenue	**$ 3,473,748**	**$ 3,666,078**	**$ 3,512,054**	**$ 3,512,054**
Total Revenues	**$ 3,473,748**	**$ 3,666,078**	**$ 3,512,054**	**$ 3,512,054**
EXPENDITURES				
Expenditures				
Salary				
Regular	1,060,835	997,911	1,029,143	1,115,366
Overtime	52,201	38,609	26,750	26,750
Benefits				
Fringe Benefits	277,336	264,274	310,530	338,225
Retiree Medical	18,506	18,271	17,744	17,838
PERS	213,646	227,922	279,478	290,499
Program Reduction Savings				(127,678)
Furlough / COLA Deferral	—	—	—	(36,543)
Charges (to)/from other prog	(263)	—	—	—
Net Staffing Expense	**$ 1,622,263**	**$ 1,546,988**	**$ 1,663,645**	**$ 1,624,457**
Maintenance & Utilities	241,998	209,411	223,505	223,505
Supplies & Services	180,783	466,138	202,254	219,254
Internal Service Fees	212,865	222,404	210,712	196,543
Capital - Debt Service	164,567	164,784	164,120	159,026
Net Operating Expense	**$ 800,213**	**$ 1,062,737**	**$ 800,591**	**$ 798,328**
Fund Transfers Out to				
Cost Allocation to General Fund	185,168	185,168	185,168	185,168
Liability Insurance Premium	66,869	69,259	65,247	77,668
Water Maint Fund for DS	—	—	—	—
Tech Services ERP	—	—	—	—
Airport Capital Fund	963,000	950,000	1,375,000	1,325,000
Total Transfers Out	**$ 1,215,037**	**$ 1,204,427**	**$ 1,625,415**	**$ 1,587,836**
Total Expenditures	**$ 3,637,513**	**$ 3,814,152**	**$ 4,089,651**	**$ 4,010,620**
Net Change	**(163,765)**	**(148,073)**	**(577,597)**	**(498,565)**

THIS PAGE INTENTIONALLY LEFT BLANK

FY 2021 STAFFING
158.5 FTE

Public Works & Utilities Department



PUBLIC WORKS & UTILITIES DEPARTMENT - UTILITIES & ENVIRONMENTAL SERVICES

MISSION STATEMENT

To plan, design, construct, operate, and maintain the City's public infrastructure and facilities including City's roads, airport, water service, wastewater service, stormwater management, and solid waste and recycling in a safe, reliable, innovative, and efficient manner, in full compliance with all applicable local, state, and federal laws and regulations; and to manage City-wide environmental sustainability activities and climate change issues.

DEPARTMENT OVERVIEW

The Department is organized into six divisions: Administration, Engineering Services, Transportation Services, the Executive Airport, Utilities, and Environmental Services. While each of the six divisions serves a different function within the Department, they operate collaboratively to keep Hayward's infrastructure and public spaces safe, clean, and green, and provide superior service to City residents, businesses, institutions, and other customers.

The Engineering Services Division is responsible for providing engineering services and support to City operating departments and divisions and for implementation of the City's Capital Improvement Program. The Transportation Services Division is responsible for supporting the multi-modal development and operation of the City's transportation system. The Executive Airport is charged with interaction with federal and state entities and providing oversight to and support of daily Airport operations. The Utilities Division is responsible for management of the City's Water Distribution System, Wastewater Collection and Treatment Systems, and new Recycled Water System, and managing the City's groundwater efforts. The Division ensures full compliance with all applicable regulatory local, state, and federal laws and regulatory requirements related to water, wastewater, and recycled water operations. The Environmental Services Division oversees the Solid Waste and Recycling Program, and Stormwater Management Program. The Division is also responsible for developing, implementing, coordinating, and managing sustainability programs and activities in the City, including implementation of strategies and programs contained in the City's adopted Climate Action Plan.

DIVISION/PROGRAM SUMMARIES

Administration, Planning, and Engineering (AP&E)

Administration, Planning, and Engineering is responsible for the procurement of potable water supply, as well as long-range water resource planning and design of needed rehabilitation, replacement, and capital improvement projects to ensure sufficient, reliable, and safe water supplies to current and future customers. This entity oversees the financial management of Utilities & Environmental Services, including Water, Wastewater, and Stormwater Enterprise Funds and Recycling Special Fund, water conservation programs, and the administration of new utility service connections. The program staff works closely with the City's wholesale water supplier, the San Francisco Public Utilities Commission. It also works in coordination with the Bay Area Water Supply and Conservation Agency, which represents certain interests of cities and agencies that purchase water on a wholesale basis from San Francisco Public Utilities Commission.

Water Distribution and Wastewater Collection Operations and Maintenance (O&M)

Water Distribution, Wastewater Collection, and Utilities Operations and Maintenance is responsible for the transmission, storage, and distribution of potable water and recycled water, as well as the sewer collection system. It maintains and operates all water facilities and wastewater lift stations, and is responsible for the inspection, cleaning, and maintenance of sewer pipelines. This entity is also responsible for collecting water meter reading data and meter maintenance, field customer service, maintenance and repair of the water distribution system mains, and installation of new utility services.

Water Pollution Control Facility (WPCF)

The Water Pollution Control Facility (WPCF) is responsible for treatment and disposal, or beneficial reuse, 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, to eliminate or reduce the facility's reliance on purchased power and to export surplus power through PG&E transmission system for the use at other City municipal facilities.

Recycled Water

The Recycled Water Program is responsible for the treatment and distribution of recycled water to customers for irrigation and industrial uses. The initial phase of the project is currently under construction and includes a treatment facility, storage tank, pump station, distribution pipelines, and customer connections to the new recycled water system. Recycled water deliveries to customers are anticipated to begin by June 2020. Staff will be responsible for permitting new recycled water customers and operating and maintaining recycled water facilities. In addition, the Recycled Water Program develops and plans for future expansions of the recycled water system.

Environmental Services (ES)

This Division brings energy efficiency, resource conservation, and pollution and waste reduction activities of the City under one umbrella. Activities include energy efficiency and conservation, water pollution control at the point of discharge (source control), minimizing stormwater pollutant discharge into the San Francisco Bay, managing solid waste reduction and recycling programs, and implementing sustainability programs and initiatives contained in the City's Climate Action Plan. The Division is also responsible for coordinating the City's participation in, and providing staffing resources to, the East Bay Community Energy (EBCE). EBCE is a community-governed power supplier, committed to providing electricity generated from a high percentage of renewable sources such as solar, wind and geothermal. The City is a founding member of EBCE. Alameda County and eleven of its thirteen cities are also current members.

FY 2020 KEY SERVICE GOALS AND METRICS

Division	#	FY 2020 Goals	FY 2020	Status
Administration, Planning, and Engineering	1	Complete Part I of the 2MW Solar Photovoltaic project at Water Pollution Control Facility (WPCF)	September 2019	ACHIEVED
	2	Complete WPCF Facilities Plan	September 2019	ACHIEVED
	3	Select an Engineering Consultant and begin the WPCF Nutrient Management project	December 2019	CONTINUED EFFORT NEEDED Anticipated completion by December 2020.
	4	Complete Sustainable Ground Water Plan to 50% level	June 2020	ACHIEVED
Water Distribution & Wastewater Collection O&M	5	Completion and acceptance of the Advanced Metering Infrastructure (AMI) project	August 2019	ACHIEVED Project acceptance expected by June 2020.
	6	Implementation AMI Customer Portal	June 2020	ONGOING EFFORT NEEDED Pilot program to launch June 2020.
	7	Replace at least one mile of Cast Iron and three miles of Asbestos Cement water main	June 2020	CONTINUED EFFORT NEEDED Anticipated completion by late 2020.
Water Pollution Control Facility	8	Headworks Bar Screen Retrofit Design	December 2019	ACHIEVED
	9	Construct and commission Recycled Water Membrane Treatment Facility	December 2019	ACHIEVED
	10	Complete Final Clarifier Coatings Project	September 2019	ACHIEVED
Recycled Water	11	Complete Recycled Water Project and begin providing service to customers	June 2020	ACHIEVED Deliveries to some customers initiated.

Division	#	FY 2020 Goals	FY 2020	Status
Environmental Services	12	Reduce trash reaching the Bay by installing a trash capture device in Art Avenue	November 2019	CONTINUED EFFORT NEEDED Planned completion in October 2020.
	13	Fully implement the Green Halo program, allowing builders to submit construction and demolition debris weigh tags electronically	December 2019	ACHIEVED Efforts ongoing to increase usage by contractors.
	14	Increase promotion of organics collection by implementing a campaign that awards prizes to customers that put food scraps in the green cart.	December 2019	CONTINUED EFFORT NEEDED Efforts anticipated to continue into summer 2020.
	15	Adopt an ordinance encouraging all-electric construction	December 2019	ACHIEVED Adoption occurred in March 2020.

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2021

1. Reduction in General Fund supplies and service expenses over budget baseline in response to the projected shortfall in the General Fund in FY 2021.

2. Reallocation of 1.0 FTE Management Analyst I/II (Enterprise and Special Revenue Funds).

3. Program reductions in the area of Utilities Operations & Maintenance,

Public Works & Utilities - Utilities & Environmental Services Department

All Funds Summary - By Category

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue and Transfers In from Other Funds				
General Fund Revenue	$ 13,750	$ 18,030	$ —	$ —
Recycling Program - Special Revenue Fund	703,049	1,157,639	936,500	976,500
Stormwater Maint & Operation	3,099,848	3,460,722	3,253,000	3,253,000
Waste Water Maint & Operation	29,054,479	31,818,085	25,538,817	26,910,000
Water Maint & Operation	53,114,687	56,047,237	50,848,432	53,648,432
Recycled Water Maint & Operation	—	—	329,250	654,000
Regional Water Inter-Tie - Enterprise Fund	105,350	22,265	134,271	134,271
	$ 86,091,164	**$ 92,523,977**	**$ 81,040,270**	**$ 85,576,203**
(Contribution)/Use of Fund Balance				
Recycling Program	(90,264)	(340,660)	(320,599)	(287,869)
Stormwater Maint & Operation	(437,033)	(608,198)	(215,823)	2,116,155
Waste Water Maint & Operation	(5,112,606)	(10,950,317)	(1,038,294)	(2,512,988)
Water Maint & Operation	(3,556,985)	(8,178,338)	2,807,663	263,314
Recycled Water Maint & Operation	—	—	195,312	(387,923)
Regional Water Inter-Tie	(44,091)	42,058	(2,942)	(2,943)
	$ (9,240,978)	**$(20,035,454)**	**$ 1,425,318**	**$ (812,254)**
Fund Subsidy				
General Fund Subsidy	28,181	25,050	50,634	90,332
Total Revenues	**$ 76,878,368**	**$ 72,513,573**	**$ 82,516,222**	**$ 84,854,281**
EXPENDITURES				
Expenditures By Expense Category				
Salary				
Regular	11,161,229	11,497,088	12,749,475	13,675,670
Overtime	685,790	618,818	364,900	364,900
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	3,246,645	3,283,428	3,877,562	4,039,138
Retiree Medical	211,349	215,466	213,217	214,522
PERS	2,253,904	2,583,377	3,485,950	3,509,484
Program Reduction Savings				(381,191)
Furlough / COLA Deferral	—	—	—	(383,593)
Charges (to)/from other programs	(498,637)	(318,092)	(275,000)	(275,000)
Net Staffing Expense	**$ 17,060,280**	**$ 17,880,084**	**$ 20,416,104**	**$ 20,763,930**
Maintenance & Utilities	2,151,826	1,969,880	2,505,947	2,523,047
Supplies & Services	5,796,028	5,275,055	6,369,547	6,701,118
Internal Service Fees	2,119,912	2,247,029	2,290,348	2,255,301
Water Purchases	32,316,131	31,102,945	33,500,000	33,500,000
Debt Service	4,317,736	3,825,607	4,269,529	4,646,544
Net Operating Expense	**$ 46,701,633**	**$ 44,420,515**	**$ 48,935,371**	**$ 49,626,010**
Transfers Out to Other Funds	13,117,549	10,212,973	12,774,122	15,240,191
Other Department Operating Costs	(3,992,733)	(3,974,001)	(4,636,998)	(4,457,134)
Total Expenditures	**$ 72,886,729**	**$ 68,539,572**	**$ 77,488,599**	**$ 81,172,997**
Net Change	3,991,638	3,974,001	5,027,623	3,681,284

Public Works & Utilities - Utilities & Environmental Services Department

All Funds Summary - By Program

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue and Transfers in from Other Funds				
General Fund Revenue	$ 13,750	$ 18,030	$ —	$ —
Recycling Program	703,049	1,157,639	936,500	976,500
Stormwater	3,099,848	3,460,722	3,253,000	3,253,000
Wastewater	29,054,479	31,818,085	25,538,817	26,910,000
Water	53,114,687	56,047,237	50,848,432	53,648,432
Recycled Water	—	—	165,000	654,000
Regional Water Inter-Tie	105,350	22,265	134,271	134,271
	$86,091,164	**$92,523,977**	**$ 80,876,020**	**$85,576,203**
(Contribution)/Use of Fund Balance				
Recycling Program	(90,264)	(340,660)	(320,599)	(287,869)
Stormwater	(437,033)	(608,198)	(215,823)	2,116,155
Wastewater	(5,112,606)	(10,950,317)	(1,038,294)	(2,512,988)
Water	(3,556,985)	(8,178,338)	2,807,663	263,314
Recycled Water	—	—	—	(387,923)
Regional Water Inter-Tie	(44,091)	42,058	(2,942)	(2,943)
	$ (9,240,978)	**$(20,035,454)**	**$ 1,230,006**	**$ (812,254)**
Fund Subsidy				
General Fund Subsidy	28,181	25,050	50,634	90,332
Total Revenues	**$76,878,368**	**$72,513,573**	**$ 82,156,660**	**$84,854,281**
EXPENDITURES				
Expenditures and Transfer Out to Other Funds By Program				
General Fund	41,931	43,080	50,634	90,332
Recycling	612,786	816,979	615,901	688,631
Stormwater	1,059,296	1,217,669	1,319,046	3,629,278
Wastewater	23,941,874	20,867,768	24,500,523	24,397,013
Water	47,169,584	45,529,753	50,737,228	51,194,491
Recycled Water	—	—	133,938	1,041,923
Regional Water Inter-Tie	61,259	64,323	131,329	131,329
Total Expenditures	**$72,886,729**	**$68,539,572**	**$ 77,488,599**	**$81,172,997**
Net Change	**3,991,638**	**3,974,001**	**4,668,061**	**3,681,284**

Public Works & Utilities - Utilities & Environmental Services Department

Solid Waste Program - General Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Fees & Service Charges	$ 13,750	$ 18,030	$ —	$ —
Total Revenues	**$ 13,750**	**$ 18,030**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	31,145	31,482	34,090	36,821
Overtime	—	—	—	—
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	3,677	3,775	4,063	4,209
Retiree Medical	394	389	386	388
PERS	6,632	7,365	8,710	9,977
Furlough / COLA Deferral	—	—	—	(1,528)
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 41,848**	**$ 43,011**	**$ 47,250**	**$ 49,867**
Maintenance & Utilities	—	—	—	—
Supplies & Services	84	68	2,929	40,000
Internal Service Fees	—	—	455	465
Capital	—	—	—	—
Net Operating Expense	**$ 84**	**$ 68**	**$ 3,384**	**$ 40,465**
Total Expenditures	**$ 41,931**	**$ 43,080**	**$ 50,634**	**$ 90,332**
General Fund Subsidy	**28,181**	**25,050**	**50,634**	**90,332**

Public Works & Utilities - Utilities & Environmental Services Department

Recycling Program - Special Revenue Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Special Assessment-Deliq Bills	$ —	$ —	$ 10,000	$ 10,000
Waste Management Impact Fee	36,004	491,981	480,000	480,000
Interest & Rents	8,522	48,676	4,000	4,000
Intergovernmental	639,191	635,090	440,000	480,000
Fees and Service Charges	—	—	—	—
Other Revenue	19,333	(18,108)	2,500	2,500
Total Revenue	**$ 703,049**	**$ 1,157,639**	**$ 936,500**	**$ 976,500**
Fund Transfers In	—	—	—	—
Total Revenues	**703,049**	**1,157,639**	**936,500**	**$ 976,500**
EXPENDITURES				
Expenditures				
Salary				
Regular	256,043	295,859	285,859	266,393
Overtime	9,113	10,607	—	—
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	34,800	35,258	38,448	29,733
Retiree Medical	4,331	4,276	4,243	4,266
PERS	48,982	63,127	73,483	71,053
Furlough / COLA Deferral	—	—	—	(10,079)
Charges (to)/from other programs	(929)	—	—	—
Net Staffing Expense	**$ 352,341**	**$ 409,128**	**$ 402,033**	**$ 361,367**
Maintenance & Utilities	—	—	1,100	1,100
Supplies & Services	166,594	307,143	106,725	226,725
Internal Service Fees	45,469	52,804	57,347	48,397
Capital	—	—	—	—
Net Operating Expense	**$ 212,063**	**$ 359,947**	**$ 165,172**	**$ 276,222**
Fund Transfers Out to				
Cost Allocation to General Fund	38,257	38,257	38,257	38,257
Liability Insurance Premium	10,124	9,647	10,439	12,785
Total Transfers Out	**$ 48,381**	**$ 47,904**	**$ 48,696**	**$ 51,042**
Total Expenditures	**$ 612,786**	**$ 816,979**	**$ 615,901**	**$ 688,631**
Net Change	**90,264**	**340,660**	**320,599**	**287,869**

Public Works & Utilities - Utilities & Environmental Services Department

Water - Enterprise Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Revenue				
Water Sales	$ 45,301,698	$ 45,739,155	$ 43,100,000	$ 44,000,000
Water Service Charges	6,399,928	7,838,383	6,600,000	8,500,000
Installation Fees	393,998	426,350	250,000	250,000
Other Fees and Charges	701,454	628,086	200,000	200,000
Interest & Rents	96,739	630,734	105,000	105,000
Other Revenue	184,286	165,450	60,000	60,000
Property Damage & Capital Contrib.	2,837	20,813	—	—
Total Revenue	**$ 53,080,940**	**$ 55,448,972**	**$ 50,315,000**	**$ 53,115,000**
Fund Transfers In from				
D/S 13 Water System Transfer	33,747	333,265	268,432	268,432
D/S 04 Water System Transfer	—			
Capital Transfer				265,000
D/S Fire Stn #7 Transfer from Gen Fund	—			
Total Transfers In	**$ 33,747**	**$ 598,265**	**$ 533,432**	**$ 533,432**
Total Revenues	**$ 53,114,687**	**$ 56,047,237**	**$ 50,848,432**	**$ 53,648,432**
Expenditures				
Salary				
Regular	4,863,507	4,658,983	5,260,756	5,584,018
Overtime	384,734	336,226	213,100	213,100
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	1,457,205	1,368,607	1,686,908	1,736,790
Retiree Medical	95,461	94,330	94,749	95,023
PERS	965,963	1,025,932	1,457,196	1,428,453
Program Reduction Savings				(302,388)
Furlough / COLA Deferral	—	—	—	(149,206)
Charges (to)/from other programs	(320,859)	(273,193)	(150,000)	(150,000)
Net Staffing Expense	**$ 7,446,011**	**$ 7,210,885**	**$ 8,562,709**	**$ 8,455,790**
Water Purchases	32,316,131	31,102,945	33,500,000	33,500,000
Maintenance & Utilities	1,172,964	1,067,915	1,159,764	1,173,264
Supplies & Services	2,641,924	2,194,775	2,855,569	2,987,069
Internal Service Fees	950,036	1,085,088	1,087,705	1,155,758
Debt Service	544,671	548,907	536,864	545,536
Net Operating Expense	**$ 37,625,727**	**$ 35,999,629**	**$ 39,139,902**	**$ 39,361,627**
Fund Transfers Out to				
Cost Allocation to General Fund	1,207,770	1,207,770	1,207,770	1,207,770

Public Works & Utilities - Utilities & Environmental Services Department

Water - Enterprise Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Liability Insurance Premium	278,194	305,215	315,714	386,560
Water Capital Replacement	3,000,000	3,000,000	4,180,000	4,500,000
Cap Proj Transfer to Tech Replacement	—	145,400	—	—
Transfer Out to Other	—	—	250,000	—
Net Transfers Out	**$ 4,485,964**	**$ 4,658,385**	**$ 5,953,484**	**$ 6,094,330**
Total Fund Expenditures	**$ 49,557,702**	**$ 47,868,900**	**$ 53,656,095**	**$ 53,911,747**
Other Department Operating Costs (Finance Dept - Utility Billing) (Maintenance Services - Landscape Division)	(2,388,119)	(2,339,146)	(2,918,867)	(2,717,256)
Total Department Expenditures	**$ 47,169,584**	**$ 45,529,753**	**$ 50,737,228**	**$ 51,194,491**
Net Change	**3,556,985**	**8,178,338**	**(2,807,663)**	**(263,314)**

Public Works & Utilities - Utilities & Environmental Services Department

Regional Water Inter-Tie - Enterprise Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Beginning Working Capital Balance	**$ 25,216**	**$ 69,307**	**$ 27,249**	**$ 30,191**
REVENUES				
Revenue				
SFPUC/EBMUD Reimbursement	104,841	19,898	134,271	134,271
Interest	509	2,367	—	—
Net Revenue	**$ 105,350**	**$ 22,265**	**$ 134,271**	**$ 134,271**
Total Revenues	**$ 105,350**	**$ 22,265**	**$ 134,271**	**$ 134,271**
EXPENDITURES				
Expenditures				
Salary				
Regular	8,767	6,086	—	—
Overtime	—	—	—	—
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	2,174	1,605	—	—
Retiree Medical	—	—	—	—
PERS	—	1,459	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	25,000	25,000
Net Staffing Expense	**$ 10,941**	**$ 9,149**	**$ 25,000**	**$ 25,000**
Maintenance & Utilities	15,455	17,467	65,000	65,000
Supplies & Services	13,535	16,378	20,000	20,000
Internal Service Fees	—	—	—	—
Net Operating Expense	**$ 28,989**	**$ 33,844**	**$ 85,000**	**$ 85,000**
Fund Transfers Out to				
Cost Allocation to General Fund	21,329	21,329	21,329	21,329
Total Fund Expenditures	**$ 61,259**	**$ 64,323**	**$ 131,329**	**$ 131,329**
Net Change	**44,091**	**(42,058)**	**2,942**	**2,943**
Ending Working Capital Balance	**69,307**	**27,249**	**30,191**	**33,134**

Public Works & Utilities - Utilities & Environmental Services Department

Wastewater - Enterprise Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Sewer Service Charge	$ 22,441,737	$ 24,517,951	$ 22,100,000	$ 25,000,000
Sewer Connection Charge	3,179,420	4,683,442	—	—
EBDA Maint. By City	—	—	—	—
Other Fees	31,776	62,711	96,000	96,000
Interest	116,038	779,700	66,000	66,000
Other Revenue	139,881	138,346	—	—
Fixed Assets Gains and Loss	(304,084)	(111,379)	—	—
Total Revenue	**$ 25,604,768**	**$ 30,070,772**	**$ 22,262,000**	**$ 25,162,000**
Fund Transfers In from				
DS CA SWRCB Loan/Sewer	3,449,711	1,747,314	3,276,817	1,748,000
Total Transfers In	**$ 3,449,711**	**$ 1,747,314**	**$ 3,276,817**	**$ 1,748,000**
Total Revenues	**$ 29,054,479**	**$ 31,818,085**	**$ 25,538,817**	**$ 26,910,000**
EXPENDITURES				
Salary				
Regular	4,889,581	5,338,325	5,934,274	6,456,956
Overtime	263,666	230,482	117,800	117,800
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	1,381,813	1,499,721	1,711,746	1,813,540
Retiree Medical	90,011	95,090	93,116	92,990
PERS	1,003,407	1,221,740	1,609,893	1,656,027
Program Reduction Savings				(78,803)
Furlough / COLA Deferral	—	—	—	(180,568)
Charges (to)/from other programs	(176,849)	(44,899)	(150,000)	(150,000)
Net Staffing Expense	**$ 7,451,630**	**$ 8,340,458**	**$ 9,316,828**	**$ 9,727,941**
Maintenance & Utilities	913,689	866,796	1,255,529	1,255,529
Supplies & Services	2,619,125	2,261,183	2,869,760	2,909,760
Internal Service Fees	781,288	809,442	828,017	738,083
Debt Service	3,773,065	3,276,700	3,732,665	3,407,940
Net Operating Expense	**$ 8,087,167**	**$ 7,214,121**	**$ 8,685,971**	**$ 8,311,312**
Fund Transfers Out to				
Cost Allocation to General Fund	823,783	823,783	823,783	823,783
Liability Insurance Premium	399,874	389,406	358,941	433,977
Cap Proj Transf to Tech Replacement				
Transfer Out to Other	—	100,000	100,000	100,000

