HAYWARD

FISCAL YEAR 2020
PROPOSED BUDGET

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FRONT COVER

The City is finalizing designs for its new regional Fire Training Center and rebuild of Station 6, which is one of many Measure C funded upgrades to City facilities. The City is partnering with Chabot-Las Positas Community College District to build an innovative joint training center with classroom spaces, offices, and shared use of the training grounds. Demolition will begin in the spring of 2019 and construction will commence in the fall of 2019, with expected completion in approximately two years.

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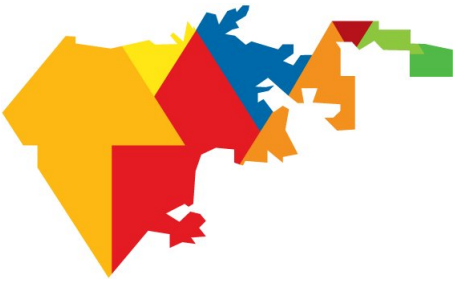
HAYWARD

HAYWARD



ADOPTED FY 2020 OPERATING BUDGET

Director of Finance: Dustin Claussen

Prepared by the Finance Department

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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

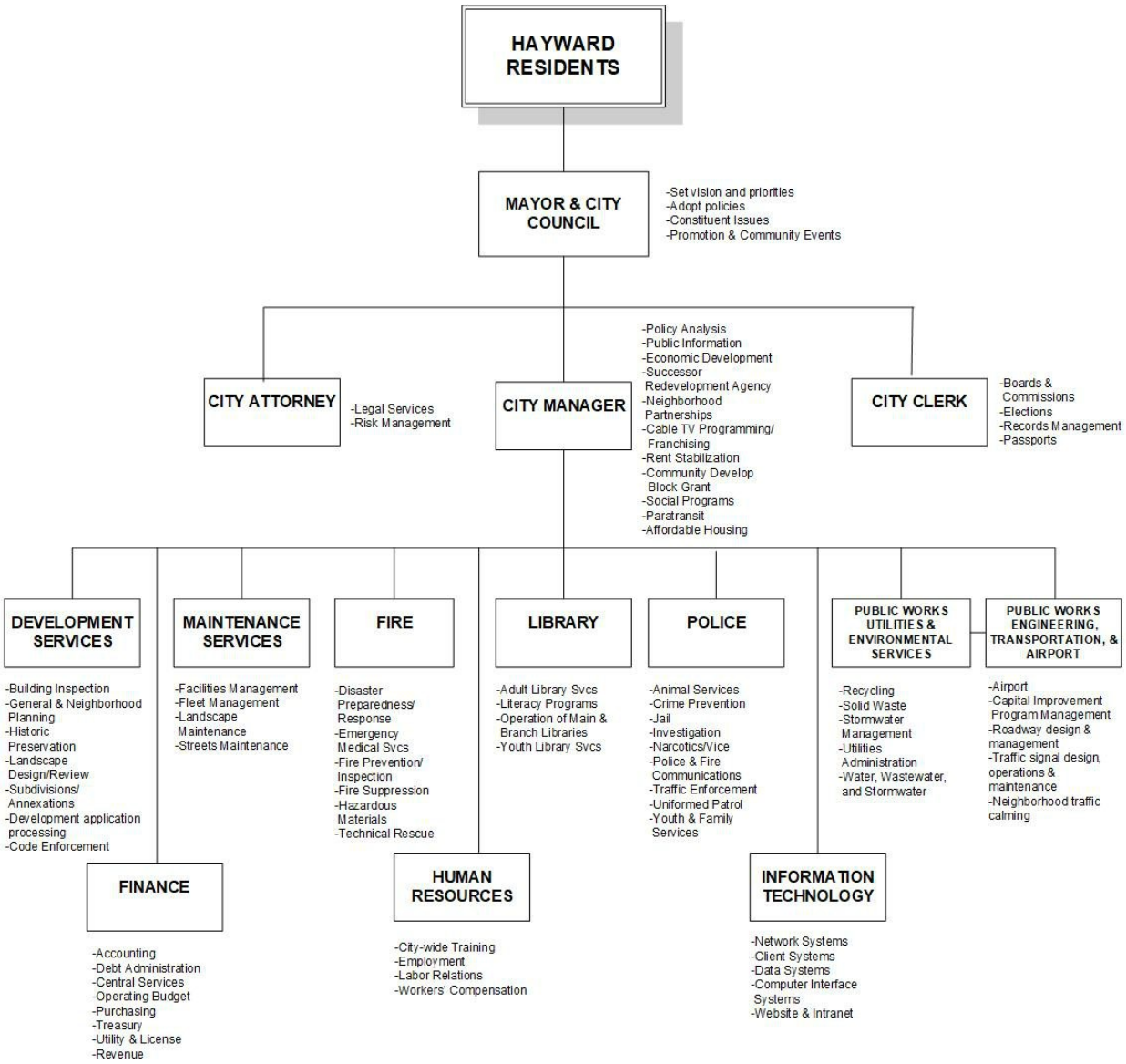
Al Mendall
Council Member
Term Expires 2020