Public Works & Utilities - Utilities & Environmental Services Department

Wastewater - Enterprise Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Sewer Capital Replacement	7,179,420	4,000,000	5,215,000	5,000,000
Connection Fee to Sewer Imprvmnt			—	—
Net Transfers Out	**8,403,077**	**5,313,189**	**6,497,724**	**6,357,760**
Total Expenditures	**$ 23,941,874**	**$ 20,867,768**	**$ 24,500,523**	**$ 24,397,013**
Net Change	**5,112,606**	**10,950,317**	**1,038,294**	**2,512,988**

Public Works & Utilities - Utilities & Environmental Services Department

Stormwater - Enterprise Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Stormwater Revenue	$ 2,052,378	$ 2,065,699	$ 2,020,000	$ 2,020,000
Street Cleaning Fees	1,022,276	1,257,418	1,200,000	1,200,000
Interest	23,294	131,907	16,000	16,000
Fees and Service Charges	1,900	2,300	17,000	17,000
Other Revenue	—	3,399	—	—
Total Revenue	**$ 3,099,848**	**$ 3,460,722**	**$ 3,253,000**	**$ 3,253,000**
Fund Transfers In from				
ISF Fleet	1,095	—	—	—
Other	—	—	—	—
	$ 1,095	**$ —**	**$ —**	**$ —**
Total Revenues	**$ 3,100,943**	**$ 3,460,722**	**$ 3,253,000**	**$ 3,253,000**
EXPENDITURES				
Expenditures				
Salary				
Regular	1,112,186	1,166,353	1,157,936	1,246,175
Overtime	28,276	41,502	34,000	34,000
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	366,975	374,462	407,036	424,360
Retiree Medical	21,152	21,381	20,723	20,614
PERS	228,920	263,755	315,351	322,154
Program Reduction Savings				—
Furlough/COLA Deferral	—	—	—	(42,212)
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 1,757,510**	**$ 1,867,453**	**$ 1,935,046**	**$ 2,005,092**
Maintenance & Utilities	49,719	17,703	20,854	20,854
Supplies & Services	354,765	495,507	511,564	511,564
Internal Service Fees	343,119	299,695	316,824	302,978
Net Operating Expense	**$ 747,603**	**$ 812,905**	**$ 849,242**	**$ 835,396**
Fund Transfers Out to				
Cost Allocation to General Fund	125,049	125,049	125,049	125,049
Liability Insurance Premium	33,749	47,117	27,840	42,619
Capital Trsfr for Stormwater Sys Imp.	—	—	100,000	2,361,000
Transfer Out to Other	—	—	—	—
Net Transfers Out	**$ 158,798**	**$ 172,166**	**$ 252,889**	**$ 2,528,668**
Total Expenditures	**$ 2,663,911**	**$ 2,852,524**	**$ 3,037,177**	**$ 5,369,156**
Other Department Operating Costs (Maintenance Services - Street Maintenance)	(1,604,615)	(1,634,855)	(1,718,131)	(1,739,878)
Total Department Expenditures	**$ 1,059,296**	**$ 1,217,669**	**$ 1,319,046**	**$ 3,629,278**

Public Works & Utilities - Utilities & Environmental Services Department

Net Change	**437,033**	**608,198**	**215,823**	**(2,116,155)**

Public Works & Utilities - Utilities & Environmental Services Department

Recycled Water - Enterprise Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
REVENUES				
Revenue				
Recycled Water Sales	$ —	$ —	$ 165,000	$ 597,300
Recycled Water Service Fee	—	—	14,250	56,700
Transfer in From Other	—	—	150,000	—
Total Revenue	**$ —**	**$ —**	**$ 329,250**	**$ 654,000**
Total Revenues	**$ —**	**$ —**	**$ 329,250**	**$ 654,000**
EXPENDITURES				
Expenditures				
Salary				
Regular	—	—	76,560	85,307
Overtime	—	—	—	—
Targeted Savings	—	—	—	—
Benefits				—
Fringe Benefits	—	—	29,361	30,505
Retiree Medical	—	—	—	1,241
PERS	—	—	21,317	21,820
Furlough / COLA Deferral	—	—	—	—
Net Staffing Expense	**$ —**	**$ —**	**$ 127,238**	**$ 138,873**
Maintenance & Utilities	$ —	$ —	$ 3,700	7,300
Supplies & Services	—	—	3,000	6,000
Internal Service Fees	—	—	—	9,620
Debt Service	—	—	—	693,068
Net Operating Expense	**$ —**	**$ —**	**$ 6,700**	**$ 715,988**
Transfer Out to Other Funds				
Liability Insurance Premium	—	—	—	4,262
Capital Fund	—	—	—	182,800
Total Transfer Out	—	—	—	187,062
Total Expenditures	**$ —**	**$ —**	**$ 133,938**	**$ 1,041,923**
Net Change	**—**	**—**	**195,312**	**(387,923)**

CITY OF HAYWARD DEBT

The City's Debt Service Program (Debt) finances the cost of capital improvements through various debt instruments (see list below). Debt service payments are generally made on an annual or semiannual basis. This section of the document contains debt service information for the General Fund and all other funds with Debt, including anticipated Debt issuances in the coming fiscal year.

Debt Limit Computation (projected June 30, 2020) – The City of Hayward is a charter city and, as such, does not have a debt limit. However, if it were a general law city, its legal debt limit and debt limit margin would be calculated as follows:

Total FY 2020 projected assessed valuation (less exemptions)	$	23,275,034,555
Debt limit (15% of assessed value)	$	3,491,255,183
Amount of legal debt applicable to the debt limit	$	83,653,438
Legal debt margin (if Hayward were a general law city)	$	3,491,255,183
Amount above or (below) Legal Debt Margin	$	(3,407,601,745)

Effects of Existing Non-Tax-Supported Debt levels on Current and Future City Operations – The City's existing and anticipated debt portfolio is not expected to significantly impact current operations due to the fact that all general obligation bonds are entirely tax-supported and has identifiable sources of debt repayment for governmental revenue bonds, certificates of participation, and its enterprise lease revenue bonds presented on the subsequent pages of this section.

Debt Instruments – The City and Successor Agency of the Hayward Redevelopment Agency currently maintain the following types of debt:

- Certificates of Participation
- Revenue Bonds
- Private Placement Bonds
- California Energy Commission (CEC) Loan
- Lease-Purchase Agreements
- State Water Resources Control Board (SWRCB) Loan
- Tax Allocation Bonds (Successor Agency only)
- Special Tax Bonds (CFD only)
- Limited Obligation Improvement Bonds (LID only)
- Internal Fund to Fund Loans

Credit Ratings – Credit ratings are opinions about credit risk published by a rating agency that has analyzed the City's ability and willingness to meet its financial obligations in accordance with the terms of the debt obligations. Credit ratings have a significant impact on the interest rate the City will pay when issuing debt. In May 2018, Moody's Investor Service issued a rating of AA- assigning a negative outlook primarily attributed to the City's large and growing pension related liabilities and future projected pension cost increases in coming year. Many agencies across the state and country have experienced similar rating actions. Prior to the May 2018 rating, Fitch Ratings issued an AA rating for the Certifications of Participation (COPs) (Capital Projects).

CITY OF HAYWARD DEBT SUMMARY

The following is a summary of all outstanding City of Hayward debt, organized by the fund type classifications specified in governmental accounting for each type of debt. Note that the last section, Fiduciary debt, shows obligations that the City of Hayward has fiduciary responsibility to administer, but for which it has no responsibility to repay with its own funds. Fiduciary debt includes the debt of the Redevelopment Successor Agency as well as Special Assessment and Community Facility District debt.

	Issuance Date	Maturity Date	Interest Rate	Original Debt	Debt as of 6/30/2019	Total Debt as of 6/30/2020	Annual P&I (FY 2021)
General Fund						$ 20,537,838	
16Refunding COP	FY2016	FY2027	2.60%-2.76%	$ 19,813,775	$ 12,669,752		$1,977,589
02ABAG/ABAG 33 Refunding	FY2002	FY2021	3.00%-5.00%	$ 1,309,835	$ 80,000		$82,000
15Fire Station #7/Firehouse/Clinic	FY2015	FY2025	2.84%	$ 5,500,000	$ 3,747,484		$452,854
15Fire Station #7 Loan from Water	FY2016	FY2035	2%	$ 3,421,000	$ 3,092,745		$137,741
15Streetlight Conversion #05188	FY2015	FY2024	1%	$ 2,488,880	$ 947,857		$276,262
Measure C Fund						$ 61,865,000	
15Library/Fire Stations/Streets	FY 2016	FY2034	3.00%-5.00%	$ 67,535,000	$ 61,865,000		$5,420,938
Internal Service Fund - Facilities						$ 93,308	
05Equip Lease/Solar Power Energy	FY2006	FY2030	6%	$ 927,290	$-		$-
CEC Solar Energy Loan #7214	FY2012	FY2021	3%	$ 666,330	$ 93,308		$95,414
Internal Service Fund - Fleet						$ 1,157,292	
11Equip Lease-Fire Vehicles	FY2011	FY2021	3.24%	$ 1,991,524	$ 115,503		$117,375
14Equip Lease-Fire Truck	FY2014	FY2024	3.05%	$ 824,000	$ 359,777		$96,226
15 TDA Fire Truck Loan	FY2015	FY2024	2.92%	$ 1,272,000	$ 682,012		$147,594
Internal Service Fund - Technology						$ —	
15Equip Lease/ Network Cisco Hardware	FY 2015	FY2020	N/A	$ 1,699,356	$ —		$—
Water						$ 3,245,000	
13Water Refunding Bonds	FY2014	FY2025	2.76%	$ 7,245,000	$ 3,245,000		$704,562
Sewer						$ 27,702,762	
SWRCB Loan	FY2006	FY2029	—%	$ 54,550,018	$ 24,547,508		$3,059,007
CEC Solar Energy Loan #7505	FY2011	FY2025	3%	$ 2,450,000	$ 1,004,299		$217,810
CEC Solar Energy Loan-Phase II	FY2020	FY2038	1%	$ 2,150,955	$ 2,150,955		$131,122
Recycled Water						21,227,086	
SRCB Loan-Recycled Water	FY2017	FY2049	1%	$ 27,058,436	$ 21,227,086		693,068
Total Governmental and Business Activity Debt						$ 135,828,286	
Fiduciary						$ 5,230,142	
13Community Facility District #1	FY2014	FY2033	4.13%	$ 7,076,294	$ 5,230,142		$534,499
Successor Agency of the Hayward Redevelopment Agency						$ 36,029,019	
RDA Repayment Agreement with GF	FY2016	FY2022	LAIF	$ 11,156,841	$ 8,019,019		$800,000
16 RDA TABS	FY2017	FY2036	2.00%-5.00%	$ 35,270,000	$ 28,010,000		$3,224,550
Special Assessment Districts						$ 130,000	
LID 16	FY1994	FY2020	6.75%-7.10%	$ 2,815,000	$ —		
LID 17	FY2000	FY2024	4.20%-6.13%	$ 396,014	$ 130,000		$32,197

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

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 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.

2016 Certificates of Participation Civic Center
In FY2016, the City refunded the 2007 Certificates of Participation in the amount of $19,813,775 at a rate of 2.6%. The refunding enabled financing of the new City Hall, which includes a parking project, and the acquisition of land to be used for a housing project.

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.

Certificate of Participation and Lease Revenue Bonds

Types of Obligations	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2020	FY 2021 Principal & Interest
2002 ABAG Refunding	12/1/2001	12/1/2020	3.00%-5.00%	$ 1,309,835	$ 80,000	$ 82,000
2016 COP Refunding	6/27/2016	11/1/2026	2.60%-2.76%	$ 19,813,775	$ 12,669,752	$ 1,977,589
Total				**$21,123,610**	**$ 12,749,752**	**$ 2,059,589**

FIRESTATION #7 AND FIREHOUSE CLINIC DEBT SERVICE

2014 Fire Station #7 and Firehouse Clinic Private Placement Loan - $5,500,000: The City entered into a loan with Umpqua Bank in the amount of $5,500,000 on August 1, 2014. Loan proceeds will be used to fund the design and construction of a Firehouse and Wellness Clinic. Principal and interest payments are payable semiannually on February 1 and August 1, commencing February 2015 through maturity on August 1, 2029.

2015 Fire Station Loan from Water-$3,421,000: City inter-fund loan in the amount of $3,421,000 to finance Fire Station #7/Clinic

Fire Station #7/Firehouse Clinic Private Placement/Loan

Types of Obligations	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2020	FY 2021 Principal & Interest
2015 Fire Station #7/Clinic	8/1/2014	8/1/2029	2.84%	$ 5,500,000	$ 3,747,484	$ 452,854
2015 Fire Station Loan from Water	3/24/2016	12/1/2034	2.00%	$ 3,421,000	$ 3,092,745	$ 137,741
Total				**$ 8,921,000**	**$ 6,840,229**	**$ 590,595**

ENGINEERING & TRANSPORTATION STREETLIGHT DEBT SERVICE

2015 California Energy Commission Loan - $2,488,880: The City entered into a loan with the California Energy Commission in the amount of $2,488,880 on June 23, 2014. Loan proceeds will be used to cover the costs of retrofitting the City's streetlights to LEDs. Principal and interest payments are payable semiannually on June 22 and December 22, commencing December 22, 2014 through maturity on December 22, 2023.

Engineering & Transportation Loan

Types of Obligations	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2020	FY 2021 Principal & Interest
2015 Streetlight Conversion #05188	6/22/2014	12/22/2023	1.00%	$ 2,488,880	$ 947,857	$ 276,262
Total				**$ 2,488,880**	**$ 947,857**	**$ 276,262**

MEASURE C DEBT SERVICE

2016 Measure C debt: library/fire stations/streets: During the June 3, 2014 municipal election, the voters of the City of Hayward passed a ballot measure (Measure C) to increase the City's Transaction and Use (Sales) Tax by one half of a percent (0.5%) for twenty years. This half cent increase became effective October 1, 2014, bringing Hayward's total Sales and Use Tax rate to 10% (with the passage of Alameda County's Measure BB .5% Sales Tax increase). This is a general tax, meaning that the City Council may use the proceeds to fund any valid City service, program, or facility at its discretion. Staff estimates that the new sales tax will generate approximately $10 million annually in locally controlled revenue that can be allocated by the City Council and will remain in place for a period of twenty years.

In October of FY 2016 the City issued approximately $67,535,000 in new debt funded by the Measure C funds.

Measure C Debt Service

Types of Obligations	Date of Issue	Date of Maturity	Interest Rates	Estimated Issuance	Outstanding at June 30, 2020	FY 2021 Principal & Interest
2015 Library/Fire Stations/Streets	10/1/2015	12/31/2034	3.00%- 5.00%	$ 67,535,000	$ 61,865,000	$ 5,420,938
Total				**$67,535,000**	**$ 61,865,000**	**$5,420,938**

FACILITIES MANAGEMENT SOLAR EQUIPMENT DEBT SERVICE

2005 Certificate of Participation (COP) - $1,035,000: The City entered into a lease purchase agreement to purchase a solar powered electricity 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. The debt was retired in FY 2020.

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.

Facilities Solar Equipment Debt

Types of Obligations	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2020	FY 2021 Principal & Interest
2005 Solar Power Electrical Generating System COP	3/1/2005	3/15/2030	6.00%	$ 927,290	$ —	$ —
2012 Solar Photovoltaic Panels Loan	6/29/2012	6/22/2021	3.00%	$ 666,330	$ 93,308	$ 95,414
Total				**$ 1,593,620**	**$ 93,308**	**$ 95,414**

FLEET MANAGEMENT - VEHICLE LEASE/PURCHASE DEBT SERVICE

2011 Equipment Leases - $1,991,524: Bank lease for the purchase of various trucks and fire and police vehicles.

2014 Equipment Leases - $824,000: Bank lease for the purchase of fire vehicles.

2015 Equipment Lease - $1,272,000: Bank lease for the purchase of a fire vehicle.

Maintenance Services Loans and Lease Purchase Agreements

Types of Obligations	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2020	FY 2021 Principal & Interest
2011 Equipment Lease - Fire & Maint. Svcs.	10/22/2010	10/22/2017	3.24%	$ 1,991,524	$ 115,503	$ 117,375
2014 Equipment Lease - Fire	1/17/2014	1/17/2024	3.05%	$ 824,000	$ 359,777	$ 96,226
2015 Equipment Lease - Fire	6/15/2015	6/15/2025	2.92%	$ 1,272,000	$ 682,012	$ 147,594
Total				**$ 4,087,524**	**$ 1,157,292**	**$ 361,195**

INFORMATION TECHNOLOGY DEBT SERVICE

2015 Equipment Lease/Comp ERP Cisco Hardware
The City entered into a lease agreement with Cisco Systems to upgrade/replace its Information Systems Network Infrastructure. The debt retired in FY 2019.

Information Technology

Types of Obligations	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2019	FY 2020 Principal & Interest
2015 Equipment Lease/ERP Cisco Hardware	6/15/2015	6/15/2020	N/A	$ 1,699,356	$ —	$ —
Total				**$ 1,699,356**	**$ —**	**$ —**

WATER FUND DEBT SERVICE

2013 Water Revenue Refunding Bonds
In August 2013, the City issued Water Revenue Refunding Bonds, of $7,245,000 to refund the 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.

Water Revenue Refunding Bonds

Types of Obligations	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2020	FY 2021 Principal & Interest
2013 Water Revenue Refunding Bonds	8/1/2013	6/30/2025	2.76%	$ 7,245,000	$ 3,245,000	$ 704,562
Total				**$ 7,245,000**	**$ 3,245,000**	**$ 704,562**

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.

State Water Resources Control Board (SWRCB Loan-Recycled Water)
In February 2017, the City entered into a loan agreement with the State of California's State Water Resources Control Board (SWRCB) to finance the Recycled Water Storage and Distribution Project. The City is responsible for repayment of $24.6M to the SWRCB in exchange for receiving $21.2M in proceeds to fund the Project. The repayments are due from the Recycled Water Fund annually and will commence on January 31, 2021. While the debt is serviced from the Recycled Water Fund (630), there is an offsetting transfer from the Water Operating Fund (605) and revenue generated from Recycled Water sales.

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.

Water Pollution Control Facility - Solar Energy Project Loan (WPCF Solar Energy Loan – Phase II)
In FY 2019, 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 two-megawatt solar energy system construction project phase 2 at the Water Pollution Control Facility. Under the terms of the contract, the City has agreed to repay $2.36 million to the State in exchange for receiving $2.15 million in proceeds.

Waste Water COPs & Loans

Types of Obligations	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2020	FY 2021 Principal & Interest
SWRCB Loan	8/1/2006	6/30/2028	0.00%	$ 54,550,018	$ 24,547,508	$ 3,059,007
SWRCB Loan-Recycled Water	2/16/2017	3/31/2049	1.00%	$ 27,058,436	$ 21,227,086	$ 693,068
WPCF Solar Energy Loan #7505	2/18/2011	6/22/2025	3.00%	$ 2,450,000	$ 1,004,299	$ 217,810
WPCF Solar Energy Loan Phase II	4/15/2020	6/22/2038	1.00%	$ 2,150,955	$ 2,150,955	$ 131,122
Total				**$ 86,209,409**	**$ 48,929,848**	**$ 4,101,007**

Special Assessments

Special assessments are charges imposed against a property in a particular geographic area because that property receives a special benefit from a public improvement, separate and apart from the general benefit accruing to the public at large. Special assessments may be apportioned to a specific property according to the value of the benefit that property receives from the improvement.

The City has sponsored special assessment debt issues on behalf of property owners 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, called Limited Improvement Districts, whereas the benefited property owners pay a special assessment tax to fund the principal and interest payments on the bond used to fund the improvements. Administration of the assessments, including repayment services, are handled by outside firms.

Source of Repayment Funds

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

Limited Obligation Improvement Bond - Local Improvement District (LID)

LIDs are special assessment districts.

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)

A Community Facility District (CFD) is similar in concept to a Limited Improvement District.

CFD 1 - Eden Shores

This CFD was set up to fund Eden Shores public street improvements, including traffic signals, and various sanitary sewer and storm facilities. Special Tax Refunding Bonds, Series 2013 issued in 2013 to refund $7,076,294 of 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 for CFD taxpayers.

Special Assessment Debt

Types of Obligations	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2020	FY 2021 Principal & Interest
1994 - LID 16	6/2/1994	9/2/2019	6.75%-7.10%	$ 2,815,000	$ —	$ —
1999 - LID 17	8/5/1999	9/2/2024	4.20%-6.13%	$ 396,014	$ 130,000	$ 32,197
2013 - CFD 1	10/17/2013	9/1/2032	4.13%	$ 7,076,294	$ 5,230,142	$ 534,499
Total				**$10,287,308**	**$ 5,360,142**	**$ 566,696**

Note: The City contracts with Willdan Financial Services for administration of the LIDs listed above.
The City contracts with Wildan Financial Services for administration of the CFD listed above.

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

2016 RDA Tax Allocation Bonds - $35,270,000 financing from refunding of 2004 and 2006 RDA Tax Allocation Bonds for a variety of public projects. Projects included various improvements to public parking in the downtown area, as well as public improvements associated with construction of the new Burbank School and expanded Cannery Park.

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 $11,156,841. Repayment now pending the RDA Dissolution process.

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.

Hayward RDA Successor Agency Debt

Types of Obligations	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2020	FY 2021 Principal & Interest
2016 RDA TABS	12/1/2016	3/1/2036	LAIF	$ 35,270,000	$ 28,010,000	$ 3,224,550
2008 RDA Repayment Agreement (GF)	6/1/2008	6/30/2022	2.00%-5.00%	$ 11,156,841	$ 8,019,019	$ 800,000
Total				**$ 46,426,841**	**$ 36,029,019**	**$ 4,024,550**

THIS PAGE INTENTIONALLY LEFT BLANK

CAPITAL IMPROVEMENT PROGRAM FY 2021 - FY 2030

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, although there is a direct relationship with funding. 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 from operating revenue funds to the CIP funds. Any on-going costs related to the projects such as maintenance and debt service are included in the City's operating budget.

The capital program is supported through a variety of funding sources and is largely comprised of restricted-use funds such as the Gas Tax, Measures B and BB, Measure C and enterprise (e.g., Sewer, Water, and Airport) funds. The General Fund 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 project financing from outside funding sources such as state and federal grants.

The CIP development process is comprehensive and includes review by various committees and commissions. The CIP process begins with staff's preparation of projects and related cost estimates, which are framed by the guidance provided Council, as well as the needs of the community. The projects are also designed to meet the requirements of the City's General Plan, specific plans, and master plans. The capital project funding requests are then submitted for evaluation to an internal capital projects review committee. Once the review committee's feedback is incorporated, the Recommended Ten-Year CIP is compiled and typically presented to the Council Infrastructure Committee for review and input, as well as the Planning Commission for conformance with the General Plan. However, due to the disruptions caused by the COVID-19 pandemic, this year's CIP was not reviewed by the Council Infrastructure Committee (CIC). The Recommended Ten-Year CIP is then reviewed by Council at a work session. The public has the opportunity to provide comments at each of these meetings, as well as at the final public hearing in late May or June. Finally, the capital spending plan for the upcoming year is adopted by Council via 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 2021 CAPITAL IMPROVEMENT BUDGET

The City of Hayward's FY 2021 capital budget totals approximately $73 million and includes projected total programming of $471 million for the period FY 2021 through FY 2030. This year, to reduce impact on the General Fund and other funds in response the COVID-19 pandemic, $6.842 million in capital improvement programming that staff was originally going to recommend for FY21 has been deferred into future years. Notably, $2 million in funding for the South Hayward Youth & Family Center was deferred to future years, as was approximately $2.5 million in fleet replacements for Fire, Police, and other departments.

The Capital Improvement Program contains 23 funds in which projects are funded and programmed: Gas Tax (210), RRAA (211), Measure BB – Local Transportation (212), Measure BB – Pedestrian & Bicycle (213), Measure B - Local Transportation (215), Measure B - Pedestrian & Bicycle (216), Vehicle Registration Fee (218), Capital Projects - Governmental (405), Measure C Capital (406), Route 238 Corridor Improvement (410), Route 238 Settlement (411), Route 238 Property Management (412), Street System Improvement (450), Transportation Improvement (460), Water Replacement (603), Water Improvement (604), Sewer Replacement (611), Sewer Improvement (612), Airport Capital (621), Facilities Capital (726), Information Technology Capital (731), Fleet Management Capital (736), and Fleet Management Enterprise (737).

Major New projects in the FY 2021 capital budget include the following:	*Lifetime Budget*	
FY21 Pavement Rehabilitation (210, 211, 212, 215, 218)	$	10,465,000
FY21 New Sidewalks (210, 216)	$	850,000
FY21 Sidewalk Rehabilitation (450)	$	550,000
FY21 Annual Water Line Replacements (603)	$	2,500,000
FY21 Annual Sewer Line Replacements (611)	$	4,000,000
WPCF New Final Clarifier (612)	$	12,650,000
Nutrient Management Design (612)	$	5,400,000
Trash Capture Device Installations (612)	$	1,841,000
Taxiway Foxtrot Rehabilitation Design/Construction (621)	$	2,789,000
Total	**$**	**41,045,000**

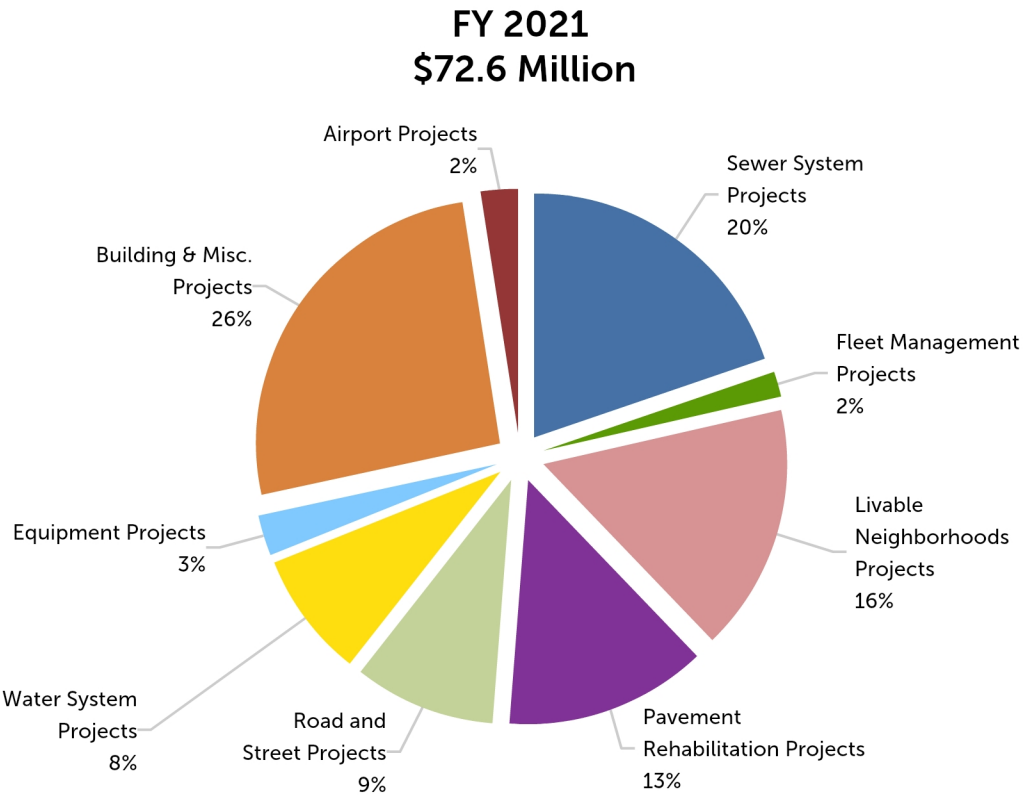
Major continuing project expenses Stated in the FY 2021 capital budget include the following:	*Lifetime Budget*	
South Hayward Youth and Family Center (405)	$	7,600,000
La Vista Park (405)	$	24,104,000
New Fire Station No. 6 & Fire Training Center (406)	$	76,092,000
Mission Blvd. Improvement Phase 2 Construction (410)	$	31,944,000
Mission Blvd. Improvement Phase 3 Final Design + Construction (410)	$	17,386,000
Main Street Complete Street Project (450)	$	2,225,000
WPCF Headworks Bar Screens Project (612)	$	4,845,000
Sulphur Creek Mitigation - Design + Construction (621)	$	4,200,000
Total	**$**	**168,396,000**

GENERAL FUND IMPACTS

Because the City operating budget essentially funds some 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.

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 and replacement of these projects.

FY 2021 CIP EXPENDITURES BY CATEGORY - ALL FUNDS



Project Category	FY 2020 Adopted	FY 2021 Adopted	Change (+/-)
Sewer System Projects	18,908,000	14,351,000	(4,557,000)
Livable Neighborhoods Projects	27,192,000	11,880,000	(15,312,000)
Pavement Rehabilitation Projects	10,913,000	9,728,000	(1,185,000)
Road and Street Projects	24,120,000	6,812,000	(17,308,000)
Water System Projects	22,240,000	6,040,000	(16,200,000)
Building & Misc. Projects	31,825,000	18,805,000	(13,020,000)
Equipment Projects	2,499,000	1,956,000	(543,000)
Airport Projects	5,884,000	1,787,000	(4,097,000)
Fleet Management Projects	4,249,000	1,215,000	(3,034,000)
Total Capital Improvement Projects	**$ 147,830,000**	**$ 72,574,000**	**$ (75,256,000)**

GENERAL FUND FIVE-YEAR CIP COSTS

Program Areas	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected
Capital Projects (General)	640,000	15,000	3,000,000	850,000	850,000	850,000
Transfer to Fund 405						
Transportation System Improvement	350,000	400,000	425,000	450,000	450,000	425,000
Transfer to Fund 460						
Facilities Capital	360,000	-	300,000	260,000	260,000	260,000
Transfer to Fund 726						
Information Technology	700,000	435,000	700,000	700,000	750,000	750,000
Transfer to Fund 731						
Fleet Capital	35,000	-	-	-	-	
Transfer to Fund 736						
Transfer from General Fund	**2,085,000**	**850,000**	**4,425,000**	**2,260,000**	**2,310,000**	**2,285,000**
Facilities Management ISF Charges						
Transfer to Fund 726	225,000	300,000	350,000	350,000	350,000	400,000
Information Technology ISF Charges						
Transfer to Fund 731	756,000	756,000	800,000	800,000	875,000	875,000
General Fund Fleet ISF Charges						
Transfer to Fund 736	2,325,000	500,000	3,000,000	3,000,000	3,000,000	3,000,000
ISF Charges from General Fund	**3,306,000**	**1,556,000**	**4,150,000**	**4,150,000**	**4,225,000**	**4,275,000**
Total General Fund CIP	**5,391,000**	**2,406,000**	**8,575,000**	**6,410,000**	**6,535,000**	**6,560,000**

FY21 LIVABLE NEIGHBORHOODS

Expenditure amounts do not include reimbursements, transfers between funds, or vehicle replacements and operating/maintenance expense.			PRIOR EXPEND.	FY21 EXPEND.	FY22 EXPEND.	FY23 EXPEND.	FY24 EXPEND.	FY25 EXPEND.	FY26 EXPEND.	FY27 EXPEND.	FY28 EXPEND.	FY29 EXPEND.	FY30 EXPEND.	FY21-30 TOTAL
			(In thousands)											
FUND	PROJECT NUMBER	DESCRIPTION												
PEDESTRIAN IMPROVEMENTS														
Measure B - Ped & Bike (216)	05175	Pedestrian Traffic Signal Modifications and Improvements	95	25	25	0	0	0	0	0	0	0	0	50
Measure Bb - Ped & Bike (213)	05235	Pedestrian Traffic Signal Improvements	25	25	25	25	25	25	25	25	25	25	25	250
Measure B - Ped & Bike (216)	05260	Project Predesign Services	70	25	25	0	0	0	0	0	0	0	0	50
Measure B - Ped & Bike (216)	05271	Pedestrian Master Plan/Update Bicycle Master Plan	352	0	0	0	0	0	0	0	0	0	0	0
Measure B - Ped & Bike (216)	05294	Mission-Torrano HAWK Pedestrian Signal	130	0	0	0	0	0	0	0	0	0	0	0
Measure Bb - Ped & Bike (213)	05307	Patrick/Gading Class IV Bike Lane (NEW)	0	0	250	0	0	0	0	0	0	0	0	250
Measure Bb - Ped & Bike (213)	05308	HAWK Pedestrian Signal Installation (NEW)	0	0	0	200	0	0	0	0	0	0	0	200
Transportation System Improvem (460)	05701	Signal Timing and Controller Replacement Program - Hesperian, Tennyson, and Winton	680	0	0	0	0	0	0	0	0	0	0	0
Transportation System Improvem (460)	05893	Quick Response Traffic Safety Projects	22	20	20	20	20	20	20	20	20	20	20	200
		SUBTOTAL		**95**	**345**	**245**	**45**	**45**	**45**	**45**	**45**	**45**	**45**	**1,000**
WHEELCHAIR RAMPS														
Special Gas Tax (210)	05213	Wheelchair Ramps - FY19- Districts 6 & 9	142	0	0	0	0	0	0	0	0	0	0	0
Special Gas Tax (210)	05221	Wheelchair Ramps - FY20 - Districts 4 & 5	150	0	0	0	0	0	0	0	0	0	0	0
Special Gas Tax (210)	05229	Wheelchair Ramps - FY21	10	150	0	0	0	0	0	0	0	0	0	150
Special Gas Tax (210)	05241	Wheelchair Ramps - FY22 -FY30 (NEW)	0	10	150	150	150	150	150	150	150	150	150	1,360
		SUBTOTAL		**160**	**150**	**150**	**150**	**150**	**150**	**150**	**150**	**150**	**150**	**1,510**
SIDEWALK REHABILITATION & NEW SIDEWALK														
Measure Bb - Ped & Bike (213)	05234	New Sidewalks - Measure BB - FY20	375	0	0	0	0	0	0	0	0	0	0	0
Measure Bb - Ped & Bike (213)	05246	New Sidewalks - Measure BB - FY18 - Muir St., Calhoun St.	397	0	0	0	0	0	0	0	0	0	0	0
Measure Bb - Ped & Bike (213)	05247	New Sidewalks - Measure BB - FY19	350	0	0	0	0	0	0	0	0	0	0	0
Street System Improvement (450)	05249	Sidewalk Rehabilitation FY19 - Distrcits 6 & 9	960	0	0	0	0	0	0	0	0	0	0	0
Street System Improvement (450)	05256	Sidewalk Rehabilitation FY18 - Districts 2 & 3	955	0	0	0	0	0	0	0	0	0	0	0
Measure B - Ped & Bike (216)	05258	New Sidewalks FY17 - Walpert Street	480	0	0	0	0	0	0	0	0	0	0	0
Measure Bb - Ped & Bike (213)	05259	New Sidewalks - Measure BB - FY17 - Walpert Street	495	0	0	0	0	0	0	0	0	0	0	0
Measure B - Ped & Bike (216)	05272	New Sidewalks FY18 - Muir and Calhoun	420	0	0	0	0	0	0	0	0	0	0	0
Measure Bb - Ped & Bike (213)	05278	Project Predesign Services	40	20	20	40	40	40	40	40	40	40	40	360

FY21 LIVABLE NEIGHBORHOODS

Expenditure amounts do not include reimbursements, transfers between funds, or vehicle replacements and operating/maintenance expense.			PRIOR EXPEND.	FY21 EXPEND.	FY22 EXPEND.	FY23 EXPEND.	FY24 EXPEND.	FY25 EXPEND.	FY26 EXPEND.	FY27 EXPEND.	FY28 EXPEND.	FY29 EXPEND.	FY30 EXPEND.	FY21-30 TOTAL
			(In thousands)											
FUND	PROJECT NUMBER	DESCRIPTION												
Measure B - Ped & Bike (216)	05284	New Sidewalks FY19	420	0	0	0	0	0	0	0	0	0	0	0
Street System Improvement (450)	05285	Sidewalk Rehabilitaion FY20 - Districts 4 & 5	650	0	0	0	0	0	0	0	0	0	0	0
Measure B - Ped & Bike (216)	05293	New Sidewalks FY20	400	0	0	0	0	0	0	0	0	0	0	0
Street System Improvement (450)	05302	Sidewalk Rehabilitation FY21 (NEW)	0	550	0	0	0	0	0	0	0	0	0	550
Street System Improvement (450)	05303	Sidewalk Rehabilitation FY22-FY30 (TBD-FY22)	0	0	900	900	900	900	900	900	900	900	900	8,100
Measure Bb - Ped & Bike (213)	05304	New Sidewalks FY21 (NEW)	0	375	0	0	0	0	0	0	0	0	0	375
Measure B - Ped & Bike (216)	05304	New Sidewalks FY21 (NEW)	0	475	0	0	0	0	0	0	0	0	0	475
Measure Bb - Ped & Bike (213)	05305	New Sidewalks FY22 - FY30 (TBD-FY22)	0	0	375	375	750	750	700	750	750	750	750	5,950
Measure B - Ped & Bike (216)	05305	New Sidewalks FY22 (TBD-FY22)	0	0	361	0	0	0	0	0	0	0	0	361
		SUBTOTAL		**1,420**	**1,656**	**1,315**	**1,690**	**1,690**	**1,640**	**1,690**	**1,690**	**1,690**	**1,690**	**16,171**
TRAFFIC CALMING														
Special Gas Tax (210)	05116	Congestion Management Program	147	123	130	137	144	151	158	165	172	179	186	1,545
Measure B - Local Transportati (215)	05166	Speed Monitoring Devices	263	120	120	0	0	0	0	0	0	0	0	240
Measure Bb - Local Transportat (212)	05217	Hayward Blvd. Traffic Calming Study	120	0	0	0	0	0	0	0	0	0	0	0
Measure Bb - Local Transportat (212)	05225	D Street Traffic Calming Study	120	0	0	0	0	0	0	0	0	0	0	0
Measure Bb - Local Transportat (212)	05233	Speed Monitoring Devices	60	60	60	120	120	120	120	120	120	120	120	1,080
Transportation System Improvem (460)	05274	Traffic Impact Fee Study	177	0	0	0	0	0	0	0	0	0	0	0
Transportation System Improvem (460)	05734	Traffic Calming Implementation Program	222	90	90	90	90	90	90	90	90	90	90	900
Transportation System Improvem (460)	05736	Traffic Management Center Assessment and Training (NEW)	0	85	0	0	0	0	0	0	0	0	0	85
		SUBTOTAL		**478**	**400**	**347**	**354**	**361**	**368**	**375**	**382**	**389**	**396**	**3,850**
STREET TREES/MEDIAN LANDSCAPING/MURALS														
Capital Projects (405)	05102	Landscape Material/Median Tree/Shrub Replacements	262	105	105	105	105	105	105	105	105	105	105	1,050
Street System Improvement (450)	05243	Median Landscaping Improvement Project FY23 - Industrial Blvd. - Hwy 92 to Arf Ave.	0	0	0	50	1,050	0	0	0	0	0	0	1,100
Street System Improvement (450)	05255	Median Landscaping Improvement Project FY19 - Hesperian - Winton to Chabot Ct.	640	0	0	0	0	0	0	0	0	0	0	0
Street System Improvement (450)	05263	Median Landscaping Improvement Project FY18 - Industrial Parkway - Hesperian to Hwy 880	661	0	0	0	0	0	0	0	0	0	0	0
Street System Improvement (450)	05281	Median Landscaping Improvement Project FY20 - Hesperian - West A St. to Winton	2	0	850	0	0	0	0	0	0	0	0	850

FY21 LIVABLE NEIGHBORHOODS

Expenditure amounts do not include reimbursements, transfers between funds, or vehicle replacements and operating/maintenance expense.			PRIOR EXPEND.	FY21 EXPEND.	FY22 EXPEND.	FY23 EXPEND.	FY24 EXPEND.	FY25 EXPEND.	FY26 EXPEND.	FY27 EXPEND.	FY28 EXPEND.	FY29 EXPEND.	FY30 EXPEND.	FY21-30 TOTAL
			(In thousands)											
FUND	PROJECT NUMBER	DESCRIPTION												
Rte 238 Corridor Improvements (410)	05288	Mission Blvd. Improvements Phase 2 Linear Park Landscape	275	2,538	0	0	0	0	0	0	0	0	0	2,538
Street System Improvement (450)	05291	Median Island Curb Reconstruction - Industrial Pkwy West	322	0	0	0	0	0	0	0	0	0	0	0
Capital Projects (405)	06906	Mural/Art Program	100	0	0	0	0	0	0	0	0	0	0	0
Capital Projects (405)	06978	Foothill Gateway Landscape Plan	50	0	0	0	0	0	0	0	0	0	0	0
		SUBTOTAL		**2,643**	**955**	**155**	**1,155**	**105**	**105**	**105**	**105**	**105**	**105**	**5,538**
TRAFFIC SIGNAL AND STREETLIGHT ENERGY/MAINTENANCE														
Special Gas Tax (210)	05186	Traffic Signal Energy	372	376	379	383	387	391	395	399	403	407	411	3,931
Special Gas Tax (210)	05187	Traffic Signal Maintenance	379	387	394	402	410	418	427	435	444	453	462	4,233
Transportation System Improvem (460)	05709	Traffic Control Devices Repair/Replacement	41	40	40	40	40	40	40	40	40	40	40	400
Transportation System Improvem (460)	05710	Huntwood Coordination Software	85	0	0	0	0	0	0	0	0	0	0	0
Transportation System Improvem (460)	05856	Controller Cabinet Replacement and Battery Back Up Program	128	115	115	115	115	115	115	115	115	115	115	1,150
		SUBTOTAL		**917**	**929**	**940**	**952**	**964**	**977**	**989**	**1,002**	**1,015**	**1,028**	**9,714**
NEW AND REPLACEMENT STREETLIGHTS														
Special Gas Tax (210)	05132	New and Replacement Streetlights	65	50	50	50	50	50	50	50	50	50	50	500
Special Gas Tax (210)	05188	Streetlight Energy	489	499	509	519	529	540	551	562	573	584	596	5,462
Special Gas Tax (210)	05189	Streetlight Maintenance	150	153	156	159	162	166	169	172	176	179	183	1,675
Special Gas Tax (210)	05223	B Street Lighting	90	0	0	0	0	0	0	0	0	0	0	0
		SUBTOTAL		**702**	**715**	**728**	**742**	**756**	**770**	**784**	**799**	**814**	**829**	**7,637**
NEIGHBORHOOD AMENITIES														
Capital Projects (405)	06914	La Vista Park	24,104	0	0	0	0	0	0	0	0	0	0	0
Capital Projects (405)	06950	Neighborhood Partnership Program Project	173	50	50	50	50	50	50	50	50	50	50	500
Capital Projects (405)	06952	Neighborhood Improvement Grant Program	30	15	15	15	15	0	0	0	0	0	0	60
Capital Projects (405)	06955	Hayward Housing Navigation Center	893	0	0	0	0	0	0	0	0	0	0	0
Capital Projects (405)	06960	South Hayward Youth and Family Center	500	5,100	2,000	0	0	0	0	0	0	0	0	7,100
Capital Projects Measure C (406)	06988	21st Century Library & Community Learning Center - Constr	62,358	0	0	0	0	0	0	0	0	0	0	0
Capital Projects (405)	06992	New Library - Programming /Design	348	0	0	0	0	0	0	0	0	0	0	0
Capital Projects Measure C (406)	07488	Jackson Corridor Median Improvement (New)	0	0	300	300	150	0	0	0	0	0	0	750
Capital Projects Measure C (406)	TC001	Tennyson Corridor Median Improvement	723	300	0	0	0	0	0	0	0	0	0	300
		SUBTOTAL		**5,465**	**2,365**	**365**	**215**	**50**	**50**	**50**	**50**	**50**	**50**	**8,710**
TOTAL LIVABLE NEIGHBORHOODS PROJECTS				**11,880**	**7,515**	**4,246**	**5,303**	**4,121**	**4,104**	**4,188**	**4,223**	**4,257**	**4,293**	**54,130**

FY21 CAPITAL PROJECTS BY CATEGORY

Expenditure amounts do not include reimbursements, transfers between funds, or vehicle replacements and operating/maintenance expense.			PRIOR EXPEND.	FY21 EXPEND.	FY22 EXPEND.	FY23 EXPEND.	FY24 EXPEND.	FY25 EXPEND.	FY26 EXPEND.	FY27 EXPEND.	FY28 EXPEND.	FY29 EXPEND.	FY30 EXPEND.	FY21-30 TOTAL
			(In thousands)											
FUND	**PROJECT NUMBER**	**DESCRIPTION**												
LIVABLE NEIGHBORHOODS														
Special Gas Tax (210)	05116	Congestion Management Program	147	123	130	137	144	151	158	165	172	179	186	1,545
Special Gas Tax (210)	05132	New and Replacement Streetlights	65	50	50	50	50	50	50	50	50	50	50	500
Special Gas Tax (210)	05186	Traffic Signal Energy	372	376	379	383	387	391	395	399	403	407	411	3,931
Special Gas Tax (210)	05187	Traffic Signal Maintenance	379	387	394	402	410	418	427	435	444	453	462	4,233
Special Gas Tax (210)	05188	Streetlight Energy	489	499	509	519	529	540	551	562	573	584	596	5,462
Special Gas Tax (210)	05189	Streetlight Maintenance	150	153	156	159	162	166	169	172	176	179	183	1,675
Special Gas Tax (210)	05213	Wheelchair Ramps - FY19- Districts 6 & 9	142	-	-	-	-	-	-	-	-	-	-	-
Special Gas Tax (210)	05221	Wheelchair Ramps - FY20 - Districts 4 & 5	150	-	-	-	-	-	-	-	-	-	-	-
Special Gas Tax (210)	05223	B Street Lighting	90	-	-	-	-	-	-	-	-	-	-	-
Special Gas Tax (210)	05229	Wheelchair Ramps - FY21	10	150	-	-	-	-	-	-	-	-	-	150
Special Gas Tax (210)	05241	Wheelchair Ramps - FY22 -FY30 (NEW)	-	10	150	150	150	150	150	150	150	150	150	1,360
Measure Bb - Local Transportat (212)	05217	Hayward Blvd. Traffic Calming Study	120	-	-	-	-	-	-	-	-	-	-	-
Measure Bb - Local Transportat (212)	05225	D Street Traffic Calming Study	120	-	-	-	-	-	-	-	-	-	-	-
Measure Bb - Local Transportat (212)	05233	Speed Monitoring Devices	60	60	60	120	120	120	120	120	120	120	120	1,080
Measure Bb - Ped & Bike (213)	05234	New Sidewalks - Measure BB - FY20	375	-	-	-	-	-	-	-	-	-	-	-
Measure Bb - Ped & Bike (213)	05235	Pedestrian Traffic Signal Improvements	25	25	25	25	25	25	25	25	25	25	25	250
Measure Bb - Ped & Bike (213)	05246	New Sidewalks - Measure BB - FY18 - Muir St., Calhoun St.	397	-	-	-	-	-	-	-	-	-	-	-
Measure Bb - Ped & Bike (213)	05247	New Sidewalks - Measure BB - FY19	350	-	-	-	-	-	-	-	-	-	-	-
Measure Bb - Ped & Bike (213)	05259	New Sidewalks - Measure BB - FY17 - Walpert Street	495	-	-	-	-	-	-	-	-	-	-	-
Measure Bb - Ped & Bike (213)	05278	Project Predesign Services	40	20	20	40	40	40	40	40	40	40	40	360
Measure Bb - Ped & Bike (213)	05304	New Sidewalks FY21 (NEW)	-	375	-	-	-	-	-	-	-	-	-	375
Measure Bb - Ped & Bike (213)	05305	New Sidewalks FY22 - FY30 (TBD-FY22)	-	-	375	375	750	750	700	750	750	750	750	5,950
Measure Bb - Ped & Bike (213)	05307	Patrick/Gading Class IV Bike Lane (NEW)	-	-	250	-	-	-	-	-	-	-	-	250
Measure Bb - Ped & Bike (213)	05308	HAWK Pedestrian Signal Installation (NEW)	-	-	-	200	-	-	-	-	-	-	-	200
Measure B - Local Transportati (215)	05166	Speed Monitoring Devices	263	120	120	-	-	-	-	-	-	-	-	240
Measure B - Ped & Bike (216)	05175	Pedestrian Traffic Signal Modifications and Improvements	95	25	25	-	-	-	-	-	-	-	-	50
Measure B - Ped & Bike (216)	05258	New Sidewalks FY17 - Walpert Street	480	-	-	-	-	-	-	-	-	-	-	-
Measure B - Ped & Bike (216)	05260	Project Predesign Services	70	25	25	-	-	-	-	-	-	-	-	50
Measure B - Ped & Bike (216)	05271	Pedestrian Master Plan/Update Bicycle Master Plan	352	-	-	-	-	-	-	-	-	-	-	-