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
Development Services	Laura Simpson
Finance	Dustin Claussen
Fire	Chief Garrett Contreras
Human Resources	Nina Morris Collins
Information Technology	Adam Kostrzak
Library	Jayanti Addleman
Maintenance Services	Todd Rullman
Police	Chief Mark Koller
Public Works - Engineering, Transportation & Airport	Alex Ameri
Public Works - Utilities & Environmental Services	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, 2018. 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, 2018

Christopher P. Morrill

Executive Director

COMMUNITY PROFILE

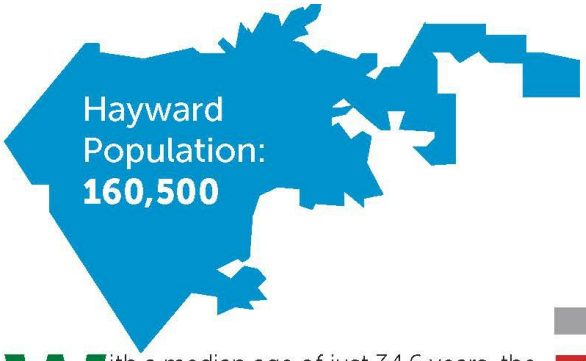
Hayward is located in Alameda County, California, on the eastern shore of the San Francisco Bay, 25 miles southeast of San Francisco, 14 miles south of Oakland, 26 miles north of San Jose, and 10 miles west of the Livermore Valley.

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 in the city's downtown civic center is designed to meet the highest standards of environmental sustainability.

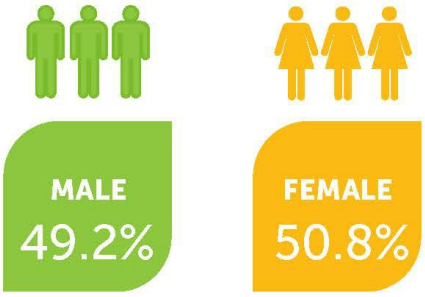
While undergoing transformative change, Hayward also is planning its future. Hundreds of new apartment homes have been built, approved or put into the development pipeline within the past year. Simultaneously, the city has a new Downtown Specific Plan to create a more pedestrian friendly central core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