FY21 CAPITAL PROJECTS BY CATEGORY

Expenditure amounts do not include reimbursements, transfers between funds, or vehicle replacements and operating/maintenance expense.			PRIOR EXPEND.	FY21 EXPEND.	FY22 EXPEND.	FY23 EXPEND.	FY24 EXPEND.	FY25 EXPEND.	FY26 EXPEND.	FY27 EXPEND.	FY28 EXPEND.	FY29 EXPEND.	FY30 EXPEND.	FY21-30 TOTAL
			(In thousands)											
FUND	**PROJECT NUMBER**	**DESCRIPTION**												
Measure B - Ped & Bike (216)	05272	New Sidewalks FY18 - Muir and Calhoun	420	-	-	-	-	-	-	-	-	-	-	-
Measure B - Ped & Bike (216)	05284	New Sidewalks FY19	420	-	-	-	-	-	-	-	-	-	-	-
Measure B - Ped & Bike (216)	05293	New Sidewalks FY20	400	-	-	-	-	-	-	-	-	-	-	-
Measure B - Ped & Bike (216)	05294	Mission-Torrano HAWK Pedestrian Signal	130	-	-	-	-	-	-	-	-	-	-	-
Measure B - Ped & Bike (216)	05304	New Sidewalks FY21 (NEW)	-	475	-	-	-	-	-	-	-	-	-	475
Measure B - Ped & Bike (216)	05305	New Sidewalks FY22 (TBD-FY22)	-	-	361	-	-	-	-	-	-	-	-	361
Capital Projects (405)	05102	Landscape Material/Median Tree/Shrub Replacements	262	105	105	105	105	105	105	105	105	105	105	1,050
Capital Projects (405)	06906	Mural/Art Program	100	-	-	-	-	-	-	-	-	-	-	-
Capital Projects (405)	06914	La Vista Park	24,104	-	-	-	-	-	-	-	-	-	-	-
Capital Projects (405)	06950	Neighborhood Partnership Program Project	173	50	50	50	50	50	50	50	50	50	50	500
Capital Projects (405)	06952	Neighborhood Improvement Grant Program	30	15	15	15	15	-	-	-	-	-	-	60
Capital Projects (405)	06955	Hayward Housing Navigation Center	893	-	-	-	-	-	-	-	-	-	-	-
Capital Projects (405)	06960	South Hayward Youth and Family Center	500	5,100	2,000	-	-	-	-	-	-	-	-	7,100
Capital Projects (405)	06978	Foothill Gateway Landscape Plan	50	-	-	-	-	-	-	-	-	-	-	-
Capital Projects (405)	06992	New Library - Programming /Design	348	-	-	-	-	-	-	-	-	-	-	-
Capital Projects Measure C (406)	06988	21st Century Library & Community Learning Center - Constr	62,358	-	-	-	-	-	-	-	-	-	-	-
Capital Projects Measure C (406)	07488	Jackson Corridor Median Improvement (New)	-	-	300	300	150	-	-	-	-	-	-	750
Capital Projects Measure C (406)	TC001	Tennyson Corridor Median Improvement	723	300	-	-	-	-	-	-	-	-	-	300
Rte 238 Corridor Improvements (410)	05288	Mission Blvd. Improvements Phase 2 Linear Park Landscape	275	2,538	-	-	-	-	-	-	-	-	-	2,538
Street System Improvement (450)	05243	Median Landscaping Improvement Project FY23 - Industrial Blvd. - Hwy 92 to Arf Ave.	-	-	-	50	1,050	-	-	-	-	-	-	1,100
Street System Improvement (450)	05249	Sidewalk Rehabilitation FY19 - Districts 6 & 9	960	-	-	-	-	-	-	-	-	-	-	-
Street System Improvement (450)	05255	Median Landscaping Improvement Project FY19 - Hesperian - Winton to Chabot Ct.	640	-	-	-	-	-	-	-	-	-	-	-
Street System Improvement (450)	05256	Sidewalk Rehabilitation FY18 - Districts 2 & 3	955	-	-	-	-	-	-	-	-	-	-	-
Street System Improvement (450)	05263	Median Landscaping Improvement Project FY18 - Industrial Parkway - Hesperian to Hwy 880	661	-	-	-	-	-	-	-	-	-	-	-
Street System Improvement (450)	05281	Median Landscaping Improvement Project FY20 - Hesperian - West A St. to Winton	2	-	850	-	-	-	-	-	-	-	-	850
Street System Improvement (450)	05285	Sidewalk Rehabilitation FY20 - Districts 4 & 5	650	-	-	-	-	-	-	-	-	-	-	-
Street System Improvement (450)	05291	Median Island Curb Reconstruction - Industrial Pkwy West	322	-	-	-	-	-	-	-	-	-	-	-
Street System Improvement (450)	05302	Sidewalk Rehabilitation FY21 (NEW)	-	550	-	-	-	-	-	-	-	-	-	550
Street System Improvement (450)	05303	Sidewalk Rehabilitation FY22-FY30 (TBD-FY22)	-	-	900	900	900	900	900	900	900	900	900	8,100

FY21 CAPITAL PROJECTS BY CATEGORY

Expenditure amounts do not include reimbursements, transfers between funds, or vehicle replacements and operating/maintenance expense.			PRIOR EXPEND.	FY21 EXPEND.	FY22 EXPEND.	FY23 EXPEND.	FY24 EXPEND.	FY25 EXPEND.	FY26 EXPEND.	FY27 EXPEND.	FY28 EXPEND.	FY29 EXPEND.	FY30 EXPEND.	FY21-30 TOTAL
			(In thousands)											
FUND	**PROJECT NUMBER**	**DESCRIPTION**												
Transportation System Improvem (460)	05274	Traffic Impact Fee Study	177	-	-	-	-	-	-	-	-	-	-	-
Transportation System Improvem (460)	05701	Signal Timing and Controller Replacement Program - Hesperian, Tennyson, and Winton	680	-	-	-	-	-	-	-	-	-	-	-
Transportation System Improvem (460)	05709	Traffic Control Devices Repair/Replacement	41	40	40	40	40	40	40	40	40	40	40	400
Transportation System Improvem (460)	05710	Huntwood Coordination Software	85	-	-	-	-	-	-	-	-	-	-	-
Transportation System Improvem (460)	05734	Traffic Calming Implementation Program	222	90	90	90	90	90	90	90	90	90	90	900
Transportation System Improvem (460)	05736	Traffic Management Center Assessment and Training (NEW)	-	85	-	-	-	-	-	-	-	-	-	85
Transportation System Improvem (460)	05856	Controller Cabinet Replacement and Battery Back Up Program	128	115	115	115	115	115	115	115	115	115	115	1,150
Transportation System Improvem (460)	05893	Quick Response Traffic Safety Projects	22	20	20	20	20	20	20	20	20	20	20	200
		TOTAL LIVABLE NEIGHBORHOODS PROJECTS		**11,880**	**7,515**	**4,246**	**5,303**	**4,121**	**4,104**	**4,188**	**4,223**	**4,257**	**4,293**	**54,130**
ROAD AND STREET PROJECTS														
Special Gas Tax (210)	05106	Project Predesign	43	40	40	40	40	40	40	40	40	40	40	400
Special Gas Tax (210)	05140	Miscellaneous Curb and Gutter Repair	45	30	30	30	30	30	30	30	30	30	30	300
Special Gas Tax (210)	05228	Street Repairs and Equipment Repl - Maint Svcs	115	90	90	90	90	90	90	70	70	70	70	820
Measure Bb - Local Transportat (212)	05208	Project Predesign Services	111	30	30	30	30	30	30	30	30	30	30	300
Measure Bb - Local Transportat (212)	05218	Tennyson Road Corridor Complete Streets Feasibility Study	100	-	-	-	-	-	-	-	-	-	-	-
Measure Bb - Local Transportat (212)	05306	Jackson Street -Gateway Feasibility Study (NEW)	-	250	-	-	-	-	-	-	-	-	-	250
Measure B - Local Transportati (215)	05199	Project Predesign Services	60	30	30	-	-	-	-	-	-	-	-	60
Measure B - Local Transportati (215)	05237	Downtown Specific Plan Implementation (Foothill Blvd., A St., B St., and C St.)	480	-	-	-	-	-	-	-	-	-	-	-
Capital Projects (405)	06909	Downtown Parking Study	270	-	-	-	-	-	-	-	-	-	-	-
Rte 238 Corridor Improvements (410)	05114	Administration and Predesign	673	60	-	-	-	-	-	-	-	-	-	60
Rte 238 Corridor Improvements (410)	05194	Preliminary Design and Environmental Study for the Route 238 Corridor Improvement Project - Phases 2 & 3	2,128	-	-	-	-	-	-	-	-	-	-	-
Rte 238 Corridor Improvements (410)	05270	Route 238 Corridor Improvement Project - Phase 2 Construction(Mission from Industrial to South City Limit)	31,944	-	-	-	-	-	-	-	-	-	-	-
Rte 238 Corridor Improvements (410)	05287	New Route 238 Corridor Improvement Project - Phase 3 Final Design and Construction	9,908	6,092	-	-	-	-	-	-	-	-	-	6,092
Street System Improvement (450)	05148	Project Predesign Services	63	30	30	30	30	30	30	30	30	30	30	300
Street System Improvement (450)	05197	880/92 Reliever Route Project Design, R/W and Construction	32,840	-	-	-	-	-	-	-	-	-	-	-
Street System Improvement (450)	05248	City Municipal Parking Lot #2	161	-	339	-	-	-	-	-	-	-	-	339

FY21 CAPITAL PROJECTS BY CATEGORY

Expenditure amounts do not include reimbursements, transfers between funds, or vehicle replacements and operating/maintenance expense.			PRIOR EXPEND.	FY21 EXPEND.	FY22 EXPEND.	FY23 EXPEND.	FY24 EXPEND.	FY25 EXPEND.	FY26 EXPEND.	FY27 EXPEND.	FY28 EXPEND.	FY29 EXPEND.	FY30 EXPEND.	FY21-30 TOTAL
			(In thousands)											
FUND	**PROJECT NUMBER**	**DESCRIPTION**												
Street System Improvement (450)	05257	Bridge Structures Maintenance	637	-	-	-	-	-	-	-	-	-	-	-
Street System Improvement (450)	05275	Transit Connector Feasibility Study	324	-	-	-	-	-	-	-	-	-	-	-
Street System Improvement (450)	05283	Main Street Complete Street Project	2,225	-	-	-	-	-	-	-	-	-	-	-
Street System Improvement (450)	05286	City Municipal Parking Lot #1	54	-	596	-	-	-	-	-	-	-	-	596
Street System Improvement (450)	05292	Innovative Deployments to Enhance Arterials (IDEA) - Tennyson Corridor and Second Street	402	-	-	-	-	-	-	-	-	-	-	-
Street System Improvement (450)	05296	City Municipal Parking Lot #7, D-1 and D-2	-	-	242	-	-	-	-	-	-	-	-	242
Transportation System Improvem (460)	05705	Citywide Multi Modal Improvement Study	399	-	-	-	-	-	-	-	-	-	-	-
Transportation System Improvem (460)	05711	Multi Modal Los Study	100	-	-	-	-	-	-	-	-	-	-	-
Transportation System Improvem (460)	05712	Intersection Improvement Project - TBD	130	100	125	125	125	125	100	100	125	150	150	1,225
Transportation System Improvem (460)	05714	Transportation Software Improvements	10	10	10	10	10	10	10	10	10	10	10	100
Transportation System Improvem (460)	05877	Transportation System Management Projects	50	50	50	50	50	50	50	50	50	50	50	500
		TOTAL ROAD AND STREET PROJECTS		**6,812**	**1,612**	**405**	**405**	**405**	**380**	**360**	**385**	**410**	**410**	**11,584**
PAVEMENT REHABILITATION PROJECTS														
Special Gas Tax (210)	05110	Pavement Management Program	57	38	38	38	38	38	38	38	38	38	38	375
Special Gas Tax (210)	05210	Pavement Rehabilitation - Gas Tax - FY17	650	-	-	-	-	-	-	-	-	-	-	-
Special Gas Tax (210)	05214	Pavement Rehabilitation - Gas Tax - FY18	652	-	-	-	-	-	-	-	-	-	-	-
Special Gas Tax (210)	05219	Pavement Rehabilitation - Gas Tax - FY19	475	-	-	-	-	-	-	-	-	-	-	-
Special Gas Tax (210)	05222	Pavement Rehabilitation - Gas Tax - FY20	800	300	-	-	-	-	-	-	-	-	-	300
Special Gas Tax (210)	05238	Pavement Rehabilitation - Gas Tax FY21	-	50	1,000	-	-	-	-	-	-	-	-	1,050
Special Gas Tax (210)	05239	Pavement Rehabilitation FY22 (NEW)	-	-	50	1,000	-	-	-	-	-	-	-	1,050
Special Gas Tax (210)	05240	Pavement Rehabilitation - Gas Tax - FY23 - FY30 (TBD-FY22)	-	-	-	-	1,250	1,300	1,250	1,350	1,350	1,300	1,250	9,050
RRAA (SB1) (211)	05230	Pavement Rehabilitation - FY 18 - RRAA - Fairway Ave/Calaroga Ave	898	-	-	-	-	-	-	-	-	-	-	-
RRAA (SB1) (211)	05231	Pavement Rehabilitation - FY 19 - RRAA - Various Streets	2,674	-	-	-	-	-	-	-	-	-	-	-
RRAA (SB1) (211)	05232	Pavement Rehabilitation - FY 20 - RRAA	2,750	-	-	-	-	-	-	-	-	-	-	-
RRAA (SB1) (211)	05239	Pavement Rehabilitation FY22 (NEW)	-	-	3,250	-	-	-	-	-	-	-	-	3,250
RRAA (SB1) (211)	05240	Pavement Rehabilitation FY23-FY30 (TBD-FY22)	-	-	-	2,850	3,150	3,150	3,150	3,150	3,150	3,150	3,150	24,900
RRAA (SB1) (211)	05297	Pavement Rehabilitation - FY 21 - RRAA (NEW)	-	3,000	-	-	-	-	-	-	-	-	-	3,000
Measure Bb - Local Transportat (212)	05216	Pavement Rehabilitation - Measure BB - FY19	2,150	-	-	-	-	-	-	-	-	-	-	-
Measure Bb - Local Transportat (212)	05224	Pavement Rehabilitation - Measure BB - FY20	2,240	-	-	-	-	-	-	-	-	-	-	-

FY21 CAPITAL PROJECTS BY CATEGORY

Expenditure amounts do not include reimbursements, transfers between funds, or vehicle replacements and operating/maintenance expense.			PRIOR EXPEND.	FY21 EXPEND.	FY22 EXPEND.	FY23 EXPEND.	FY24 EXPEND.	FY25 EXPEND.	FY26 EXPEND.	FY27 EXPEND.	FY28 EXPEND.	FY29 EXPEND.	FY30 EXPEND.	FY21-30 TOTAL
			(In thousands)											
FUND	**PROJECT NUMBER**	**DESCRIPTION**												
Measure Bb - Local Transportat (212)	05227	Pavement Rehabilitation - Measure BB - FY21	50	2,290	-	-	-	-	-	-	-	-	-	2,290
Measure Bb - Local Transportat (212)	05239	Pavement Rehabilitation FY22 (NEW)	-	-	2,900	-	-	-	-	-	-	-	-	2,900
Measure Bb - Local Transportat (212)	05240	Pavement Rehabilitation FY23-FY30	-	-	50	4,150	4,200	4,250	4,300	4,300	4,350	4,400	4,400	34,400
Measure B - Local Transportati (215)	05209	Pavement Rehabilitation - Measure B - FY17	2,436	-	-	-	-	-	-	-	-	-	-	-
Measure B - Local Transportati (215)	05212	Pavement Rehabilitation - Measure B - FY18	2,186	-	-	-	-	-	-	-	-	-	-	-
Measure B - Local Transportati (215)	05220	Pavement Rehabilitation - Measure B - FY19	2,348	-	-	-	-	-	-	-	-	-	-	-
Measure B - Local Transportati (215)	05226	Pavement Rehabilitation - Measure B - FY20	2,050	-	-	-	-	-	-	-	-	-	-	-
Measure B - Local Transportati (215)	05236	Pavement Rehabilitation - Measure B - FY21 (NEW)	50	3,000	-	-	-	-	-	-	-	-	-	3,000
Measure B - Local Transportati (215)	05239	Pavement Rehabilitation - FY22 (TBD)	-	-	2,100	-	-	-	-	-	-	-	-	2,100
Vehicle Registration Fund (218)	05215	Pavement Rehabilitation - VRF - FY18	900	-	-	-	-	-	-	-	-	-	-	-
Vehicle Registration Fund (218)	05239	Pavement Rehabilitation FY22 (NEW)	-	-	875	-	-	-	-	-	-	-	-	875
Vehicle Registration Fund (218)	05240	Pavement Rehabilitation FY23-FY30 (TBD-FY22)	-	-	25	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	8,025
Vehicle Registration Fund (218)	05280	Pavement Rehabilitation - VRF - FY19	750	-	-	-	-	-	-	-	-	-	-	-
Vehicle Registration Fund (218)	05289	Pavement Rehabilitation - VRF - FY20	775	-	-	-	-	-	-	-	-	-	-	-
Vehicle Registration Fund (218)	05295	Pavement Rehabilitation - VRF - FY21	25	1,000	-	-	-	-	-	-	-	-	-	1,000
Capital Projects Measure C (406)	05204	Pavement Rehabilitation Project	11,737	-	-	-	-	-	-	-	-	-	-	-
Capital Projects Measure C (406)	05242	Pavement Rehabilitation - Measure C - FY24 (TBD-FY24)*	-	-	-	-	2,000	-	-	-	-	-	-	2,000
Street System Improvement (450)	05239	Pavement Rehabilitation FY22	-	50	350	-	-	-	-	-	-	-	-	400
Street System Improvement (450)	05240	Pavement Rehabilitation FY23 - FY30 (TBD-FY22)	-	-	50	400	400	500	400	450	500	500	500	3,700
Street System Improvement (450)	05282	Pavement Rehabilitation Winton Ave West - Hesperian Blvd to Santa Clara	1,978	-	-	-	-	-	-	-	-	-	-	-
		TOTAL PAVEMENT REHABILITATION PROJECTS		**9,728**	**10,688**	**9,438**	**12,038**	**10,238**	**10,138**	**10,288**	**10,388**	**10,388**	**10,338**	**103,665**
BUILDING & MISC. PROJECTS														
Capital Projects (405)	05160	Surplus Property Maintenance	42	-	-	-	-	-	-	-	-	-	-	-
Capital Projects (405)	06121	Property Taxes on Excess Right-of-Way	10	5	5	5	5	5	5	5	5	5	5	50
Capital Projects (405)	06900	150th Hayward Anniversary Events	-	-	-	-	-	-	100	-	-	-	-	100
Capital Projects (405)	06901	City Facilities Needs Assessment Study	518	-	-	-	-	-	-	-	-	-	-	-
Capital Projects (405)	06904	Community Satisfaction Survey	149	40	-	40	-	40	-	40	-	40	-	200

FY21 CAPITAL PROJECTS BY CATEGORY

Expenditure amounts do not include reimbursements, transfers between funds, or vehicle replacements and operating/maintenance expense.			PRIOR EXPEND.	FY21 EXPEND.	FY22 EXPEND.	FY23 EXPEND.	FY24 EXPEND.	FY25 EXPEND.	FY26 EXPEND.	FY27 EXPEND.	FY28 EXPEND.	FY29 EXPEND.	FY30 EXPEND.	FY21-30 TOTAL
			(In thousands)											
FUND	**PROJECT NUMBER**	**DESCRIPTION**												
Capital Projects (405)	06905	Disaster Preparedness Exercise	30	-	-	-	-	-	-	-	-	-	-	-
Capital Projects (405)	06907	Project Predesign Services	71	35	35	35	35	35	35	35	35	35	35	350
Capital Projects (405)	06911	Property Acquisition Mangement	5,803	100	100	100	100	100	100	100	100	100	100	1,000
Capital Projects (405)	06913	Downtown Parking Improvements (Wayfinding Signage)	65	-	-	-	-	-	-	-	-	-	-	-
Capital Projects (405)	06953	Employee Engagement Survey	35	-	35	-	35	-	35	-	35	-	35	175
Capital Projects (405)	06968	Sealing Centennial Hall Parking Deck (Safeway Roof)	-	30	-	-	-	-	-	-	-	-	-	30
Capital Projects (405)	06977	UST Remediation Study - Fire Station 2	301	-	-	-	-	-	-	-	-	-	-	-
Capital Projects (405)	07472	Fire Station No. 7 & Firehouse Clinic - Construction	9,999	-	-	-	-	-	-	-	-	-	-	-
Capital Projects (405)	07484	Emergency Management System	127	-	-	-	-	-	-	-	-	-	-	-
Capital Projects Measure C (406)	07278	EBRCS Leasing	2,652	-	-	-	-	-	-	-	-	-	-	-
Capital Projects Measure C (406)	07474	Fire Station Nos. 1-6 Improvements - Design	2,902	-	-	-	-	-	-	-	-	-	-	-
Capital Projects Measure C (406)	07476	Fire Station No. 3 Improvements	2,375	-	-	-	-	-	-	-	-	-	-	-
Capital Projects Measure C (406)	07477	Fire Station No. 4 Improvements	2,258	-	-	-	-	-	-	-	-	-	-	-
Capital Projects Measure C (406)	07478	Fire Station No. 2 Improvements	2,526	-	-	-	-	-	-	-	-	-	-	-
Capital Projects Measure C (406)	07479	Fire Station No. 1 Improvements	1,125	-	-	-	-	-	-	-	-	-	-	-
Capital Projects Measure C (406)	07480	Fire Station No. 5 Improvements	1,911	-	-	-	-	-	-	-	-	-	-	-
Capital Projects Measure C (406)	07481	New Fire Station No. 6	7,500	2,200	-	-	-	-	-	-	-	-	-	2,200
Capital Projects Measure C (406)	07482	New Fire Training Center	52,892	13,500	-	-	-	-	-	-	-	-	-	13,500
Rte 238 Corridor Improvements (410)	05276	238 Bypass Property Disposition	1,885	-	-	-	-	-	-	-	-	-	-	-
Rte 238 Settlement Admin (411)	05014	Rt238 Settlement Administrative Expenses	491	310	-	-	-	-	-	-	-	-	-	310
Rte 238 Settlement Admin (411)	05015	Rt 238 Excess Property Disposition	352	-	-	-	-	-	-	-	-	-	-	-
Rte 238 Settlement Admin (411)	05276	238 Bypass Property Disposition	2,832	-	-	-	-	-	-	-	-	-	-	-
Rte 238 Settlement Admin (411)	07720	PG 2	192	40	-	-	-	-	-	-	-	-	-	40
Rte 238 Settlement Admin (411)	07721	PG 3 & 4	229	55	-	-	-	-	-	-	-	-	-	55
Rte 238 Settlement Admin (411)	07722	PG 5	413	70	-	-	-	-	-	-	-	-	-	70
Rte 238 Settlement Admin (411)	07723	PG 6	-	20	-	-	-	-	-	-	-	-	-	20
Rte 238 Settlement Admin (411)	07724	PG 7	172	40	-	-	-	-	-	-	-	-	-	40
Rte 238 Settlement Admin (411)	07725	PG 8	1,215	50	-	-	-	-	-	-	-	-	-	50
Rte 238 Settlement Admin (411)	07726	PG 9	15	50	-	-	-	-	-	-	-	-	-	50

FY21 CAPITAL PROJECTS BY CATEGORY

Expenditure amounts do not include reimbursements, transfers between funds, or vehicle replacements and operating/maintenance expense.			PRIOR EXPEND.	FY21 EXPEND.	FY22 EXPEND.	FY23 EXPEND.	FY24 EXPEND.	FY25 EXPEND.	FY26 EXPEND.	FY27 EXPEND.	FY28 EXPEND.	FY29 EXPEND.	FY30 EXPEND.	FY21-30 TOTAL
			(In thousands)											
FUND	**PROJECT NUMBER**	**DESCRIPTION**												
Street System Improvement (450)	05153	Alameda County Aerial Photography	50	-	-	50	-	-	50	-	-	50	-	150
Water Improvement (604)	07058	Green Hayward PAYS Program	1,000	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07675	Trash Capture Device and Litter Reduction Education Project	847	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07727	Jackson Street Underpass Stormwater Pump Station Upgrades	250	-	-	-	-	-	-	-	-	-	-	-
Sewer Improvement (612)	07746	Trash Capture Device Installations (NEW)	-	1,841	-	-	-	-	-	-	-	-	-	1,841
Facilities Capital (726)	07201	HVAC Replacement	255	100	200	200	-	175	75	-	-	-	15	765
Facilities Capital (726)	07202	Flooring Replacement	850	-	-	-	-	-	-	-	-	-	-	-
Facilities Capital (726)	07203	Roof Repair/Replacement	281	40	40	115	-	-	-	200	25	-	100	520
Facilities Capital (726)	07210	Window Covering Replacement	42	-	-	-	-	-	-	50	50	-	-	100
Facilities Capital (726)	07217	Exterior Painting of City Facilities	78	-	100	-	125	100	-	100	-	-	-	425
Facilities Capital (726)	07218	Animal Control Facility Update	51	-	-	-	-	-	-	-	100	-	-	100
Facilities Capital (726)	07220	City Hall Furniture Replacement	126	-	-	-	-	-	-	-	-	-	-	-
Facilities Capital (726)	07221	Interior Painting of City Facilities	30	-	-	-	-	-	-	-	20	-	-	20
Facilities Capital (726)	07222	City Facility Update	87	-	100	125	125	125	125	75	75	75	230	1,055
Facilities Capital (726)	07223	City Hall Moat	15	-	-	-	-	-	-	-	-	-	-	-
Facilities Capital (726)	07224	HPD Facility Update	60	-	-	-	-	-	-	-	-	-	-	-
Facilities Capital (726)	07225	Enterprise Security Measure	235	-	-	-	-	-	-	-	-	-	-	-
Facilities Capital (726)	07226	Old City Hall Update	-	-	-	-	-	-	-	-	-	-	-	-
Facilities Capital (726)	07227	Facility Security Infrastructure	200	100	100	50	50	50	50	50	50	50	50	600
Facilities Capital (726)	07228	New City Center Parking	-	-	-	-	-	-	-	-	-	-	-	-
Facilities Capital (726)	07229	Facility Condition Assessment and Software	100	-	-	-	-	-	-	-	-	-	-	-
Facilities Capital (726)	07230	Emergency Generator Panel	-	-	-	-	-	-	-	-	-	-	-	-
Facilities Capital (726)	07231	HPD Records Remodel	119	-	-	-	-	-	-	-	-	-	-	-
Facilities Capital (726)	07232	Workplace Reconfiguration /Remodel	255	50	100	100	100	100	100	100	100	100	100	950
Facilities Capital (726)	07233	Elevator Overhaul (City Hall and PD)	-	-	-	-	50	100	-	-	-	170	-	320
Facilities Capital (726)	07234	City Hall Basement Gate Replacement	-	50	-	-	-	-	-	-	-	-	-	50
Facilities Capital (726)	07235	Energy Conservation	-	69	-	-	-	-	-	-	-	-	-	69
Facilities Capital (726)	07279	ADA Upgrades and improvements	50	10	10	10	10	10	10	10	10	10	10	100
		TOTAL BUILDING & MISCELLANEOUS PROJECTS		**18,805**	**825**	**830**	**635**	**840**	**685**	**765**	**605**	**635**	**680**	**25,305**
FLEET MANAGEMENT														
Fleet Mgmt Capital (736)	07301	Fire Fleet Replacement	12,269	75	1,065	1,464	1,289	1,069	1,264	1,779	1,168	1,203	1,240	11,616
Fleet Mgmt Capital (736)	07302	GF/ISF Fleet Replacement, including new library 250k	5,475	320	556	364	465	407	425	508	574	425	380	4,424
Fleet Mgmt Capital (736)	07303	Police Fleet Replacement	7,138	320	1,100	1,133	1,167	1,202	1,238	1,275	1,313	1,353	1,393	11,495
Fleet Management Enterprise (737)	07350	Airport Fleet Replacement	410	-	111	393	-	58	24	55	57	26	-	724

FY21 CAPITAL PROJECTS BY CATEGORY

Expenditure amounts do not include reimbursements, transfers between funds, or vehicle replacements and operating/maintenance expense.			PRIOR EXPEND.	FY21 EXPEND.	FY22 EXPEND.	FY23 EXPEND.	FY24 EXPEND.	FY25 EXPEND.	FY26 EXPEND.	FY27 EXPEND.	FY28 EXPEND.	FY29 EXPEND.	FY30 EXPEND.	FY21-30 TOTAL
			(In thousands)											
FUND	**PROJECT NUMBER**	**DESCRIPTION**												
Fleet Management Enterprise (737)	07351	Stormwater Fleet Replacement	2,289	-	371	-	394	406	-	615	-	457	565	2,808
Fleet Management Enterprise (737)	07352	Sewer Fleet Replacement	2,544	-	743	464	62	-	-	160	105	-	571	2,105
Fleet Management Enterprise (737)	07353	Water Fleet Replacement	2,170	500	822	144	-	157	179	541	659	-	625	3,627
		TOTAL FLEET MANAGEMENT PROJECTS		**1,215**	**4,768**	**3,962**	**3,377**	**3,299**	**3,130**	**4,933**	**3,876**	**3,464**	**4,774**	**36,799**
EQUIPMENT														
Capital Projects (405)	07402	Supporting Services Equipment	95	75	55	120	48	8	38	28	26	5	55	458
Capital Projects (405)	07405	SWAT Team Equipment	31	28	35	84	50	73	50	50	50	25	50	495
Capital Projects (405)	07409	Police Officer Equipment	290	96	241	103	107	111	115	205	124	123	110	1,335
Capital Projects (405)	07411	Field Operations Equipment	238	76	33	42	77	53	15	27	57	22	10	412
Capital Projects (405)	07412	Criminal Investigations Equipment	44	4	7	4	26	26	4	9	9	21	21	131
Capital Projects (405)	07418	Integrated Fleet Cameras (NEW)	-	-	150	-	-	-	-	-	-	-	-	150
Capital Projects (405)	07450	Lucas Device Replacement	70	-	70	19	19	19	24	24	24	24	24	247
Capital Projects (405)	07451	Cardiac Monitor Replacement (Defibrillators)	469	-	92	92	92	92	92	106	106	106	106	884
Capital Projects (405)	07452	Fire Special Operations	201	-	-	-	-	-	-	-	-	-	-	-
Capital Projects (405)	07456	Fire Radio Replacement	140	-	165	165	76	76	76	76	76	76	76	862
Capital Projects (405)	07466	Breathing Apparatus Replacement	108	-	108	172	172	172	172	172	108	108	108	1,292
Capital Projects (405)	07475	Replacement Equipment for Maintenance Services	71	10	10	10	10	10	10	10	10	10	10	100
Capital Projects (405)	07483	Dental Chairs for Fire Station Clinic	60	-	-	-	-	-	-	-	-	-	-	-
Capital Projects (405)	07486	Emergency Vehicle Preemption	528	188	188	188	188	188	188	188	207	207	207	1,937
Capital Projects (405)	07487	Fire Equipment Updates	-	384	-	-	-	-	-	-	-	-	-	384
Facilities Capital (726)	07209	Emergency Generator Replacement	150	-	-	-	-	145	145	-	-	300	-	590
Facilities Capital (726)	07215	City Hall Camera System (Equipment/Storage)	190	-	-	-	-	-	75	-	-	-	-	75
Facilities Capital (726)	07216	Fire Alarm/Smoke Detector Replacement	55	100	-	-	-	-	-	-	-	-	-	100
Information Tech Capital (731)	07253	Desktop Computer Replacement Program	2,135	205	200	200	200	200	200	200	200	200	200	2,005
Information Tech Capital (731)	07255	Enterprise Resource Planning (ERP) System	4,402	-	250	250	250	250	-	-	-	-	-	1,000
Information Tech Capital (731)	07256	Public Safety Mobile Replacement Project	2,199	-	50	50	50	50	50	50	50	50	50	450
Information Tech Capital (731)	07257	Network Server Replacement Project	1,464	250	150	150	150	150	150	150	150	150	150	1,600
Information Tech Capital (731)	07259	Geographic Information System Improvements	197	-	25	25	25	25	25	25	25	25	25	225
Information Tech Capital (731)	07260	Enterprise Content Management	48	-	-	-	-	-	-	-	-	-	-	-
Information Tech Capital (731)	07263	Network Infrastructure Replacement - Police Dept	417	-	60	60	60	60	60	60	60	60	60	540
Information Tech Capital (731)	07264	Network Infrastructure Replacement	2,924	140	410	410	410	410	410	140	140	140	140	2,750
Information Tech Capital (731)	07266	Council Chambers Technology Upgrade (Interdepartmental Transfer)	960	-	-	-	-	-	-	-	750	-	-	750

FY21 CAPITAL PROJECTS BY CATEGORY

Expenditure amounts do not include reimbursements, transfers between funds, or vehicle replacements and operating/maintenance expense.			PRIOR EXPEND.	FY21 EXPEND.	FY22 EXPEND.	FY23 EXPEND.	FY24 EXPEND.	FY25 EXPEND.	FY26 EXPEND.	FY27 EXPEND.	FY28 EXPEND.	FY29 EXPEND.	FY30 EXPEND.	FY21-30 TOTAL
			(In thousands)											
FUND	**PROJECT NUMBER**	**DESCRIPTION**												
Information Tech Capital (731)	07267	Online Permitting	815	-	-	-	-	-	-	-	-	-	-	-
Information Tech Capital (731)	07268	Security Assessment and Improvement	256	-	-	-	-	-	-	-	-	-	-	-
Information Tech Capital (731)	07269	Inspection/Weed Abatement Software	218	-	-	-	-	-	-	-	-	-	-	-
Information Tech Capital (731)	07270	Fiber Optic Run to Fire Station 7	-	-	-	-	-	-	-	-	-	-	-	-
Information Tech Capital (731)	07271	CAD Enterprise Upgrade	400	-	-	-	-	-	-	-	-	-	-	-
Information Tech Capital (731)	07272	Body Worn Camera Equipment for HPD	60	-	-	-	-	-	-	-	-	-	-	-
Information Tech Capital (731)	07273	City Hall Conference Room Audio Video Upgrade	100	-	-	-	-	-	-	-	-	-	-	-
Information Tech Capital (731)	07274	Telestaff Upgrade for HPD	21	-	-	-	-	-	-	-	-	-	-	-
Information Tech Capital (731)	07275	Highspeed Hayward	3,382	-	-	-	-	-	-	-	-	-	-	-
Information Tech Capital (731)	07276	Fiber Optic Maintenance and Repair	251	50	50	50	50	50	50	50	50	50	50	500
Information Tech Capital (731)	07277	EBRCS Subscription	858	350	357	364	371	379	386	394	402	410	418	3,831
Information Tech Capital (731)	07280	Rotunda AV	75	-	75	-	-	-	-	-	-	-	-	75
Information Tech Capital (731)	07281	Public Safety Legacy Systems Data Migration	100	-	-	-	-	-	-	-	-	-	-	-
Information Tech Capital (731)	07282	Inventory / Asset Management (NEW)	-	-	65	-	-	-	-	-	-	-	-	65
Information Tech Capital (731)	07283	City Video Monitoring System	-	-	50	50	50	-	-	-	-	-	-	150
		TOTAL EQUIPMENT PROJECTS		**1,956**	**2,896**	**2,608**	**2,481**	**2,547**	**2,335**	**1,964**	**2,624**	**2,112**	**1,870**	**23,393**
WATER SYSTEM PROJECTS														
Water Replacement (603)	07001	Utility Center Prefabricated Structure Skin Replacement	302	-	-	-	-	-	-	-	-	-	-	-
Water Replacement (603)	07003	Miscellaneous Hydrant Replacement Program	136	35	35	35	35	35	35	35	35	35	35	350
Water Replacement (603)	07004	Distribution System Pressure Reducing Strategy	500	-	-	-	-	-	-	-	-	-	-	-
Water Replacement (603)	07005	Cast Iron Water Pipeline Replacement	2,040	-	-	-	-	-	-	-	-	-	-	-
Water Replacement (603)	07006	Annual System Replacement Program	324	150	150	150	150	150	150	150	150	150	150	1,500
Water Replacement (603)	07009	Easement Protection & Landscape Clearing at Various Locations	500	-	-	-	-	-	-	-	-	-	-	-
Water Replacement (603)	07010	Air Release with Blow Off Access and Rehabilitation	320	-	-	-	-	-	-	-	-	-	-	-
Water Replacement (603)	07011	Water Main Replacement at Mission Blvd between Fairway St. and Lexington St.	2,014	-	-	-	-	-	-	-	-	-	-	-
Water Replacement (603)	07013	Water Efficiency Program	700	100	100	100	100	100	100	100	100	100	100	1,000
Water Replacement (603)	07019	250' P/S Motor Starter Replacements (NEW)	-	150	-	-	-	-	-	-	-	-	-	150
Water Replacement (603)	07020	Annual Line Repairs FY21 (NEW)	-	500	-	-	-	-	-	-	-	-	-	500
Water Replacement (603)	07025	Conversion to Advanced Metering Infrastructure (AMI)	13,833	-	-	-	-	-	-	-	-	-	-	-

FY21 CAPITAL PROJECTS BY CATEGORY

Expenditure amounts do not include reimbursements, transfers between funds, or vehicle replacements and operating/maintenance expense.			PRIOR EXPEND.	FY21 EXPEND.	FY22 EXPEND.	FY23 EXPEND.	FY24 EXPEND.	FY25 EXPEND.	FY26 EXPEND.	FY27 EXPEND.	FY28 EXPEND.	FY29 EXPEND.	FY30 EXPEND.	FY21-30 TOTAL
			(In thousands)											
FUND	**PROJECT NUMBER**	**DESCRIPTION**												
Water Replacement (603)	07026	Water System Leak Detection Survey and Repair	275	-	-	-	-	-	-	-	-	-	-	-
Water Replacement (603)	07027	Annual Line Replacements - FY21 (NEW)	-	2,500	-	-	-	-	-	-	-	-	-	2,500
Water Replacement (603)	07028	Annual Line Replacements - FY22 - FY30 (TBD-FY22)	-	-	3,500	3,500	3,500	3,500	3,500	4,000	4,000	4,000	4,000	33,500
Water Replacement (603)	07030	Project Predesign Services	51	25	25	25	25	25	25	25	25	25	25	250
Water Replacement (603)	07032	Annual Line Repairs FY22-30 (TBD-FY22)	-	-	300	300	300	300	300	300	300	300	300	2,700
Water Replacement (603)	07033	Tennyson Water Needs Assessment (EJCW)	46	-	-	-	-	-	-	-	-	-	-	-
Water Replacement (603)	07035	City Irrigation System Backflow Replacements	40	10	10	10	10	10	10	10	10	10	10	100
Water Replacement (603)	07036	Annual Pavement Patching FY21 - FY30 (NEW)	-	25	25	25	25	25	25	25	25	25	25	250
Water Replacement (603)	07043	Asset Management Plan	103	-	-	-	-	-	-	-	-	-	-	-
Water Replacement (603)	07046	Repl 16" Water Line on Francisco, Willis & Mission	-	-	-	-	-	-	-	-	-	-	-	-
Water Replacement (603)	07047	Water Efficient Landscape Surveys and Incentives	541	-	-	-	-	-	-	-	-	-	-	-
Water Replacement (603)	07055	Floor Drain Modification Proj at 1285 & 1530 Tanks	200	-	-	-	-	-	-	-	-	-	-	-
Water Replacement (603)	07056	Well D2 Evaluation and Repair	473	-	-	-	-	-	-	-	-	-	-	-
Water Replacement (603)	07057	Restore Water Mains Crossing at I-880	550	-	-	-	-	-	-	-	-	-	-	-
Water Replacement (603)	07059	Reservoir Coating Inspection/Recoating at Various Reservoirs	2,400	-	-	-	-	-	-	-	-	-	-	-
Water Replacement (603)	07061	Hesperian P/S Main Braker Replacement (NEW)	-	100	-	-	-	-	-	-	-	-	-	100
Water Replacement (603)	07062	Hesperian P/S VFD and Motor Drive Replacements (NEW)	-	250	-	-	-	-	-	-	-	-	-	250
Water Replacement (603)	07063	Water System RRA Mitigation Measures (NEW)	-	50	50	-	-	-	-	-	-	-	-	100
Water Replacement (603)	07064	Main Street Water Main Replacement (NEW)	-	500	-	-	-	-	-	-	-	-	-	500
Water Replacement (603)	07110	750' Reservoir Inspection and Repair	2,050	-	-	-	-	-	-	-	-	-	-	-
Water Replacement (603)	07123	Highland 1000 Emergency Generator	121	-	-	-	-	-	-	-	-	-	-	-
Water Replacement (603)	07125	AMI Customer Portal (NEW)	-	150	100	100	100	100	100	100	100	100	100	1,050
Water Replacement (603)	07129	Well B Evaluation and Repair	495	-	-	-	-	-	-	-	-	-	-	-
Water Replacement (603)	07130	Pressure Reducing Station Regulator Replacement	450	-	-	-	-	-	-	-	-	-	-	-
Water Replacement (603)	07131	Water Pump Station Valve Repair & Upgrade at Various Stations	301	75	-	-	-	-	-	-	-	-	-	75
Water Replacement (603)	07132	Water Main Replacement at Highland, Carroll, Zephyr, Cascade, Hickory, Stanwood, & Memorial Way	4,701	-	-	-	-	-	-	-	-	-	-	-
Water Replacement (603)	07133	SCADA System Evaluation and Upgrade	654	-	-	-	-	-	-	-	-	-	-	-
Water Replacement (603)	07134	Cast Iron Water Pipeline Replacement - Local Streets	1,326	500	500	500	500	500	500	500	500	500	500	5,000
Water Replacement (603)	07143	Annual Line Replacements FY19	675	-	-	-	-	-	-	-	-	-	-	-
Water Replacement (603)	07144	Fittings Upgrade for Fire Department - Various Reservoirs	150	-	-	-	-	-	-	-	-	-	-	-
Water Replacement (603)	07145	Annual Line Replacements FY20	750	-	-	-	-	-	-	-	-	-	-	-
Water Replacement (603)	07146	12" CI Replacement from Sleepy Hollow to Industrial on Hesperian	2,046	-	-	-	-	-	-	-	-	-	-	-
Water Replacement (603)	07147	Utilities SCADA Security Upgrade	75	-	-	-	-	-	-	-	-	-	-	-
Water Replacement (603)	07149	1000 PZ Tank Roof Concrete Spalling Repair	200	-	-	-	-	-	-	-	-	-	-	-
Water Replacement (603)	07150	Water System RRA & ERP Update (NEW)	228	-	-	-	-	-	-	-	-	-	-	-
Water Improvement (604)	07014	Rehabilitation of Pressure Regulation Station in 250' Zone	500	-	-	-	-	-	-	-	-	-	-	-

FY21 CAPITAL PROJECTS BY CATEGORY

Expenditure amounts do not include reimbursements, transfers between funds, or vehicle replacements and operating/maintenance expense.			PRIOR EXPEND.	FY21 EXPEND.	FY22 EXPEND.	FY23 EXPEND.	FY24 EXPEND.	FY25 EXPEND.	FY26 EXPEND.	FY27 EXPEND.	FY28 EXPEND.	FY29 EXPEND.	FY30 EXPEND.	FY21-30 TOTAL
			(In thousands)											
FUND	**PROJECT NUMBER**	**DESCRIPTION**												
Water Improvement (604)	07015	Hesperian Water Field Improvements	330	-	-	-	-	-	-	-	-	-	-	-
Water Improvement (604)	07016	New Pressure Regulating Stations at New 265' Zone	-	500	2,260	-	-	-	-	-	-	-	-	2,760
Water Improvement (604)	07017	Weather Based Irrigation Controllers at Various Locations	60	20	20	20	20	20	20	20	20	20	20	200
Water Improvement (604)	07021	Groundwater Sustainability Agency Coordination	296	-	-	-	-	-	-	-	-	-	-	-
Water Improvement (604)	07029	Project Predesign Services	30	15	15	15	15	15	15	15	15	15	15	150
Water Improvement (604)	07100	New 2 MG Reservoir & Booster Station at Hesperian Site (TBD-FY22)	-	-	1,500	8,500	-	-	-	-	-	-	-	10,000
Water Improvement (604)	07101	Cross Connection Improvement Project	201	-	-	-	-	-	-	-	-	-	-	-
Water Improvement (604)	07102	Reservoir Water Quality Improvement Project	304	-	-	-	-	-	-	-	-	-	-	-
Water Improvement (604)	07103	Design of Facility Improvements for Water Distribution Field and Customer Services	200	-	-	-	-	-	-	-	-	-	-	-
Water Improvement (604)	07105	Solar Power at Various Water Facilities	6,000	-	-	-	-	-	-	-	-	-	-	-
Water Improvement (604)	07106	Dead-end Water Main Improvements	400	-	-	-	-	-	-	-	-	-	-	-
Water Improvement (604)	07108	D Street, Treeview, Maitland Reservoir Water Quality Pump Upgrade	450	-	-	-	-	-	-	-	-	-	-	-
Water Improvement (604)	07115	New Emergency Well B2 (TBD-FY22)	-	-	500	4,000	-	-	-	-	-	-	-	4,500
Water Improvement (604)	07116	Groundwater Sustainability Plan Projects (TBD-FY23)	-	-	400	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	10,000
Water Improvement (604)	07119	SCADA Replacement & Upgrade	112	60	20	20	20	20	20	20	20	20	20	240
Water Improvement (604)	07136	System Seismic Upgrades	400	-	-	-	-	-	-	-	-	-	-	-
Water Improvement (604)	07140	Second Water Supply Source to 330 Zone	770	-	-	-	-	-	-	-	-	-	-	-
Water Improvement (604)	07160	Seismic Retrofit Maitland Reservoir and Appurtenances	1,027	-	1,603	-	-	-	-	-	-	-	-	1,603
Water Improvement (604)	07172	New 3 MG Reservoir at High School Reservoir Site	105	-	-	-	-	900	6,000	-	-	-	-	6,900
Water Improvement (604)	07173	Seismic Retrofit Highland 250 Reservoirs	1,144	-	-	-	-	-	-	-	-	-	-	-
Water Improvement (604)	07176	Utility Center Renovation/Training Center Addition (2nd Floor)	3,000	-	-	-	-	-	-	-	-	-	-	-
Water Improvement (604)	07177	GIS Data Development and Conversion	337	75	50	50	50	50	50	50	50	50	50	525
Water Improvement (604)	07180	New 8" Pipeline - BART Hayward Maintenance Complex	473	-	-	-	-	-	-	-	-	-	-	-
Water Improvement (604)	07181	1000' Zone New Regulating Station (Skyline Drive)	475	-	-	-	-	-	-	-	-	-	-	-
Water Improvement (604)	07182	New 12" Pipeline - Dunn Road	600	-	-	-	-	-	-	-	-	-	-	-
Water Improvement (604)	07183	New 0.75MG Tank, Pumps, and Generator at Garin Reservoir/ Pumps Station Site	4,103	-	-	-	-	-	-	-	-	-	-	-
Water Improvement (604)	07184	New 1.2MG Reservoir in 1530' Zone	1,890	-	-	-	-	-	-	-	-	-	-	-
Water Improvement (604)	07186	Solar Photovoltaic at Hesparian Pump Station	1,000	-	-	-	-	-	-	-	-	-	-	-
Water Improvement (604)	07187	New University Pressure Reducing Station	200	-	-	-	-	-	-	-	-	-	-	-
Water Improvement (604)	07189	Safety Improvements to Utility Center Corporation Yard Storage	75	25	-	-	-	-	-	-	-	-	-	25
Water Improvement (604)	07190	Disinfection Residual Management	1,000	-	-	-	-	-	-	-	-	-	-	-
Water Improvement (604)	07191	Groundwater Sustainability Plan Development	3,000	-	-	-	-	-	-	-	-	-	-	-
Water Improvement (604)	07192	New Alternative Feed Pipelines	450	150	150	-	-	-	-	-	-	-	-	300
Sewer Improvement (612)	07177	GIS Data Development and Conversion	-	75	-	-	-	-	-	-	-	-	-	75
		TOTAL WATER SYSTEM PROJECTS		**6,040**	**11,313**	**18,550**	**6,050**	**6,950**	**12,050**	**6,550**	**6,550**	**6,550**	**6,550**	**87,153**