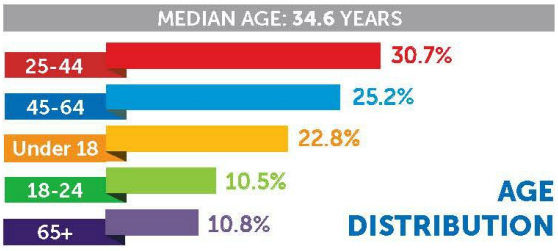
DEMOGRAPHICS



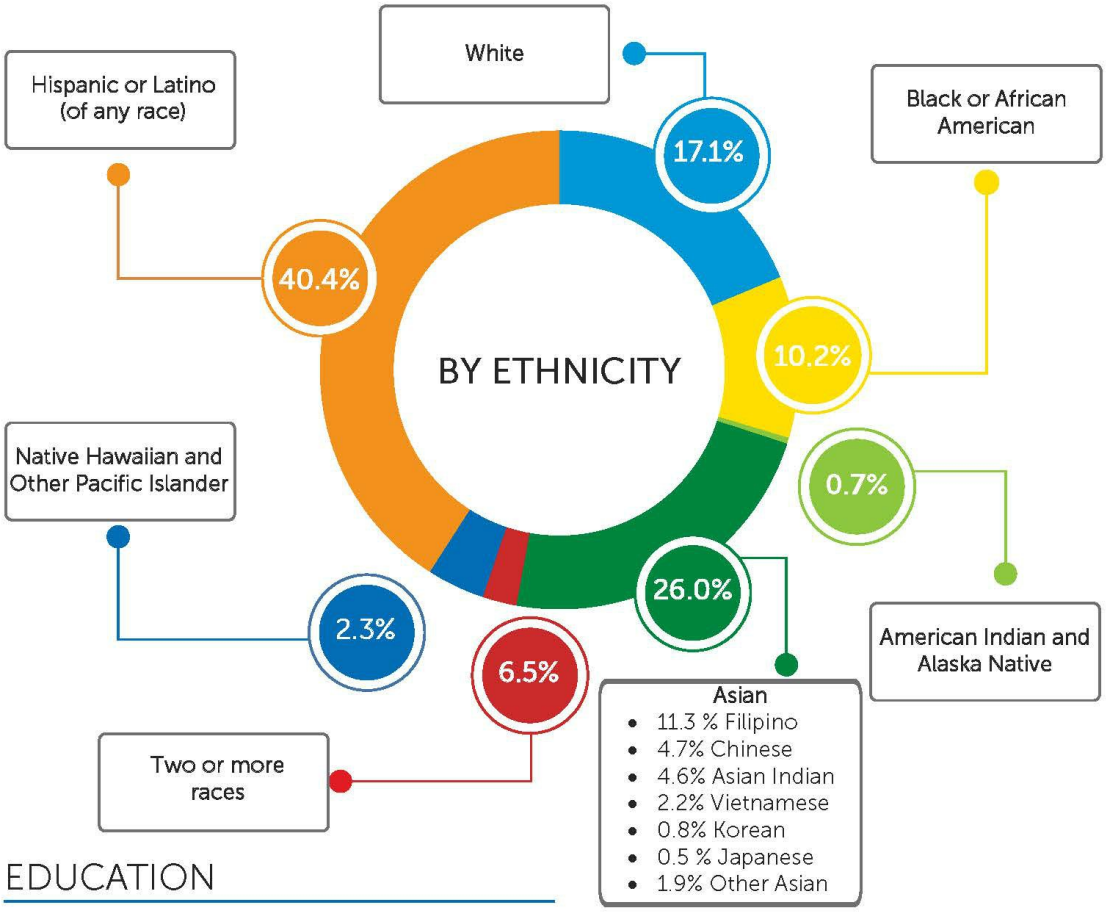
With a median age of just 34.6 years, the City of Hayward is younger than the United States as a whole by 3.9 years.

Demographic statistics source: 2013-2017 American Community Survey 5-year estimates.