FY21 CAPITAL PROJECTS BY CATEGORY

Expenditure amounts do not include reimbursements, transfers between funds, or vehicle replacements and operating/maintenance expense.			PRIOR EXPEND.	FY21 EXPEND.	FY22 EXPEND.	FY23 EXPEND.	FY24 EXPEND.	FY25 EXPEND.	FY26 EXPEND.	FY27 EXPEND.	FY28 EXPEND.	FY29 EXPEND.	FY30 EXPEND.	FY21-30 TOTAL
			(In thousands)											
FUND	**PROJECT NUMBER**	**DESCRIPTION**												
SEWER SYSTEM PROJECTS														
Sewer Replacement (611)	07018	Pump Station Valve Repair and Upgrade at Various Stations	225	75	-	-	-	-	-	-	-	-	-	75
Sewer Replacement (611)	07516	EBDA Outfall Replacement Payment	360	150	150	150	150	150	150	150	150	150	150	1,500
Sewer Replacement (611)	07524	Project Predesign Services	45	15	15	15	15	15	15	15	15	15	15	150
Sewer Replacement (611)	07529	WPCF Miscellaneous Replacements	950	400	400	400	400	400	400	400	400	400	400	4,000
Sewer Replacement (611)	07531	WPCF Asset Management Plan	100	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07546	Valle Vista Sewer Force Main Reliability Implementation	200	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07553	Memorial Park Easement Sewer Main Inspection, Cleaning and Repair	600	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07575	Miscellaneous Lift Station Equipment Replacement	376	150	150	150	150	150	150	150	150	150	150	1,500
Sewer Replacement (611)	07594	Collection Systems SCADA & Transducer Replacement	80	20	20	20	20	20	20	20	20	20	20	200
Sewer Replacement (611)	07596	WPCF SCADA System Misc Replacements	45	15	15	15	15	15	15	15	15	15	15	150
Sewer Replacement (611)	07604	WPCF South Vacuator Coating and Rehab (Ph II)	20	-	405	-	-	-	-	-	-	-	-	405
Sewer Replacement (611)	07611	WPCF Equalization Pond Diversion Valve Repl	100	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07614	Collection Systems SCADA System Evaluation and Upgrade	300	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07615	WPCF Digester #2 Cleaning and Dome Rehabilitation	500	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07616	Tennyson Lift Station Rehabilitation	350	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07617	Annual Line Replacement FY18	500	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07618	WPCF Gas Conditioning System Skid Media Replacement	496	165	165	165	165	165	165	165	165	165	165	1,650
Sewer Replacement (611)	07619	WPCF Motorized Valve Actuators for Influent Gates	105	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07620	WPCF Safety Improvements	100	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07622	Ward Creek/Tiegen Drive Sewer Replacement	500	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07624	Harder Road Sewer System Improvement	3,000	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07625	WPCF Underground Conduit Repair (494 Pump & Sludge Beds)	80	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07626	Valle Vista Submersible Pump Repl and Wet Well Rehabilitation	700	-	-	550	-	-	-	-	-	-	-	550
Sewer Replacement (611)	07627	Annual Line Replacement FY19	1,000	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07628	WPCF GBT Sludge Wetwell Struc Repairs and Mods	150	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07629	WPCF EQ Pond Sludge Removal	75	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07630	WPCF Effluent Pond Weed Removal	200	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07631	WPCF Final Clarifier No. 1 Electrical Conduit Replacement	35	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07632	WPCF Gravity Belt Thickener Rebuilding	500	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07648	WPCF Seismic Retrofit of Miscellaneous Buildings	375	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07649	WPCF Access Roads Rehabilitation	500	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07653	WPCF Site Waste Pump Station and Control Building Improvements	1,121	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07656	WPCF Main 480V MCC Electrical Distribution Rehabilitation	1,225	-	7,467	-	-	-	-	-	-	-	-	7,467
Sewer Replacement (611)	07659	Annual Line Replacement FY16	500	-	-	-	-	-	-	-	-	-	-	-

FY21 CAPITAL PROJECTS BY CATEGORY

Expenditure amounts do not include reimbursements, transfers between funds, or vehicle replacements and operating/maintenance expense.			PRIOR EXPEND.	FY21 EXPEND.	FY22 EXPEND.	FY23 EXPEND.	FY24 EXPEND.	FY25 EXPEND.	FY26 EXPEND.	FY27 EXPEND.	FY28 EXPEND.	FY29 EXPEND.	FY30 EXPEND.	FY21-30 TOTAL
			(In thousands)											
FUND	**PROJECT NUMBER**	**DESCRIPTION**												
Sewer Replacement (611)	07664	WPCF UST Cleanup and Closure at Maintenance Building	147	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07668	WPCF West Trickling Filter and Biofilter Project	5,070	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07671	Cypress Avenue Sewer Improvement	520	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07673	WPCF Chlorination System Improvement	215	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07674	WPCF Cross Connection Prevention Project	300	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07677	WPCF Biobeds Media Replacement	520	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07678	Air Release with Blow Off Access and Rehabilitation	80	-	80	-	-	-	-	-	-	-	-	80
Sewer Replacement (611)	07685	Annual Line Replacement FY17	501	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07686	Tyrell Avenue Sewer Improvement	520	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07687	Tennyson Sewer Basin Improvement	246	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07689	WPCF Laboratory Improvements	70	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07690	WPCF Diversion Ponds 2, 3, & 7 Gate Restoration	550	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07691	WPCF Programmable Logic Controller Cabinet Upgrades	60	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07693	Sewer Manhole Rehabilitation - Various Locations	250	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07694	Sewer Main Replacements - Various Locations	2,620	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07728	West Winton Landfill Cap Maintenance	250	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07729	Annual Line Replacement FY20	3,500	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07730	WPCF Digester Cleaning Maintenance	30	30	30	-	-	-	-	-	-	-	-	60
Sewer Replacement (611)	07731	WPCF SCADA Security Upgrade	75	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07734	WPCF North Vacuator Restoration/Improvements	160	1,600	-	-	-	-	-	-	-	-	-	1,600
Sewer Replacement (611)	07735	WPCF Digester #1 Cleaning and Dome Rehabilitation	500	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07736	WPCF Aging Field Grading & Lime Treatment	1,750	-	-	-	-	-	-	-	-	-	-	-
Sewer Replacement (611)	07737	Annual Line Replacements FY21 (NEW)	-	4,000	-	-	-	-	-	-	-	-	-	4,000
Sewer Replacement (611)	07738	Annual Line Replacements FY22-30 (TBD-FY22)	-	-	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400	39,600
Sewer Replacement (611)	07739	Valle Vista VFD Replacement (NEW)	-	250	-	-	-	-	-	-	-	-	-	250
Sewer Replacement (611)	07740	WPCF Final Clarifiers Mechanisms Replacement (NEW)	-	900	-	900	-	-	-	-	-	-	-	1,800
Sewer Replacement (611)	07741	WPCF Levee Road Replacement (NEW)	-	131	1,050	1,050	-	-	-	-	-	-	-	2,231
Sewer Replacement (611)	07754	Annual Muffin Monster Grinders Repairs	-	50	-	-	-	-	-	-	-	-	-	50
Sewer Replacement (611)	07756	Coating of Final Clarifier No. 2 Sludge Collector (Tow-Bro) (NEW)	-	300	-	-	-	-	-	-	-	-	-	300
Sewer Replacement (611)	07759	Main Street Sewer Main Replacement	-	400	-	-	-	-	-	-	-	-	-	400
Sewer Improvement (612)	07114	Emergency Equipment Procurement (NEW)	-	255	-	-	-	-	-	-	-	-	-	255
Sewer Improvement (612)	07506	WPCF Administration Building Renovation and Addition (WPCF Phase II)	4,500	-	-	-	-	-	-	-	-	-	-	-
Sewer Improvement (612)	07507	Recycled Water Storage and Distribution System	27,811	-	-	-	-	-	-	-	-	-	-	-
Sewer Improvement (612)	07508	Co-Generation System	12,240	-	-	-	-	-	-	-	-	-	-	-
Sewer Improvement (612)	07514	GIS Conversion/Migration (Sewer System Share)	150	-	-	-	-	-	-	-	-	-	-	-
Sewer Improvement (612)	07519	Utilities Laboratory Information Management & Data Entry	40	-	-	-	-	-	-	-	-	-	-	-
Sewer Improvement (612)	07523	Project Predesign Services	45	15	15	15	15	15	15	15	15	15	15	150

FY21 CAPITAL PROJECTS BY CATEGORY

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

FUND	PROJECT NUMBER	DESCRIPTION	PRIOR EXPEND.	FY21 EXPEND.	FY22 EXPEND.	FY23 EXPEND.	FY24 EXPEND.	FY25 EXPEND.	FY26 EXPEND.	FY27 EXPEND.	FY28 EXPEND.	FY29 EXPEND.	FY30 EXPEND.	FY21-30 TOTAL
			(In thousands)											
Sewer Improvement (612)	07530	WPCF Solar Power Design and Construction Phase II - Two MW	6,300	-	-	-	-	-	-	-	-	-	-	-
Sewer Improvement (612)	07534	WPCF Headworks Hydraulic Forcemain Improvement (WPCF Phase II)	665	-	-	-	-	-	-	-	-	-	-	-
Sewer Improvement (612)	07542	WPCF Energy Management	100	-	-	-	-	-	-	-	-	-	-	-
Sewer Improvement (612)	07555	Upgrade Valle Vista Station Discharge	200	-	-	-	-	-	-	-	-	-	-	-
Sewer Improvement (612)	07556	WPCF Chlorine Disinfection System Improvements	7,200	-	-	-	-	-	-	-	-	-	-	-
Sewer Improvement (612)	07559	WPCF Solids Pumping Improvements	300	-	-	-	-	-	-	-	-	-	-	-
Sewer Improvement (612)	07566	WPCF Digester Sludge Mixing Tank	4,242	-	-	-	-	-	-	-	-	-	-	-
Sewer Improvement (612)	07567	WPCF Sludge Screening	4,030	-	-	-	-	-	-	-	-	-	-	-
Sewer Improvement (612)	07568	WPCF New Operations Building (WPCF Phase II)	5,600	-	-	-	-	-	-	-	-	-	-	-
Sewer Improvement (612)	07569	WPCF Roofing for Heating and Mixing Building No. 1	100	-	-	-	-	-	-	-	-	-	-	-
Sewer Improvement (612)	07679	Cogeneration System Maintenance	600	200	200	200	500	200	200	200	200	200	200	2,300
Sewer Improvement (612)	07680	WPCF Sluice Gate Repair/Replacement & Actuation	461	-	-	-	-	-	-	-	-	-	-	-
Sewer Improvement (612)	07682	WPCF Polymer Relocation and New Solids Line	60	-	-	-	-	-	-	-	-	-	-	-
Sewer Improvement (612)	07696	WPCF Stormwater and Site Grading Improvements (WPCF Phase II)	530	-	-	-	-	-	-	-	-	-	-	-
Sewer Improvement (612)	07697	WPCF Maintenance Building Improvements	150	-	-	-	-	-	-	-	-	-	-	-
Sewer Improvement (612)	07698	WPCF High Pressure Gas Storage Vessel Inspection and Coating	100	-	-	-	-	-	-	-	-	-	-	-
Sewer Improvement (612)	07701	WPCF Mechanical Sludge Dewatering Facility	2,600	-	-	-	-	-	-	-	-	-	-	-
Sewer Improvement (612)	07702	WPCF Security Improvements	15	-	-	-	-	-	-	-	-	-	-	-
Sewer Improvement (612)	07703	WPCF Final Clarifier No. 1 & 2 Equipment Coatings	977	-	-	-	-	-	-	-	-	-	-	-
Sewer Improvement (612)	07704	WPCF Final Clarifier No. 1 Structure Repairs	620	-	-	-	-	-	-	-	-	-	-	-
Sewer Improvement (612)	07705	WPCF Gravity Belt Thickener Sludge Blending Tank Coatings	175	-	-	-	-	-	-	-	-	-	-	-
Sewer Improvement (612)	07706	WPCF Sludge Pipeline from Equalization Pond to Site Waste PS	160	-	-	-	-	-	-	-	-	-	-	-
Sewer Improvement (612)	07707	WPCF MCC 5 & 19 Replacement	500	-	-	-	-	-	-	-	-	-	-	-
Sewer Improvement (612)	07708	WPCF Tertiary Treated Near Shore Discharge Feasibility Study and Facilities Plan	500	-	-	-	-	-	-	-	-	-	-	-
Sewer Improvement (612)	07709	Recycled Water Facilities Plan Update	500	-	-	-	-	-	-	-	-	-	-	-
Sewer Improvement (612)	07710	Recycled Water Treatment Facility - Phase I	2,300	-	-	-	-	-	-	-	-	-	-	-
Sewer Improvement (612)	07712	WPCF Grit Removal System (WPCF Phase II)	3,675	-	-	-	-	-	-	-	-	-	-	-
Sewer Improvement (612)	07713	WPCF Pond No. 7 Outlet Pipe	120	-	-	-	-	-	-	-	-	-	-	-
Sewer Improvement (612)	07714	WPCF Headworks Channel Actuators	150	-	-	-	-	-	-	-	-	-	-	-
Sewer Improvement (612)	07715	WPCF Equalization Pond Liner	270	-	-	-	-	-	-	-	-	-	-	-
Sewer Improvement (612)	07716	27 Inch Force Main Bypass Pumping - I-880/Industrial	600	-	-	-	-	-	-	-	-	-	-	-
Sewer Improvement (612)	07717	Sewer Main Installation - I-880/Willimet	500	200	-	-	-	-	-	-	-	-	-	200
Sewer Improvement (612)	07718	WPCF Aeration Blower	85	-	-	-	-	-	-	-	-	-	-	-
Sewer Improvement (612)	07719	WPCF Old Cogen Building Repurpose	400	-	-	-	-	-	-	-	-	-	-	-
Sewer Improvement (612)	07743	WPCF Laboratory Equipment Replacement - ICP_MS (NEW)	-	200	-	-	-	-	-	-	-	-	-	200

FY21 CAPITAL PROJECTS BY CATEGORY

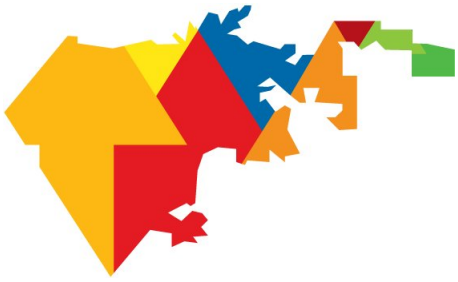
Expenditure amounts do not include reimbursements, transfers between funds, or vehicle replacements and operating/maintenance expense.			PRIOR EXPEND.	FY21 EXPEND.	FY22 EXPEND.	FY23 EXPEND.	FY24 EXPEND.	FY25 EXPEND.	FY26 EXPEND.	FY27 EXPEND.	FY28 EXPEND.	FY29 EXPEND.	FY30 EXPEND.	FY21-30 TOTAL
			(In thousands)											
FUND	**PROJECT NUMBER**	**DESCRIPTION**												
Sewer Improvement (612)	07744	Linden Lift Station Upgrades (NEW)	-	150	-	-	-	-	-	-	-	-	-	150
Sewer Improvement (612)	07745	Marathon Lift Station Motor Control Center Replacement (NEW)	-	250	-	-	-	-	-	-	-	-	-	250
Sewer Improvement (612)	07748	WPCF New Biofilter for Gravity Belt Thickener Building (TBD-FY23)	-	-	-	100	875	-	-	-	-	-	-	975
Sewer Improvement (612)	07749	WPCF Primary Effluent Flow Equalization (TBD-FY23)	-	-	-	300	2,200	-	-	-	-	-	-	2,500
Sewer Improvement (612)	07750	WPCF New Final Clarifier (WPCF Phase II) (NEW)	-	1,500	11,150	-	-	-	-	-	-	-	-	12,650
Sewer Improvement (612)	07757	Cogen Operational Improvements (NEW)	-	230	-	-	-	-	-	-	-	-	-	230
Sewer Improvement (612)	07760	Nutrient Management Design (NEW)	-	2,700	2,700	-	-	-	-	-	-	-	-	5,400
		TOTAL SEWER SYSTEM PROJECTS		**14,351**	**28,412**	**8,430**	**8,905**	**5,530**	**5,530**	**5,530**	**5,530**	**5,530**	**5,530**	**93,278**
AIRPORT PROJECTS														
Airport Capital (621)	06805	Project Predesign Services	120	30	30	30	30	30	30	30	30	30	30	300
Airport Capital (621)	06806	Consultant Predesign Services	35	30	10	10	10	10	10	10	10	10	10	120
Airport Capital (621)	06814	Sulphur Creek Mitigation - Design + Construction	4,160	40	-	-	-	-	-	-	-	-	-	40
Airport Capital (621)	06816	Sulphur Creek 10-Year Monitoring	165	18	36	36	36	36	36	36	36	36	36	342
Airport Capital (621)	06818	Airport Pavement Management Program Update	102	-	35	-	35	-	35	-	35	-	35	175
Airport Capital (621)	06819	Taxiway Zulu Pavement Rehabilitation	1,099	-	-	-	-	-	-	-	-	-	-	-
Airport Capital (621)	06823	Perimeter Fence Replacement	112	10	10	10	10	10	10	10	10	10	10	100
Airport Capital (621)	06826	T-Hangar Improvements	451	100	150	200	250	300	350	400	450	500	550	3,250
Airport Capital (621)	06827	LED Lighting Retrofit	50	-	-	-	-	-	-	-	-	-	-	-
Airport Capital (621)	06828	Tower Renovations	100	-	-	-	-	-	-	-	-	-	-	-
Airport Capital (621)	06829	Hangar Condition Assessment	74	-	-	-	-	-	-	-	-	-	-	-
Airport Capital (621)	06830	CCTV Upgrade	-	60	-	-	-	-	-	-	-	-	-	60
Airport Capital (621)	06831	Taxiway Foxtrot Rehabilitation Design/Construction	-	489	-	2,300	-	-	-	-	-	-	-	2,789
Airport Capital (621)	06833	View Park	-	90	-	-	-	-	-	-	-	-	-	90
Airport Capital (621)	06851	ALP Update with Narrative	-	-	350	-	-	-	-	-	-	-	-	350
Airport Capital (621)	06852	EMAS Runway Safety Area Improvements Design/Construction	-	-	-	-	392	8,602	-	-	-	-	-	8,994
Airport Capital (621)	06854	Golf Course Modifications/Road Relocation Design/Construction	-	-	-	-	241	5,273	-	-	-	-	-	5,514
Airport Capital (621)	06855	Airfield Lighting Upgrade Design/Construction	-	-	-	-	-	-	380	5,000	-	-	-	5,380
Airport Capital (621)	06890	Pavement Improvements	475	750	500	525	150	725	800	600	750	750	750	6,300
Airport Capital (621)	06891	Miscellaneous Pavement/Building/Grounds Repairs	444	125	125	125	125	125	125	125	125	125	125	1,250
Airport Capital (621)	06898	Noise Monitoring	786	45	45	45	45	45	45	45	45	45	45	450
Airport Capital (621)	TBD	Airport Pavement Management Program	-	-	-	-	-	-	-	-	-	-	-	-
		TOTAL AIRPORT PROJECTS		**1,787**	**1,291**	**3,281**	**1,324**	**15,156**	**1,821**	**6,256**	**1,491**	**1,506**	**1,591**	**35,504**

HAYWARD



SUPPLEMENTAL

HAYWARD



FINANCIAL POLICIES

FINANCIAL POLICIES

Overview of Financial Policies

Financial policies as adopted by the City Council establish the framework for Hayward's overall fiscal planning and management. They set forth decision-making guidelines against which current budgetary performance can be measured and proposals for future programs can be evaluated. Hayward's publicly adopted financial policies demonstrate the City's commitment to sound financial management and fiscal integrity. The financial policies also improve the City's fiscal stability by helping City officials plan fiscal strategy with a consistent approach. Adherence to adopted financial policies promotes sound financial management, which can lead to improvement in City bond ratings and lower cost of capital.

Below is a listing of key policies related to the citywide budget. Many of these policies have been in operation for a number of years.

1. Balanced Budget Policy
2. One-time Revenue Use Policy
3. Benefit Liabilities Funding Plan Policy
4. Long Range Financial Forecasting Policy
5. Reserves Policy
6. Investment Policy
7. Debt Issuance and Management Policy
8. Debt Disclosure Policy -NEW
9. Charges and Fees Policy
10. Multi-Year Capital Improvement Program Plan Policy
11. Internal Service Maintenance & Capital Replacement Policy

Balanced Budget Policy[3]

The City of Hayward must adopt a balanced annual operating budget. A structurally balanced budget exists when recurring operating revenues equal or exceed recurring operating expenditures and there is no planned or actual use of reserve cash to cover any "negative gap" between the two.

1. The operating resources and resource uses that are included or excluded from the definition of a balanced budget calculation;
    a. Operating revenues and expenditures - including transfers in and transfers out.
    b. Capital Improvement Program budget funds are excluded.
    c. One-time revenues should be carefully considered before using to balance the operating budget per the newly recommended policies herein.
2. Available fund balances may be used as a resource for non-recurring expenditures as approved by City Council.
3. The modified accounting accrual basis is used to define revenues and expenditures.
4. For a variety of reasons, true structural balance may not be possible. In such a case, using reserves to balance the budget may be considered but only in the context of a plan to return to structural balance, replenish fund balance, and ultimately remediate the negative impacts of any other short-term balancing actions that may be taken. Further, the plan should be clear about the time period over which returning to structural balance, replenishing reserves, and remediating the negative impacts of balancing actions are to

[3] *NACSLB's Practices located on GFOA's web site at* www.gfoa.org

occur
5. The City shall conduct midterm budget reviews to review the budget and take any necessary action to bring the budget into balance.
6. The balanced budget policy will be applied over a ten-year financial planning horizon for the City's General Fund and other key operating funds in order to identify and plan to avoid structural imbalances in the long term.

One-Time Use Policy

Periodically in the normal course of business the City will receive revenues from non-operating activities, revenues in excess of a Council established threshold for a specific revenue. One time revenues may occur over more than a one fiscal year period (i.e. an allocation of one time funds over multiple fiscal years), they shall not support recurring operational expenses.

The following principles will guide the use of the resources provided through one-time revenues.

If the City's General Fund is not within the policy noted in the Reserves Policy Below, 100% of one-time revenues will be put towards replenishing reserves until the reserves meet the policy requirement.

If General Fund reserves are at or above the level required by policy one-time revenues will be designated for the uses noted below with the following guidelines:

%	Designation
50%	95% would be allocated to fund the City's unfunded liabilities
	5% would be allocated to build General Fund Reserves
50%	70% would be programmed for capital infrastructure needs
	20% would be appropriated for emerging needs
	10% or up to $1M would be appropriated for economic development needs

Receipt of one-time revenues of $1,000,000 or more, or those above previously established Council thresholds will be brought to Council for designation. Uses of one-time funds for reasons not mentioned above require explicit Council authorization.

Property Transfer Tax - Threshold for Recurring & One-time Revenue

The Real Property Transfer Tax (Transfer Tax) rate set by the City of Hayward is $8.50 per $1,000 of the value of consideration paid for the documented sale of real property or any transfer of interest in real property. Hayward's Transfer Tax revenue is volatile and is driven directly by the real estate market, based on the rate of property turn over and the sales price of said properties. The City has experienced dramatic swings in Transfer Tax.

In order to best budget this general fund revenue, the City should establish a threshold for recurring revenues that will support recurring City operations. Based on historical averages

and the current economic climate, it is recommended that Council establish a baseline threshold of $10.3 million to be used to fund recurring City operations. Transfer Tax revenues received in excess of this amount should be considered one-time revenues and used in accordance with the City's policy on the Use of One-Time Revenue for One-Time Expenditures described above.

Benefit Liabilities Funding Plan & Policies

Unfunded liabilities are defined as identifiable obligations of the City for which the organization does not have 100% of the funding (cash or other assets) set aside to cover the cost should all obligations become immediately and simultaneously due. The City's primary benefit liabilities include, but are not limited to:

- California Public Employees' Retirement System (CalPERS)
- Other Post-Employment Benefits (OPEB) - Retiree Medical Benefits
- Workers' Compensation
- Accrued Leave Payouts

Council shall identify appropriate levels to fund portions of each benefit liability considering the associated risk that the unfunded portion of the obligations present to the organization, timing of the liability's ultimate due date and realistic and responsible management of the organization's cash flows. The City's funding plans for unfunded actuarial accrued liabilities should not exceed the parameters established by GAAP.

Long Range Financial Forecasting Policy

Hayward's budget shall include a long range financial forecast of operating revenues and expenditures of the General Fund and other key operating funds. The forecast will extend five to 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. The forecast shall include a spendable fund balance calculation and any difference from established reserve levels.

Reserves Policy[4]

The City of Hayward will establish and maintain adequate financial reserves in order to prepare for the impact economic cycles and physical disasters have upon essential services to the public and assure annual fluctuations in revenue do not impede the City's ability to meet expenditure obligations. During periods of economic sufficiency, reserves may be used as a source of supplemental revenue through prudent investments and earnings while avoiding short-term cash flow deficiencies. When revenues fail to meet the normal operating requirements of essential public services, or the need for disbursements temporarily exceeds receipts, reserves, upon the recommendation of the City Manager and the authorization of the City Council, may be used in accordance with the standards set forth herein.

[4] *Determining the Appropriate Level of Unrestricted Fund Balance in the General Fund GFOA October 2009*

Reserve goals are as follows:

Name	Minimum	Basis
General Fund	Goal of no less than two months of city operating costs or at least 20% of budgeted General Fund operating expenditures	To create a reserve that will allow the City to continue providing acceptable service levels during emergencies and economic downturns while maintaining adequate liquidity to make all payments without short term borrowing.
Internal Service Funds Fleet Replacement, Facilities Replacement Technology Replacement	As determined by the City Manager pursuant to established replacement plans and Council reserve policies	Accumulation of reserves within these discreet internal service funds will ensure timely replacement of City assets.
Internal Service Funds Risk Management General Liability	$1,000,000	The City is self-insured and therefore it is prudent to set aside reserves with this internal service fund for unforeseen claims.

The annual budget presented by the City Manager 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 may be used if authorized by the City Council, based on the following principles:

1. Staffing levels in essential services shall be temporarily maintained, in order to avoid or reduce the necessity for immediate lay-offs: only in extreme conditions will reserves be used to support operational positions for longer than two years;
2. A hiring freeze must be implemented for designated positions as appropriate to maintain essential services to the public;
3. All other reasonable and available expenditure reduction measures have been taken by the City Manager and the City Council before using one-time funding to support operational positions;
4. User fees and services charges will be fully utilized for those services for which they were collected;
5. The level of the Reserve shall be restored in a timely manner as economic recovery occurs, consistent with the maintenance of essential services:
6. “Essential services”, “appropriate levels” of such services, and “extreme conditions” shall be determined from time to time by the City Council upon the recommendation of the City Manager.

FINANCIAL POLICIES

Investment Policy

The City of Hayward incorporates a prudent and systematic investment process and investment related activities are formalized in Annual Statement of Investment Policy. The primary objectives of the policy, in order, 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, issuer, or class of securities. An Investment Advisory Committee is appointed by the City Manager to oversee the City's investment program and assure it is consistent with the investment policy as approved by the Council. The committee meets quarterly to monitor portfolio performance and consider changes in strategy and investment policy. The policy is approved annually by the City Council at a public meeting. The Director of Finance provides periodic reporting to the Committee and to City Council on the status of City cash and investments.

Debt Issuance and Management 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 approved by City Council.
2. Legal debt limitations or limitations established by policy, including limitations on the pledge of the issuer's general credit, shall be calculated.

    - 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.

3. 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

4. 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.
5. Except in extreme conditions as defined by Council, the issuance of new debt should not in and by itself jeopardize or lower the City’s bond ratings.
6. 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.
7. Authorized methods of sale shall be considered on a case by case basis, including competitive sale, negotiated sale, and private placement.

8. Method of selecting outside finance professionals shall be consistent with the City's procurement practices.
9. Compliance with federal tax law provisions, such as arbitrage requirements.

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 Director of Finance 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.

Debt Disclosure Policy

The City of Hayward intends to comply with all applicable federal and state securities laws. The following policy is establishing disclosure requirements for new debt issuance and continuing disclosure for ongoing debts.

Disclosure Requirements for New Debt Issuance

1. The Director of Finance will act as the City's Disclosure Coordinator and shall review any Official Statement prepared in connection with any debt issuance by the City to ensure there are no misstatements or omissions of material information in any sections that contain descriptions of information prepared by the City.
2. In connection with this review of the Official Statement, the Disclosure Coordinator shall consult with third parties, including outside professionals assisting the City, and all members of City staff, to the extent that the Disclosure Coordinator concludes they should be consulted so that the Official Statement will include all "material" information (as defined for purposes of federal securities law).
3. As part of the review process, the Disclosure Coordinator shall submit all Official Statements to the City Council for approval through a formal staff report.
4. The approval of an Official Statement by the City Council shall not be approved as a consent item. The City Council shall undertake such review following consultation with the Disclosure Coordinator, to fulfill the City Council's responsibilities under applicable federal and state securities laws. In this regard, the Disclosure Coordinator shall consult with the City's disclosure counsel to the extent the Disclosure Coordinator considers appropriate.

Continuing Disclosure Requirements for Ongoing Debts

1. Under the continuing disclosure undertakings that the City has entered into in connection with its debt offerings, the City is required each year to file annual reports with the Municipal Securities Rulemaking Board's Electronic Municipal Market Access ("EMMA") system. Such annual reports are required to include updated financial and operating information, the City's audited financial statements and file notices of certain events in EMMA.
2. The Disclosure Coordinator is responsible for establishing a system by which:
    - the City will make the annual filings required by its continuing disclosure undertakings on a complete and timely basis, and

- the City will file notices of enumerated events on a timely basis.

When the City makes statements or releases information relating to its finances to the public that are reasonably expected to reach investors and the trading markets, the City is obligated to ensure that such statements and information are complete, true, and accurate in all material respects.

The Disclosure Coordinator shall ensure that the members of the City staff involved in the initial or continuing disclosure process and the City Council are properly trained to understand and perform their responsibilities. This training and understanding shall include Disclosure Procedures, the City's disclosure obligations under applicable federal and state securities laws and the disclosure responsibilities and potential liabilities of members of the City's staff and members of the City Council.

Charges and Fees Policy[5]

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 as appropriate. Circumstances where a charge or fee is set at less than 100 percent of full cost shall be considered and approved by City Council.
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. It is intended that there be a direct relationship between the amount paid and the level and cost of the service received.
4. Information on charges and fees will be made available to the public. This includes the City's 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.
5. The use of service charges and fees as a 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 exist for the delivery of the services.
   c. Expedited or unusual handling or service is requested by the person or entity paying the fee.
   d. 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.
6. The following general concepts will be used in developing and implementing service charges and fees:
   a. Fees structures must comply with Proposition 26 (or its replacement) - and revenues should not exceed the reasonable cost of providing the service.

[5] *"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

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 as simple as possible in order to reduce the administrative cost of collection and increase the transparency of how the fees are calculated.
d. Charges and fees should be reviewed annually and adjusted as appropriate to recover cost.

Multi-Year Capital Improvement Program Plan[6] Policy

The City of Hayward shall prepare and adopt a comprehensive ten-year capital improvement plan to ensure effective management of capital assets. A prudent multi-year capital improvement plan identifies and prioritizes expected needs based on the City's General Plan, replacement plans, and other needs; establishes project scope and cost; details estimated amounts of funding from various sources; and projects future operating and maintenance costs. The capital plan should identify present and future service needs that require capital infrastructure or equipment, including:

a. Capital assets that require repair, maintenance, or replacement that, if not addressed, will result in higher costs in future years
b. Infrastructure improvements needed to support new development or redevelopment
c. Projects with revenue-generating potential
d. Improvements or resources that support economic development
e. Changes in community needs
f. New policies, such as those related to sustainability and energy efficiency

The full extent of project costs should be determined when developing the multi-year capital improvement plan. Cost issues to consider include the following:

a. The scope and timing of a planned project should be well defined in the early stages of the planning process
b. Identify and use the most appropriate approaches, including outside assistance, when estimating project costs and potential revenues
c. For projects programmed beyond the first year of the plan, Hayward should adjust cost projections based on anticipated inflation
d. The ongoing operating costs associated with each project should be quantified, and the sources of funding for those costs should be identified
e. 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

6

- John Vogt, *Capital Budgeting and Finance: A Guide for Local Governments,* (Washington, D.C.: International City/County Management Association, 2004)
- 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 Practices: *Establishing the Useful Life of Capital Assets* (2002); *Establishment of Strategic Plans* (2005)

f. Recognize the non-financial impacts of the project (e.g., environmental) on the community.

Internal Service Maintenance & Capital Replacement Policy

The City of Hayward maintains 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 and related cost.
2. Perform periodic measurement of the physical condition of all existing capital assets including estimated remaining useful life of assets.
3. Establish condition/functional performance standards to be maintained for each category/component of capital assets. 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 that encourage a high priority for those capital programs whose goal is maintaining the quality of existing assets.
5. Allocate sufficient funds in the ten-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. Periodically, report on long-lived capital assets, including:
    - Condition ratings jurisdiction-wide
    - Condition ratings by geographical area, asset class, and other relevant factors
    - Indirect condition data (e.g., work orders, repeat repairs)
    - Replacement life cycle(s) by asset type
    - Year-to-Year changes in net asset value
    - Actual expenditures and performance data on capital maintenance compared to budgeted expenditures performance data (e.g., budgeted improvements compared to actual)

HAYWARD



BUDGET PRACTICES

BUDGET PRACTICES

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 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 $75,000 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.
- Transfers between funds.

Appropriations requiring City Manager action include:

- 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 Director of Finance 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, portions of which may be invested by the Director of Finance.
- 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. 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 prior to issuance to determine if funds are available.

Oversight & Internal Controls

A system of internal controls has been implemented by the Director of Finance to prevent loss of public funds arising from fraud, employee error, misrepresentation by third parties, unanticipated changes in financial markets, or imprudent actions by employees and officers of the City.

Accounting for the Budget

The budget conforms to Generally Accepted Accounting Principles (GAAP).

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.

HAYWARD



RESOLUTIONS

HAYWARD CITY COUNCIL

RESOLUTION NO. 20-101

Introduced by Council Member Zermeño

RESOLUTION APPROVING THE OPERATING BUDGET OF THE CITY OF HAYWARD FOR FISCAL YEAR 2021; ADOPTING APPROPRIATIONS FOR FISCAL YEAR 2021, 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 2021 contained in those documents entitled "City of Hayward Proposed FY 2021 Operating Budget," with adjustments to the proposed budget as discussed at the June 23, 2020 Council public hearing and contained herein; and

WHEREAS, two 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; and

WHEREAS, the City Council and City staff are committed to continuing to work with the community and partnering to understand and address concerns regarding service provision by the Hayward Police Department, while ensuring that the public safety needs of the community are still being met; and

WHEREAS, the City has appropriated an additional $1 million towards social services in fiscal year 2021, these funds shall remain in reserves through at least the first quarter of the fiscal year and will require further action from Council prior to appropriation and distribution; and

WHEREAS, in adopting the fiscal year 2021 budget, the City remains committed to engaging the community in an open dialogue to better understand the community's desire for change in how law enforcement is administered and how services are provided by the Hayward Police Department within the City, including, but not limited to, a discussion that considers the list of items commonly referred to as "the seven demands.'

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 2021 Operating Budget," with adjustments to the proposed budget as outlined in the June 23, 2020 staff report, is hereby approved and adopted as the budget of the City of Hayward for FY 2021, with the specific exception of the General Fund Community Agency funding, which is separately addressed in Resolution No. 20-098. 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 2021 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 2021
Unassigned		25,112
Total Designated Fund Balance	**$**	**25,112**
Proposed Use of Fund Balance		**(3,252)**
Total Reserves & Designated	**$**	**21,860**

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 $75,000 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 amounts included in this resolution reflect the 4.9% reductions in the departmental budget for the Hayward Police Department.

IN COUNCIL, HAYWARD, CALIFORNIA June 23, 2020.

ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS: Lamnin, Márquez, Mendall, Salinas, Zermeño
MAYOR: Halliday

NOES: COUNCIL MEMBERS: Wahab

ABSTAIN: COUNCIL MEMBERS: None

ABSENT: COUNCIL MEMBERS: None

ATTEST: _____
City Clerk of the City of Hayward

APPROVED AS TO FORM:

_____
City Attorney of the City of Hayward

FY 2021 Fund Transfers To/From

ATTACHMENT III
EXHIBIT A

General Fund Transfers In			
100-00-0000-00000-49100	217	Cost Allocation From Paratransit Measure B Fund	(39,319)
100-00-0000-00000-49100	231	Cost Allocation From Used Oil Fund	(930)
100-00-0000-00000-49100	232	Cost Allocation From Measure D Fund	(37,327)
100-00-0000-00000-49100	245	Cost Allocation From Housing Authority Fund	(3,897)
100-00-0000-00000-49100	246	Cost Allocation From Affordable Housing Fund	(13,474)
100-00-0000-00000-49100	605	Cost Allocation From Water Enterprise Fund	(1,207,770)
100-00-0000-00000-49100	606	Cost Allocation From Water Inter-tie Fund	(21,329)
100-00-0000-00000-49100	610	Cost Allocation From Sewer Enterprise Fund	(823,783)
100-00-0000-00000-49100	615	Cost Allocation From Stormwater Enterprise Fund	(125,049)
100-00-0000-00000-49100	620	Cost Allocation From Airport Enterprise Fund	(185,168)
100-00-0000-00000-49530	815	Transfer From Successor RDA Fund D/S Repayment	(800,000)
100-00-0000-00000-49535	210	Transfer From Gas Tax Fund	(236,000)
100-00-0000-00000-49545	810	Misc. Transfer From CFD #1 for Trustee Costs	(8,000)
100-00-0000-00000-49545	810	Misc. Transfer From CFD #2 for Police Services	(290,000)
100-00-0000-00000-49545	810	Misc. Transfer From CFD #3 for Police & Fire Services	(175,000)
		Transfers In Total	**(3,967,046)**
General Fund Transfers Out			
100-00-0000-00000-98100	102	Transfer to Economic Development Fund	350,000
100-00-0000-00000-98100	720	OPEB Contribution	1,000,000
100-00-0000-00000-98110	300	D/S ABAG 2001-02 (ABAG 33)	82,000
100-00-0000-00000-98110	300	D/S City Hall Debt Service	1,977,589
100-00-0000-00000-98110	300	Transfer D/S Fire Station #7	452,854
100-00-0000-00000-98110	300	Miscellaneous Transfer To Debt Service Fund	4,900
100-00-0000-00000-98110	300	D/S 15 Streetlight Conversion #05188	276,262
100-00-0000-00000-98110	605	Fire Station #7 Repayment to Water Fund	137,741
100-00-0000-00000-98115	405	Transfer To Capital Projects	15,000
100-00-0000-00000-98115	460	Capital Transfer To Transportation Sys Improvement Fund	400,000
100-00-0000-00000-98115	731	Supplemental To Technology Replacement Fund	435,000
100-00-0000-00000-98200	710	Liability Insurance Allocation	3,902,483
		Transfers Out Total	**9,033,829**
Measure C Fund			
101-00-0000-00000-98110	301	D/S New Library & Education Center	5,420,938
101-00-0000-00000-98110	301	D/S New Library & Education Center Admin Fees	3,500
101-00-0000-00000-98115	406	CIP Transfer	200,000
101-00-0000-00000-98200	710	Transfer Out to Liability Insurance	106,542
		Measure C Fund	**5,730,980**
Economic Development Fund			
102-00-0000-00000-49530	100	Transfer In From General Fund	(350,000)
		Economic Development Fund	**(350,000)**
Paratransit Fund			
217-00-0000-00000-97100	100	Transfer Out Cost Allocation To General Fund	39,319
217-00-0000-00000-98200	710	Transfer Out To Liability Insurance	17,047
		Paratransit Fund	**56,366**
Used Oil Fund			
231-00-0000-00000-98100	100	Transfer Out Cost Allocation to General Fund	930
		Used Oil Fund	**930**
Measure D Fund			

FY 2021 Fund Transfers To/From

ATTACHMENT III
EXHIBIT A

232-00-0000-00000-97100	100	Transfer Out Cost Allocation to General Fund	37,327
232-00-0000-00000-98200	710	Transfer Out Liability Insurance	12,785
		Measure D Fund	**50,112**
Housing Authority Fund			
245-00-0000-00000-97100	100	Transfer Out Cost Allocation To General Fund	3,897
245-00-0000-00000-98200	710	Transfer Out Liability Insurance	4,262
		Housing Authority Fund	**8,159**
Affordable Housing Fund			
246-00-0000-00000-97100	100	Transfer Out Cost Allocation To General Fund	13,474
246-00-0000-00000-98200	710	Transfer Out To Liability Insurance	8,523
		Affordable Housing Fund	**21,997**
Rent Review Program Fund			
286-00-0000-00000-98200	710	Transfer Out To Liability Insurance	4,262
		Rent Review Program Fund	**4,262**
Certificates of Participation Fund			
300-00-0000-00000-49555	100	Transfer In D/S ABAG 2001-02 (ABAG 33)	(82,000)
300-00-0000-00000-49555	100	Transfer In D/S City Hall Debt Service	(1,977,589)
300-00-0000-00000-49555	100	Transfer In D/S Fire Station #7	(452,854)
300-00-0000-00000-49555	100	Transfer In D/S 15 Streetlight Conversion #05188	(276,262)
300-00-0000-00000-49555	100	Transfer In Misc. Transfer From General Fund	(4,900)
		Certificates of Participation Fund	**(2,793,605)**
Measure C Debt Service Fund			
301-00-0000-00000-49555	101	D/S New Library & Education Center	(5,420,938)
301-00-0000-00000-49555	101	D/S New Library & Education Center Admin Fees	(3,500)
		Measure C Debt Service Fund	**(5,424,438)**
Water Maintenance & Operations Fund			
605-00-0000-00000-49555	100	Transfer In From General Fund Fire Station #7 Repayment	(137,741)
605-00-0000-00000-49555	604	Transfer In D/S 13 Water System	(272,768)
605-00-0000-00000-49550	604	Transfer In Capital from Water	(538,000)
605-00-0000-00000-97100	100	Transfer Out Cost Allocation To General Fund	1,207,770
605-00-0000-00000-98200	710	Transfer Out To Liability Insurance	386,560
605-00-0000-00000-98115	603	Transfer Out Capital Reserves To Water	4,500,000
		Water Maintenance & Operations Fund	**5,145,821**
Water Inter-Tie Fund			
606-00-0000-00000-97100	100	Transfer Out Cost Allocation To General Fund	21,329
		Water Inter-Tie Fund	**21,329**
Sewer Maintenance & Operations Fund			
610-00-0000-00000-49555	612	Transfer In D/S CEC Loan	(218,000)
610-00-0000-00000-49555	612	Transfer In D/S CA SWRCB Loan/Sewer	(1,530,000)
610-00-0000-00000-97100	100	Transfer Out Cost Allocation to General Fund	823,783
610-00-0000-00000-98115	611	Transfer Out Capital Reserves to Sewer Replacement	5,000,000
610-00-0000-00000-98200	710	Transfer Out To Liability Insurance	433,977
		Sewer Maintenance & Operations Fund	**4,509,760**
Stormwater Maint. & Operations Fund			
615-00-0000-00000-97100	100	Transfer Out Cost Allocation To General Fund	125,049
615-00-0000-00000-98115	611	Transfer Out to Sewer Replacement	250,000
615-00-0000-00000-98115	612	Transfers Out to Sewer Improvement	2,096,000

FY 2021 Fund Transfers To/From

ATTACHMENT III
EXHIBIT A

615-00-0000-00000-98115	210	Transfer Out Gas Tax	15,000
615-00-0000-00000-98200	710	Transfer Out To Liability Insurance	42,619
		Stormwater Maint. & Operations Fund	**2,528,668**
Airport Operations Fund			
620-00-0000-00000-97100	100	Transfer Out Cost Allocation To General Fund	185,168
620-00-0000-00000-98200	710	Transfer Out To Liability Insurance	77,668
620-00-0000-00000-98115	621	Transfer Out Cap Reserves To Airport Capital	1,325,000
		Airport Operations Fund	**1,587,836**
Recycled Water Fund			
630-00-0000-00000-98115	611	Transfer Out to Sewer Replacement	182,800
630-00-0000-00000-98200	710	Transfer Out To Liability Insurance	4,262
		Recycled Water Fund	**187,062**
Workers' Compensation Fund			
705-00-0000-00000-98200	710	Transfer Out To Liability Insurance	21,308
		Workers' Compensation Fund	**21,308**
Risk Management Fund			
710-00-0000-00000-49100	100	Transfer In Liability Insurance-General Fund	(3,902,483)
710-00-0000-00000-49100	101	Transfer In Liability Insurance-Measure C Fund	(106,542)
710-00-0000-00000-49100	217	Transfer In Liability Insurance-Meas B2 PRTRNST	(17,047)
710-00-0000-00000-49100	232	Transfer In Liability Insurance-Recycling	(12,785)
710-00-0000-00000-49100	245	Transfer In Liability Insurance-Housing Fund	(4,262)
710-00-0000-00000-49100	246	Transfer In Liability Insurance-Housing Mortg	(8,523)
710-00-0000-00000-49100	286	Transfer In Liability Insurance-Rent Review Program Fund	(4,262)
710-00-0000-00000-49100	605	Transfer In Liability Insurance-Water M & O	(386,560)
710-00-0000-00000-49100	610	Transfer In Liability Insurance-WWTP M & O	(433,977)
710-00-0000-00000-49100	615	Transfer In Liability Insurance-Stormwater	(42,619)
710-00-0000-00000-49100	620	Transfer In Liability Insurance-Airport	(77,668)
710-00-0000-00000-49100	630	Transfer In Liability Insurance-Recycled Water	(4,262)
710-00-0000-00000-49100	705	Transfer In Liability Insurance-Workers Comp	(21,308)
710-00-0000-00000-49100	725	Transfer In Liability Insurance-Facilities FD	(48,209)
710-00-0000-00000-49100	730	Transfer In Liability Insurance-Tech Services FD	(104,012)
710-00-0000-00000-49100	735	Transfer In Liability Insurance-Equip Mgmt.	(78,039)
710-00-0000-00000-49100	815	Transfer In Liability Insurance-Successor RDA Fund	(31,929)
		Risk Management Fund	**(5,284,487)**
Retiree Medical Fund			
720-00-0000-00000-49530	100	OPEB Transfer Out of General Fund	(1,000,000)
		Retiree Medical Fund	**(1,000,000)**
Facilities Management Fund			
725-00-0000-00000-98200	710	Transfer Out To Liability Insurance	48,209
		Facilities Management Fund	**48,209**
Information Technology Fund			
730-00-0000-00000-98115	731	Transfer Out To IT Replacement Fund	756,000
730-00-0000-00000-98200	710	Transfer Out To Liability Insurance	104,012
		Information Technology Fund	**860,012**
Fleet Management Fund			
735-00-0000-00000-98200	710	Transfer Out To Liability Insurance	78,039
		Fleet Management Fund	**78,039**

FY 2021 Fund Transfers To/From

ATTACHMENT III
EXHIBIT A

Comm. Facility District Fund			
810-00-0000-00000-98100	100	Transfer Out To General Fund for Trust Expenses CFD #1	8,000
810-00-0000-00000-98100	100	Transfer Out To General Fund for Police Services CFD #2	290,000
810-00-0000-00000-98100	100	Transfer Out To General Fund for Police&Fire Svcs CFD #3	175,000
		Comm. Facility District Fund	**473,000**
Successor Agency-RDA of COH			
815-00-0000-00000-98100	100	Transfer Out To General Fund D/S Loan Repayment	800,000
815-00-0000-00000-98200	710	Transfer Out To Liability Insurance	31,929
		Successor Agency-RDA of COH	**831,929**

FY 2021 Fund Transfers To/From

ATTACHMENT III
EXHIBIT B

General Fund		
100		169,566,810
Measure C Fund		
101		9,955,499
Special Revenue Funds		
102	Economic Development Fund	350,000
214	Paratransit Fund - Measure BB	417,157
217	Paratransit Fund - Measure B	1,516,853
220	Home Loan Fund	439,137
225	Community Development Block Grant Fund	1,771,210
230	Recycling Fund	31,357
231	Used Oil Fund	40,930
232	Recycling/Measure D Fund	616,344
240	Local Grants	-
245	Housing Authority	240,876
246	Affordable Housing Fund	348,227
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
266	LLD Zone 1	8,702
267	LLD Zone 2	13,242
268	LLD Zone 3	176,502
269	LLD Zone 4	22,987
270	MD 1	400,899
271	MD 2	128,054
272	LLD Zone 5	11,626
273	LLD Zone 6	15,087
274	LLD Zone 7	164,642
275	LLD Zone 8	8,861
276	LLD Zone 9	2,786
277	LLD Zone 10	194,502
278	LLD Zone 12	35,482
279	LLD Zone 11	239,892
280	Downtown Bus Improvement	-
281	LLD Zone 13	221,677
282	LLD Zone 14	94,502
284	LLD Zone 15	68,352
285	Inclusionary Housing	292,450
286	Rent Review Program Fund	409,386
290	LLD Zone 16	25,552
291	LLD Zone 17	47,352
295	So. Hayward B.A.R.T. JPA	566,220
	Special Revenue Fund Total	11,559,662
Enterprise Funds		
605	Water	54,021,566
606	Regional Intertie	131,329
610	Wastewater	24,397,013
615	Stormwater	5,259,336
620	Airport	4,010,620
630	Recycled Water	1,041,923

FY 2021 Fund Transfers To/From

ATTACHMENT III
EXHIBIT B

	Enterprise Fund Total	88,861,787
Debt Service/Non-Departmental Funds		
300	Certificate of Participation	2,793,605
301	Measure C Debt Service	5,424,738
805/810	Special Assessment District	1,075,696
	Debt Service Fund Total	9,294,039
Internal Service Funds		
705	Worker's Compensation	6,466,371
710	Risk Management	5,301,533
720	Employee Benefits	4,544,666
725	Facilities	4,133,455
730	Information Technology	8,365,356
735	Fleet	4,090,855
	Internal Service Fund Total	32,902,236
Hayward Redevelopment Successor Agency (HRSA)		
815		4,454,269
851	Hayward Shoreline JPA	104,333
Total Appropriation Authority		**326,698,635**

HAYWARD CITY COUNCIL

RESOLUTION NO. 20-098

Introduced by Council Member Wahab

RESOLUTION APPROVING AND APPROPRIATING THE COMMUNITY AGENCY FUNDING RECOMMENDATIONS FOR FISCAL YEAR 2021 IN THE COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) CATEGORY AND AUTHORIZING THE CITY MANAGER TO APPLY FOR FEDERAL ASSISTANCE UNDER THE COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM

WHEREAS, the Housing and Community Development Act of 1974 makes funds available to qualified cities for certain community development activities, and the City of Hayward is qualified to receive certain funds pursuant to said act; and

WHEREAS, the City Council has considered public testimony and the CDBG Program recommendations prepared by staff and the Community Services Commission, a copy of which is attached and hereby referred to for further particulars; and

WHEREAS, the Council has considered the environmental impact of the program and hereby finds and determines that the program is composed of projects that are categorically excluded from the National Environmental Protection Act or will be subject to later environmental review and finds and determines that the activities funded by the program are either not subject to the California Environmental Quality Act or will be subject to later environmental review;

NOW THEREFORE BE IT RESOLVED that the City Council of the City of Hayward hereby approves the Community Development Block Grant Program and authorizes the City Manager on behalf of the City of Hayward to execute and submit the required applications and all implementing documents in connection therewith.