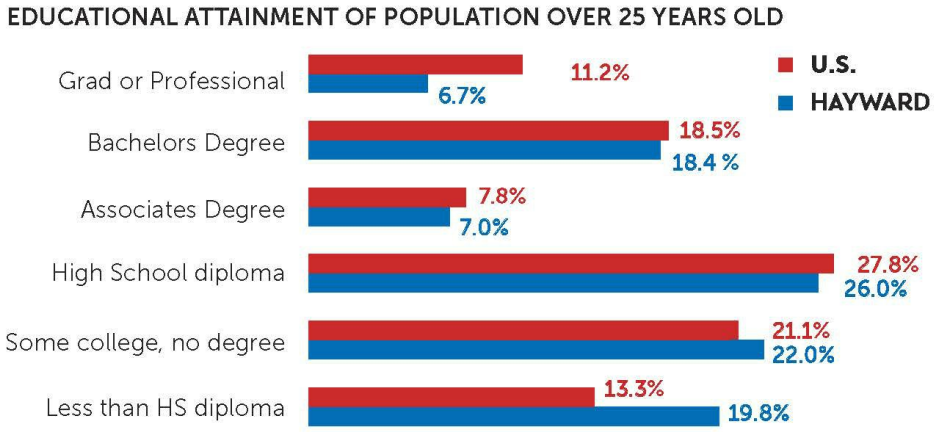




COMMUNITY PROFILE



EDUCATION



COMMUNITY PROFILE

A CITY THAT EDUCATES: SCHOOLS IN HAYWARD

22	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 30,000 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
- Costco Warehouse
- Fremont Bank Operations Center
- Hayward Unified School District
- Illumina
- Inland Marine Industries, Inc.
- New Century Beverage (Pepsi)
- Maleko Personnel, Inc.
- Plastikon Industries

MEDIAN HOUSEHOLD INCOME

AVERAGE HOUSEHOLD INCOME

Source: 2012-2016 American Community Survey 5-year estimates.

$685,000

Median sale price of new and existing detached, single family homes in Hayward.

$455,000

Median sale price of new and existing condominiums in Hayward.

Source: Bay East Association of Realtors (January 2019)

COMMUNITY ENGAGEMENT

70,353

Registered Hayward voters
(Alameda Co. Registrar of Voters)

45 Home Owners Associations & neighborhood interest groups.

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.

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

COMMUNITY PROFILE

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.

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.

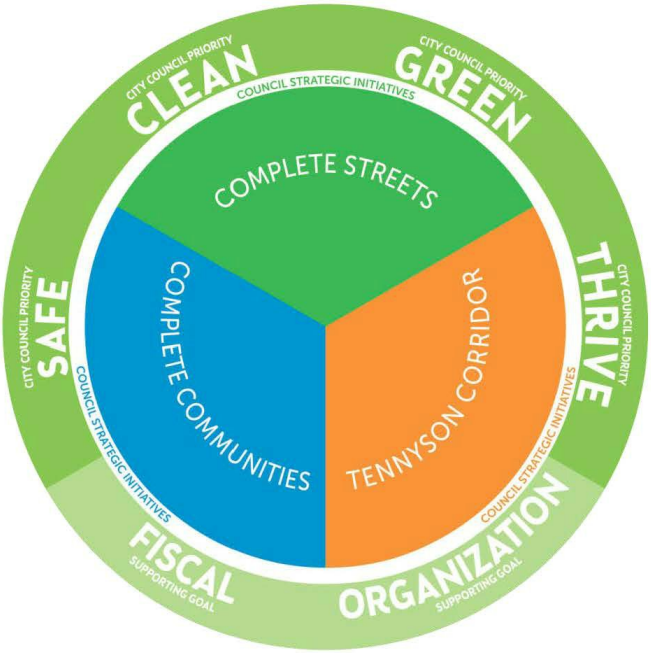
The numbers reflected are mainly based on 2014 estimates by the Nielsen Company. When such estimates were not available, the data used is from Infogroup, Inc (2013), Bay East Association of Realtors (2019) the US Census Bureau (2017) and the American Community Survey (5 years estimates from 2013-2017). 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.

CITY OF HAYWARD COUNCIL PRIORITIES AND STRATEGIC INITIATVES

FY2017-2019

COUNCIL PRIORITIES: The City Council has four guiding priorities that drive City Action: Safe, Clean, Green, and Thrive. These broad and overarching priorities underscore the kind of Hayward the Council wants to strive for. In November 2016, the City Council held a priority setting retreat where they identified three strategic initiatives for the next two years to enhance the progress made toward these priorities. These Strategic Initiatives include Complete Communities, Complete Streets, and Tennyson Corridor.

STRATEGIC INITIATIVES: On June 20, 2017, the City Council adopted Two-Year Action Plans for these three strategic Initiatives summarized in the following pages. These Action Plans helped guide and focus the implementation of the Council's priorities and strategic initiatives over the two-year period.



ACCOMPLISHMENTS: The last update provided to Council on the implementation of the three Strategic Initiatives two-year action plans was on September 11, 2018. To access the Strategic Initiatives two-year action plans, go to hayward.legistar.com and search for that date.

Some highlighted accomplishments are listed on the next page.

UPCOMING COUNCIL PRIORITY-SETTING RETREAT: The current Strategic Initiatives two-year action plans end in June 2019. The City Council will hold a strategy priority setting retreat on May 11, 2019 to review successes and challenges from the previous two years and set priorities for the next two years.

CITY OF HAYWARD COUNCIL PRIORITIES AND STRATEGIC INITIATVES

FY2017-2019

Complete Communities

HIGHLIGHTED ACCOMPLISHMENTS:

- Enacted legislation to provide just-cause eviction protections to tenants of all types
- Approved a moratorium on decontrol of rental units under the Residential Rent Stabilization Ordinance (RRSO)
- Completed the NOFA for Measure A1 funds
- Completed major milestones on the Regulatory Toolkit items: Industrial zoning update, downtown specific plan, park in-lieu fees, form-based code, and vacant building ordinance
- Received a Caltrans grant to complete a Shoreline Master Plan study
- Adopted a commercial cannabis permit selection process and awarded first series of licenses to cannabis businesses
- Introduced pro-equity practices aligned with the "Commitment" (CIECC) in the major functions of city government

Complete Streets

HIGHLIGHTED ACCOMPLISHMENTS:

- Began construction on Phase 2 of the Mission Boulevard Corridor Improvements
- Adopted Neighborhood Traffic Calming Program
- Launched the development of the Citywide Bicycle and Pedestrian Master Plan update
- Completed major work on the Citywide Intersection Study

Tennyson Corridor

HIGHLIGHTED ACCOMPLISHMENTS:

- Selected a non-profit operator and design firm to finalize a master plan and begin designs for the South Hayward Youth and Family Center
- Received grant funding to conduct extensive community outreach around community members' visions for the Corridor in partnership with Chabot College
- Installed new median landscaping in large sections of the Tennyson Corridor
- Funded the Downtown Streets Team to clean Tennyson Road every Wednesday-Friday
- Installed green paint on bike paths at all critical intersections
- Launched the City's façade Improvement Program to help small businesses make improvements
- Partnered with East Bay Energy Watch to visit 199 businesses and conducted 34 energy audits

CITY COUNCIL STRATEGIC INITIATIVE 2017- 2019

Complete Communities

PURPOSE

The purpose of the Complete Communities strategy is to create and support structures, services and amenities to provide inclusive and equitable access with the goal of becoming a thriving and promising place to live, work and play for all.

GOAL 1

Improve quality of life for residents, business owners, & community members in all Hayward neighborhoods.

OBJECTIVES

⇒ Increase neighborhood safety & cohesion

⇒ Foster a sense of place & support neighborhood pride

⇒ Increase collaboration with businesses, non-profits & neighborhood groups on placemaking projects

⇒ Create resilient & sustainable neighborhoods

⇒ Actively value diversity & promote inclusive activities

PERFORMANCE MEASURES

- Percentage change in concentration & distribution of neighborhood/business participation (GIS Heat Mapped)
- Percentage change in Homework Support Centers & Literacy Program participation/improvement
- Percentage change in clients served through Community Agency Funding process
- Percentage change of employee engagement survey question "My workplace prioritizes equitable & socially just principles & policies"

GOAL 2

Provide a mix of housing stock for all Hayward residents & community members, including the expansion of affordable housing opportunities and resources.

OBJECTIVES

⇒ Centralize and expand housing services

⇒ Facilitate the development of diverse housing types that serve the needs of all populations

⇒ Conserve & improve the existing housing stock

⇒ Increase supply of affordable, safe & resilient housing in Hayward

PERFORMANCE MEASURES

- Annual increase in affordable housing units created in conformance with RHNA
- Percentage change in eligible housing units assisted through Housing Division programs
- Percentage change of new housing developments with inclusionary units

GOAL 3

Develop a Regulatory Toolkit for Policy Makers.