BE IT FURTHER RESOLVED that the City Council of Hayward hereby approves and appropriates the Community Agency Funding Community Development Block Grant recommendations for Fiscal Year 2021 as shown in Exhibit A, in a total amount not to exceed $1,247,869 which is incorporated by reference herein.

BE IT FURTHER RESOLVED that the City Council of Hayward hereby approves and appropriates the Community Development Block Grant funding allocations recommendations for Fiscal Year 2021 as shown in Exhibit B, in a total amount of $1,951,663, including $1,247,869 in recommended funds as part of the Community Agency Funding Process.

BE IT FURTHER RESOLVED that except as may be otherwise provided, any and all expenditures relating to the objectives described in the 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 23, 2020.

ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS: Lamnin, Márquez, Mendall, Salinas, Wahab, Zermeño
MAYOR: Halliday

NOES: COUNCIL MEMBERS: None

ABSTAIN: COUNCIL MEMBERS: None

ABSENT: COUNCIL MEMBERS: None

ATTEST: _____
City Clerk of the City of Hayward

APPROVED AS TO FORM:

_____
City Attorney of the City of Hayward

Exhibit A

COMMUNITY AGENCY FUNDING CSC RECOMMENDATIONS: CDBG FY 2021					
CATEGORY	AGENCY	PROJECT	FY 2020 FUNDING	FY 2021 REQUESTS	FY 2021 RECOMMENDATIONS
CDBG - PUBLIC SERVICES					
Housing & Homelessness	Abode Services	Alameda County Impact	$ 48.108	$ 54.786	$ 54.786
Housing & Homelessness	Building Opportunities for Self Sufficiency (BOSS)*	South County Homeless Project	$ -	$ 40.000	$ 35.731
Housing & Homelessness	Eden Council for Hope and Opportunity (ECHO Housing)	Tenant/Landlord Services	$ 25.000	$ 25.765	$ 25.000
Youth & Family	Hayward Public Library	Family Education Program	$ 77.608	$ 180.000	$ 131.568
TOTAL FY 2021 CDBG PUBLIC SERVICES			**$ 175,716**	**$ 325,551**	**$ 247,085**
CDBG - ECONOMIC DEVELOPMENT & INFRASTRUCTURE					
Economic Development	City of Hayward, Economic Development Division	City of Hayward, Business Incentive Program	$ 75.000	$ 100.000	$ 100.000
Economic Development	Community Child Care Council (4-Cs) of Alameda County	Child Care Initiative Project	$ 30.000	$ 40.000	$ 40.000
Economic Development	Downtown Streets, Inc. (2017)	Hayward Downtown Streets Team/Tennyson Corridor	$ 234.999	$ 236.414	$ 236.414
Economic Development	Love Never Fails*	IT Biz Workforce Development	$ -	$ 104.370	$ 104.370
Infrastructure	Friends of Hayward*	Sycamore Lodge Staircase Repair	$ -	$ 15.000	$ 15.000
Infrastructure	St. Rose Hospital Foundation	Hospital Project	$ -	$ 150.000	$ 150.000
Infrastructure	City of Hayward, Community Services Division	Home Repair with Habitat and Rebuilding Together	$ 300.000	$ 300.000	$ 300.000
Infrastructure	City of Hayward, Community Services Division	Infrastructure Administration	$ -	$ 30.000	$ 30.000
TOTAL FY 2021 CDBG ECONOMIC DEVELOPMENT & INFRASTRUCTURE			**$ 639,999**	**$ 975,784**	**$ 975,784**
CDBG - HUD-REQUIRED FAIR HOUSING					
Admin - Housing & Homelessness	Eden Council for Hope and Opportunity (ECHO Housing)**	Fair Housing	$ 25.000	$ 25.000	$ 25.000
TOTTAL FY 2021 CDBG HUD-REQUIRED FAIR HOUSING			**$ 25,000**	**$ 25,000**	**$ 25,000**
TOTAL FY 2021 CDBG FUNDING RECOMMENDATION			**$ 840,715**	**$ 1,326,335**	**$ 1,247,869**

*New agency applying for funds
**Non-competitive award

Exhibit B

COMMUNITY DEVELOPMENT BLOCK GRANT FY 2021 ANNUAL ACTION PLAN FUNDING ALLOCATION		
No.	**Project Category**	**Program Year 2020 Funding Allocation**
1.	Administration & Planning	$338,531
2.	Public Services	$247,085
3.	Public Facilities and Infrastructure	$495,000
4.	Housing Programs	$390,263
5.	Economic Development	$480,784
TOTAL		*$1,951,663*

HAYWARD CITY COUNCIL

RESOLUTION NO. 20-099

Introduced by Council Member Mendall

RESOLUTION APPROVING AND APPROPRIATING THE COMMUNITY AGENCY FUNDING RECOMMENDATIONS FOR FISCAL YEAR 2021 IN THE SOCIAL SERVICES FUNDING CATEGORY

WHEREAS, the City of Hayward has allocated a portion of its General Fund to a competitive funding process for organizations serving the Hayward community; and

WHEREAS, the City Council has considered public testimony and the funding recommendations prepared by staff and the Community Services Commission, a copy of which is attached and hereby referred to for further particulars; and

NOW THEREFORE BE IT RESOLVED that the City Council of the City of Hayward hereby approves and appropriates the Community Agency Funding recommendations for Fiscal Year 2021 in the Social Services Funding Category, as shown in Exhibit A, in a total amount not to exceed $454,950 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 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 23, 2020.

ADOPTED BY THE FOLLOWING VOTE:

AYES:	COUNCIL MEMBERS: Lamnin, Mendall, Salinas, Wahab, Zermeño MAYOR: Halliday
NOES:	COUNCIL MEMBERS: None
ABSTAIN:	COUNCIL MEMBERS: None
ABSENT:	COUNCIL MEMBERS: None
RECUSED:	COUNCIL MEMBERS: Márquez

ATTEST: _____
City Clerk of the City of Hayward

APPROVED AS TO FORM:

_____
City Attorney of the City of Hayward

Exhibit A

COMMUNITY AGENCY FUNDING CSC RECOMMENDATIONS: GENERAL FUND SOCIAL SERVICES FY 2021					
CATEGORY	AGENCY	PROJECT	FY 2020 FUNDING	FY 2021 REQUESTS	FY 2021 RECOMMENDATIONS
GENERAL FUND - SERVICES					
Food Security	Alameda County Community Food Bank	Food Distribution - Food Purchase Program (Soc Svcs)	$ 35,000	$ 40,000	$ 35,000
Economic Development	Centro Community Partners*	Technical Assistance Services for LMI women and minority entrepreneurs	$ -	$ 15,000	$ -
Housing & Homelessness	Centro Legal de la Raza	Tenant Rights Consultation & Assistance	$ 82,836	$ 200,000	$ 74,570
Housing & Homelessness	Community Resources for Independent Living (CRIL)	Hayward Housing Services	$ 20,000	$ 30,000	$ 15,000
Housing & Homelessness	Covia Foundation*	Home Match Hayward	$ -	$ 32,000	$ -
Youth & Family	East Bay Agency for Children (EBAC)	Hayward HUB Family Resource Center	$ 30,000	$ 50,000	$ 20,000
Information & Referral	Eden I&R**	211	$ 51,813	$ 50,000	$ 50,000
Youth & Family	Eden United Church of Christ*	Newcomer Navigation Center	$ -	$ 40,000	$ 10,000
Youth & Family	Eden Youth and Family Center	Eden Youth and Family Center	$ 20,000	$ 50,000	$ 20,000
Housing & Homelessness	Family Violence Law Center	Family Violence and Homelessness Prevention Project	$ 45,000	$ 60,000	$ 37,350
Housing & Homelessness	First Presbyterian Church of Hayward dba South Hayward Parish	South Hayward Parish (SHP) Case Management	$ 33,000	$ 38,000	$ 29,950
Youth & Family	Friends of Hayward*	Prospect Hill Neighborhood Association Garden	$ -	$ 15,000	$ -
Housing & Homelessness	Gold Star Senior Shared Housing & Community Development, Inc*	Gold Star Senior Shared Housing & Community Development, Inc	$ -	$ 15,000	$ -
Youth & Family	Hayward Adult School	Raising Leaders in Hayward-Workshops & Internships	$ 35,000	$ 52,539	$ 14,850
Youth & Family	Horizon Services, Inc.	Lambda Project	$ 20,000	$ 50,000	$ 17,350
Legal	Housing & Economic Rights Advocates (HERA)	Housing & Economic Rights Advocates (HERA)	$ 12,000	$ 15,000	$ -
Legal	International Institute of the Bay Area	Legal Services for Immigrants	$ 15,000	$ 30,000	$ 15,000
Housing & Homelessness	La Familia Counseling Service	FESCO Les Marquis House - Emergency Shelter	$ 45,000	$ 50,000	$ 25,000
Legal	Legal Assistance for Seniors (LAS)	Legal Services & Education to Hayward Seniors	$ 17,000	$ 20,000	$ 10,000
Housing & Homelessness	Ruby's Place	Shelter and Children	$ 40,000	$ 43,000	$ 25,000
Youth & Family	SAVE/COPS*	SAVE/COPS	$ -	$ 13,680	$ 13,680
Food Security	Spectrum Community Services	Meal Program for Seniors	$ 15,000	$ 20,250	$ 17,200
Youth & Family	St. Rose Hospital Foundation*	FACES for the Future	$ -	$ 20,500	$ 10,000
Youth & Family	Tandem Partners in Early Learning*	StoryCycles	$ -	$ 27,979	$ -
Health	Tiburcio Vasquez Health Center, Inc.	School-Based Health Centers at Tennyson & Hayward High Schools	$ 12,137	$ 50,000	$ -
Health	Tri-City Health Center	HIV Program - Early Intervention Services	$ 15,000	$ 20,000	$ 15,000
TOTAL FY 2021 SOCIAL SERVICES RECOMMENDATIONS			**$ 543,786**	**$ 1,047,948**	**$ 454,950**

*New agency applying for funds
**Non-competitive award

HAYWARD CITY COUNCIL

RESOLUTION NO. 20-100

Introduced by Council Member Zermeño

RESOLUTION APPROVING AND APPROPRIATING THE COMMUNITY AGENCY FUNDING RECOMMENDATIONS FOR FISCAL YEAR 2021 IN THE ARTS AND MUSIC FUNDING CATEGORY

WHEREAS, the City of Hayward has allocated a portion of its General Fund to a competitive funding process for organizations serving the Hayward community; and

WHEREAS, the City Council has considered public testimony and the funding recommendations prepared by staff and the Community Services Commission, a copy of which is attached and hereby referred to for further particulars; and

NOW THEREFORE BE IT RESOLVED that the City Council of the City of Hayward hereby approves and appropriates the Community Agency Funding recommendations for Fiscal Year 2021 in the Arts & Music Funding Category, as shown in Exhibit A, in a total amount not to exceed $82,000 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 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 23, 2020.

ADOPTED BY THE FOLLOWING VOTE:

AYES:	COUNCIL MEMBERS: Lamnin, Mendall, Salinas, Wahab, Zermeño MAYOR: Halliday
NOES:	COUNCIL MEMBERS: None
ABSTAIN:	COUNCIL MEMBERS: Márquez
ABSENT:	COUNCIL MEMBERS: None

ATTEST: _____
City Clerk of the City of Hayward

APPROVED AS TO FORM:

_____
City Attorney of the City of Hayward

Exhibit A

COMMUNITY AGENCY FUNDING CSC RECOMMENDATIONS: GENERAL FUND ARTS & MUSIC FY 2021					
CATEGORY	AGENCY	PROJECT	FY 2020 FUNDING	FY 2021 REQUESTS	FY 2021 RECOMMENDATIONS
GENERAL FUND - ARTS & MUSIC					
Arts & Music	Hayward Area Forum for the Arts dba Sun Gallery	Sun Gallery Programs	$ 29,654	$ 33,000	$ 18,000
Arts & Music	Hayward Area Historical Society*	Discovery Kids	$ -	$ 9,860	$ 8,860
Arts & Music	Hayward Municipal Band	Hayward Municipal Band	$ 11,231	$ 15,000	$ 7,072
Arts & Music	La Familia	Hayward Arts Council	$ 20,000	$ 27,000	$ 16,000
Arts & Music	La Familia	Hayward Band/Orchestra	$ 7,920	$ 9,000	$ 9,000
Arts & Music	Love Never Fails*	LNF 'Survivor' Dance Team	$ -	$ 49,446	$ 10,473
Arts & Music	Pacific Chamber Orchestra	Discover Music educational assemblies for HUSD Elementaries	$ 8,800	$ 12,000	$ 8,800
Arts & Music	Youth Orchestra of Southern Alameda County	Hayward Scholarships	$ 3,795	$ 3,795	$ 3,795
TOTAL FY 2021 ARTS & MUSIC RECOMMENDATIONS			**$ 81,400**	**$ 159,101**	**$ 82,000**

*New agency applying for funds

HAYWARD CITY COUNCIL

RESOLUTION NO. 20-102

Introduced by Council Member Zermeño

RESOLUTION APPROVING CAPITAL IMPROVEMENT PROJECTS FOR FISCAL YEAR 2021

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 2021 contained in the document entitled "Recommended Capital Improvement Program FY 2021-30"; 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. 20-101, dated June 23, 2020, the City Council adopted the budget and appropriated funds for operating expenses for Fiscal Year 2021.

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 2021, as embodied in Recommended Capital Improvement Program FY 2021-30, are hereby adopted as the Capital Improvement Program for Fiscal Year 2021. 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)	2,285,000
SB1 (211)	3,000,000
Measure BB Tax Fund (Local Transportation) (212)	2,630,000
Measure BB Tax Fund (Local Transportation) (213)	420,000
Measure B Tax Fund (Local Transportation) (215)	3,150,000
Measure B Tax Fund (Pedestrian & Bicycle) (216)	525,000
Vehicle Registration Fee Fund (218)	1,000,000
Strategic Inititative (401)	-
Capital Projects (Governmental) Fund (405)	6,341,000
Measure C Fund (406)	16,000,000
Route 238 Corridor Improvement Fund (410)	8,690,000
Route 238 Settlement Administration Fund (411)	635,000
Route 238 Corridor Improvement Fund (412)	-
Street System Improvements Fund (450)	630,000
Transportation System Improvement Fund (460)	510,000
Water Replacement Fund (603)	5,120,000
Water Improvement Fund (604)	845,000
Sewer Replacement Fund (611)	8,651,000
Sewer Improvement Fund (612)	7,541,000
Airport Capital Fund (621)	1,787,000
Facilities Capital Fund (726)	519,000
Information Technology Capital Fund (731)	995,000
Fleet Management Capital Fund (736)	715,000
Fleet Management Enterprise (737)	500,000
TOTAL: ALL CAPITAL FUNDS	**72,489,000**

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
General (100)	Capital Projects (Governmental) (405)	15,000
General (100)	Transportation System Improvement (460)	400,000
General (100)	Information Technology Capital (731)	435,000
Measure C (101)	Measure C Capital (406)	200,000
Gas Tax (210)	General (100)	236,000
Gas Tax (210)	Street System Improvements (450)	750,000
Water Improvement (604)	Water Operations (605)	810,768
Water Operations (605)	Water Replacement (603)	4,500,000
Sewer Operations (610)	Sewer Replacement (611)	5,000,000
Sewer Replacement (611)	Sewer Improvement (612)	270,000
Sewer Improvement (612)	Sewer Operations (610)	1,748,000
Sewer Improvement (612)	Water Improvement (604)	410,000
Stormwater Operating (615)	Gas Tax (210)	15,000
Stormwater Operating (615)	Sewer Replacement (611)	250,000
Stormwater Operating (615)	Sewer Improvement (612)	2,096,000
Airport Operations (620)	Airport Capital (621)	1,325,000
Recycled Water (630)	Sewer Replacement (611)	182,800
Information Technology Operations (730)	Information Technology Capital (731)	756,000

In order to provide for completion of work on projects previously authorized but not completed as of June 30, 2020, in addition to the above appropriations for capital expenditures, appropriation balances remaining as of June 30, 2020, for capital projects previously authorized but uncompleted, are hereby appropriated for expenditure in fiscal year 2021.

6. Any monies received during fiscal year 2021 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 2021, as contained in the document entitled "Recommended Capital Improvement Program FY 2021-30," is hereby approved.

9. Any contract for professional services included in the annual budget that will cost more than $75,000 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 23, 2020.

ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS: Lamnin, Márquez, Mendall, Salinas, Zermeño
MAYOR: Halliday

NOES: COUNCIL MEMBERS: Wahab

ABSTAIN: COUNCIL MEMBERS: None

ABSENT: COUNCIL MEMBERS: None

ATTEST: _____
City Clerk of the City of Hayward

APPROVED AS TO FORM:
_____
City Attorney of the City of Hayward

HOUSING AUTHORITY OF THE CITY OF HAYWARD

RESOLUTION NO. HA 20-01

Introduced by Board Member Zermeño

RESOLUTION CONFIRMING THE PROPOSED HAYWARD HOUSING AUTHORITY BUDGET FOR FISCAL YEAR 2021

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 2021 contained in those documents entitled "Proposed FY 2021 Operating Budget;" and

WHEREAS, a public hearing was held by the Housing Authority Board of Directors, on June 23, 2020, at which time all interested persons were afforded an opportunity to be heard on matters pertaining to the budget recommended by the Executive Director.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Hayward Housing Authority as follows:

1. That the budget for FY 2021 presented by the Executive Director in the document entitled Proposed FY 2021 Operating Budget is hereby accepted and confirmed as the budget of the Hayward Housing Authority for FY 2021. 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 $75,000 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.

HAYWARD, CALIFORNIA, June 23, 2020.

ADOPTED BY THE FOLLOWING VOTE:

AYES: BOARD MEMBERS: Lamnin, Márquez, Mendall, Salinas, Wahab, Zermeño
CHAIR: Halliday

NOES: BOARD MEMBERS: None

ABSTAIN: BOARD MEMBERS: None

ABSENT: BOARD MEMBERS: None

ATTEST: _____
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 20-02

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 2021

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 2021; 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 2021.

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 2021
Revenue	
Property Tax (Tax Increment)	2,883,636
Successor Agency Administrative Allowance	250,000
School Impact Fee Reimbursement	326,906
Lease Payment - Cinema Place	50,000
Total Revenue	**3,510,542**
Operating Expenses	
Salary & Benefits	258,335
Supplies & Services	104,968
Maintenance & Utilities	8,200
Internal Service Fees	26,287
Total Operating Expenses	397,790
HRSA Debt Service & Transfers Out	
HRSA Debt Service, 2016 TABS	3,224,550
HRSA Debt Service, General Fund Repayment	800,000
Liability Insurance Premium	31,929
Total Debt Service & Transfers Out	4,056,479
Total Expenditures	**4,454,269**

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 $75,000 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.

HAYWARD, CALIFORNIA June 23, 2020.

ADOPTED BY THE FOLLOWING VOTE:

AYES:	AGENCY MEMBERS: Lamnin, Márquez, Mendall, Salinas, Wahab, Zermeño CHAIR: Halliday
NOES:	AGENCY MEMBERS: None
ABSTAIN:	AGENCY MEMBERS: None
ABSENT:	AGENCY MEMBERS: None

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

APPROVED AS TO FORM:

_____
General Counsel of the Redevelopment Successor
Agency of the City of Hayward

HAYWARD



GLOSSARY & ACRONYMS

GLOSSARY AND ACRONYMS

Account Balance: Total dollars remaining in an account after current revenues are added and current expenditures are subtracted.

(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.

Appropriation: An authorization granted by the City Council to make expenditures and to incur obligations for specific purposes.

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.

(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 Association: 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.

(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 available resources. A Structural Deficit is a recurring financial gap between ongoing revenues and ongoing expenditures.

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.

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.

(ERAF) Educational Revenue Augmentation Fund: State legislation that shifted partial financial responsibility for funding education to local government (cities, counties, and special districts) through allocation of local property tax revenues from local government to "educational revenue augmentation funds" (ERAFs) to support schools.

(ERP) Enterprise Resource Planning: It is an integrated computer-based system used to manage internal and external resources (e.g., financial, human resources, utility, permitting, etc.). ERP systems consolidate all business operations into a uniform and enterprise wide system environment

Expenditure: The amount of cash paid or to be paid for services rendered, goods received or an asset purchased.

Fund Balance: The total dollars remaining in a fund after current expenditures for operations and capital improvements are subtracted.

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.

Franchise Fee: State statutes provide cities with the authority to impose negotiated fees on privately owned utility and other companies for the privilege of using city owned rights-of-way.

(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.

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.

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 the City of Hayward and other agencies.

(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

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.

(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.

(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.

Maintenance and Utilities: An expenditure category used to account for costs related to the repair and maintenance of equipment, buildings, and grounds that are not performed by City employees. This category also includes utility charges for some departments.

(MOU) Memorandum of Understanding: The documented agreements resulting from labor negotiations between the City of Hayward and its bargaining units.

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. 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.

Property Tax: Property tax is an ad valorem (value-based) tax imposed on real property and tangible personal property within the City's jurisdiction; and is further explained in the General Fund section of the document.

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.

Reserved Fund Balance: Accounts used to record a portion of the fund balance as legally segregated for a specific use or not available for appropriation.

Resolution: A special order by the City Council that requires less legal formality than an ordinance in terms of public notice prior to approval.

Resources: Total amount available for appropriation, including estimated revenues, beginning fund balances, and fund transfers.

Revenue: Income received during the fiscal year from taxes, fees, permits, franchises, interest, and intergovernmental sources.

(RPTT) Real Property Transfer Tax: RPTT is levied when real property is sold, based on the sale price and the rate is $8.50 per thousand dollars, based on the full purchase price of residential, commercial, and industrial property transfers.

Salaries and Benefits: A budget category that accounts for salaries of employees, overtime, and employee benefits, such as retirement 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. .

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.

(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.

THIS PAGE INTENTIONALLY LEFT BLANK



HAYWARD

Finance Department, 777 B Street, Hayward CA 94541
www.Hayward-CA.gov