OBJECTIVES

⇒ Update, streamline, and modernize zoning & codes

⇒ Identify and design appropriate in-lieu fees to provide community amenities

⇒ Develop and refine other regulatory tools

PERFORMANCE MEASURES

- Percentage change of eligible projects that implement the Complete Communities checklist
- Percentage change of eligible properties submitting ADU permit applications
- Percentage change of Investment/tenancy resulting from new allowable land uses
- Percentage change improvement in permit turnaround times

CITY COUNCIL STRATEGIC INITIATIVE 2017- 2019

Complete Streets

PURPOSE

To build streets that are safe, comfortable, and convenient for travel for everyone, regardless of age or ability, including motorists, pedestrians, bicyclists, and public transportation riders.

GOAL 1

Prioritize safety for all modes of travel

OBJECTIVES

⇒ Reduce number of fatal and non-fatal traffic accidents in the City through engineering evaluation of major intersections and corridors

⇒ Reduce speeding and aggressive driving behavior through 4 E's i.e. Education, Enforcement, Empowerment and Engineering

⇒ Ensure that roadway construction and retrofit programs and projects include complete streets elements

PERFORMANCE MEASURES

- Reduction in average speed at specific locations measured annually
- Completion of Tennyson Road Feasibility Study
- Completion of Hayward Blvd Traffic Calming and Safety Concept Plan
- Completion of a Complete Streets Inventory Baseline

GOAL 2

Provide Complete Streets that balance the diverse needs of users of the public right-of-way

OBJECTIVES

⇒ Increase walking, biking, transit usage, carpooling and other sustainable modes of transportation by designing and retrofitting streets to accommodate all modes.

PERFORMANCE MEASURES

(All measures report on the number of complete streets improvements)

- Miles of new or replaced sidewalk
- Miles of new bike lanes
- Number of new or enhanced crosswalks
- Number of new curb ramps
- Number of new or upgraded streetlights
- Miles of repaired or repaved roadways

GOAL 3

Maintain sufficient funding to provide for existing and future transportation facility and service needs, including the operation and maintenance of the transportation system

OBJECTIVES

⇒ Establish a sustainable funding mechanism and dedicated funding source to build complete streets network.

⇒ Establish a maintenance plan for complete streets projects

PERFORMANCE MEASURES

- Percentage of funding provided by grants

CITY COUNCIL STRATEGIC INITIATIVE 2017- 2019

Tennyson Corridor

PURPOSE

To develop an attractive, cohesive, thriving Tennyson Corridor through thoughtful engagement of residents, businesses & community partnerships.

GOAL 1

Work with the community to create a vision plan for the Tennyson Corridor & catalyst sites to serve as a foundation for long-term planning & policies

OBJECTIVES

- ⇒ Work to understand community needs & desires for the Corridor
- ⇒ Identify funding options for future Corridor planning, improvements & infrastructure
- ⇒ Lead development & construction of South Hayward Family Center

PERFORMANCE MEASURES

- Depth & breadth of community stakeholder participation in visioning process
- Percent of stakeholders who support Council adoption of the Vision Plan

GOAL 2

Increase Pedestrian and Cyclist Safety

OBJECTIVES

- ⇒ Enhance bike & pedestrian ways
- ⇒ Increase bicycle safety education
- ⇒ Collaborate with community members to improve public safety
- ⇒ Improve safety through Increased lighting

PERFORMANCE MEASURES

- Percent of community members who report that they feel safe walking and/or biking along Tennyson
- Change in number of accidents involving pedestrians or cyclists
- Quantitative and qualitative performance results of actions and pilot project

GOAL 3

Improve Community Appearance

OBJECTIVES

- ⇒ Update, streamline, & modernize zoning & codes
- ⇒ Identify & design appropriate in-lieu fees to provide community amenities
- ⇒ Develop & refine other regulatory tools

PERFORMANCE MEASURES

- Business participation in pilot projects
- Number of trees planted and trashcans installed
- Percent of community members who report that the appearance of the Tennyson Corridor has improved from two years prior

GOAL 4

Foster a Cohesive Sense of Place

OBJECTIVES

- ⇒ Identify possible locations & a cohesive theme for public art along the Corridor
- ⇒ Increase City sponsored events & projects in the Tennyson Community
- ⇒ Explore using branding and signage to identify Corridor
- ⇒ Explore innovative placemaking opportunities

PERFORMANCE MEASURES

- Quantitative and qualitative performance results of pilot project and actions
- Percent of community members who report that the Tennyson Corridor is headed in the right direction
- Percent of community members who report that they feel the City is paying attention to their neighborhood

GOAL 5

Increase Community Resiliency

OBJECTIVES

- ⇒ Increase awareness of & access to City services
- ⇒ Increase # of residents with medical & dental service access
- ⇒ Increase resident emergency preparedness
- ⇒ Increase access to effective public transit
- ⇒ Facilitate economic development & Growth within Corridor
- ⇒ Reduce resident utility bills

PERFORMANCE MEASURES

- Change in demand for services at Firehouse Clinic
- Change in participation in CERT/NERT classes & programs
- Percent reduction in time for AC Transit buses to navigate the Corridor
- Mobile City Hall interactions/problems resolved

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HAYWARD

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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 FY20-29 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.

Citizen 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 2020 Budget Development Calendar

Key Dates	Actions
	FY 2020 Annual Budget
February 2019	
25 -28	Initial budget meetings with CM, ACM, Departments & Finance
March 2019	
1	Initial budget meetings with CM, ACM, Departments & Finance (cont.)
26	City Council to adopt FY 2020 Master Fee Schedule
April 2019	
2	City Council Work Session - Community Agency Funding: CDBG, Social Services, and Arts/Music
Week of 9	City Council - Delivery of the Proposed Operating Budget and Update on 5-Year Plan
16	Council Infrastructure Committee - Draft Recommended CIP Review
27	City Council Operating Budget Work Session #1 (Saturday)
May 2019	
7	City Council Public Hearing - Community Agency Funding: CDBG, Social Services, and Arts/Music
7	City Council Budget Work Session #1 FY 2020-2029 CIP Budget
9	Planning Commission - FY 2020-2029 CIP Budget
14	City Council Operating Budget Work Session #2
21/28	City Council Public Hearing & Adoption - Operating and Capital budgets
21/28	City Council to adopt FY 2020 GANN Appropriations Limit
21/28	City Council Adopt Operating and Capital Budgets (if not approved on 5/21)

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HAYWARD

April 2019

Honorable Mayor and Members of the City Council:

It is with great pleasure that I present this year's proposed FY 2020 operating budget to Council. This year's proposal continues to strive towards achieving one of Council's overarching priorities, fiscal sustainability. In partnership with Council and City staff, the focus and commitment to fiscal sustainability has been clear and we have seen some great successes over the past year. The City's commitment to making decisions today that will meet current demands, while maintaining an eye towards the future has allowed the City to progress in a very strategic and controlled way.

At the end of fiscal year 2015, the City's General Fund had reserves of approximately $23.5 million; this amount equated to approximately 17.1% of General Fund budgeted expenditures. At the time of this proposal, the City is projecting to end FY 2019 with General Fund reserves of approximately $40.1 million, an amount that represents roughly 23.9% of General Fund budgeted expenditures. As a great demonstration of the City's strength and innovation, we were able to weather the storm of the Great Recession while maintaining a high level and quality of services offered. 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 continues 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 rates for cities. The City is also working to address emerging needs that were not previously a significant part of its 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 enough to entirely address the additional need.

This budget is being proposed with limited strategic growth in necessary areas and is "balanced" with the assumed use of $0.8 million of the General Fund Reserves. This reflects a significant decrease from last year's initial FY 2019 proposed budget, which identified a use of approximately $5.5 million of General Fund Reserves. This proposed budget reinstates some one-time reductions that were used in FY 2019 to work towards balancing the budget.

Nevertheless, the structural gap will continue to grow in future years absent additional cost cutting measures. While there are still additional areas to expand or increase current sources of revenue, the City has already done much in this area. 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 OPEB, must also be accommodated in both our short and long-range financial planning.

A continuing challenge to balance...

While the FY 2020 General Fund budget is balanced with the reluctant use of a small amount 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 2020 proposed budget includes funding the pay as you go portion of $3.5 million and an additional $2.5 million towards the annually required contribution (ARC) amount for retiree healthcare (OPEB) contributions, totaling $6.0 million in FY 2020 for OPEB payments. Council

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has provided clear intent to fund the OPEB ARC by phasing it in over the next five fiscal years. The FY 2020 ARC amount is $8.5 million; the City has phased in fully funding the ARC annually by FY 2022 of the General Fund Long Range Financial Model (Model).

Additionally, while the budget does not contain expenditure reductions, it maintains current service levels and includes very limited growth in necessary areas. Given these facts, the City is still struggling to meet the rising costs of doing business and the proposed budget requires a use of $0.8 million in General Fund Reserves.

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. This has allowed us to maintain staffing levels in public safety, as well as other critical City services. Absent re-approval, 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 2016. This has generated approximately $13.5 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 $6.0 and $8.0 million annually. This increase will allow the City to maintain services and work towards addressing the demands of the developing Hayward community.

While the Great Recession severely impacted cities throughout the nation, the State and more specifically the East Bay have seen healthy economic growth over the past year. The nation as a whole has added nearly 200,000 jobs per month since early 2010 and California job growth remains as one of the leading states in the nation. California added 19,582 jobs in February 2019; 0.1% lower than the same period in the year prior. State unemployment is down to 4.2% and the economy is being driven by increases in construction, healthcare, and consumer spending. East Bay unemployment was 3.2% as of February 2019 and continues to remain lower than the State average.

Nevertheless, despite these encouraging signs, the economy is on the 10th year of its recovery and seems due for a correction based on normal economic cycles. While no economist can definitively predict the next recession, many are forecasting a slowdown around FY 2021, albeit forecasters predict one much less severe than the Great Recession. Additionally, the new Trump administration produces much uncertainty and anxiety for California as its 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. In addition, our employees were a key element in our financial survival during the Great Recession as

they provided significant additional benefit cost sharing with the City. Through it all, the organization has continued 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.

While the proposed budget reflects the presumed spending plan for FY 2020 in keeping with City Council priorities, there are many unfunded needs not represented in this budget that will impact future funding levels - including critical staffing, capital infrastructure, and technology. The budget does however work towards achieving the goals set forth by the Complete Communities, Complete Streets, and Tennyson Corridor strategic initiatives adopted in 2017. In May 2019, the City Council will have a retreat to consider previous priorities and potentially revise them or create new priorities. The City also continues to work towards a Safe, Clean, Green, and Thriving community and these priorities help to ensure that Hayward is not only an outstanding place to live, work, and play, but also a place that is convenient and accessible to all.

Balancing the budget and staffing resources to meet service demands...
Staffing resources in the General Fund are proposed at 675.5 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 2020, 906.3 positions are proposed. This loss of resources did not translate to a reduction in service demands and occurred in the face of population growth and development during that same time frame. In fact, the City has enhanced and improved its quality of services over the years and is now at a breaking point - particularly as service demands continue to increase. As might be expected, we are a victim of our own success: the more we do, the more that is expected from us. This is a problem we embrace and to which we proudly respond. Even with this positive attitude and deep commitment, we are reaching the breaking point and risk burning out employees.

Nevertheless, we must 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 proposed budget has extremely limited staffing growth. 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, we have worked towards moving away from the use of the reserves to balance the budget; and yet, the proposed budget includes the limited use of some General Fund Reserves. We continue to make remarkable progress in our elusive quest for fiscal sustainability, but as previously stated, work remains. During FY 2018, we developed a new Model and identified a number of budget balancing strategies that the Council reviewed and prioritized during the 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 Model 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 if the economy holds or continues to improve. It is better to act now when our actions will have greater impact and will not need to be so severe 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 have had to make over the last eight or more years have been 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 close the annual operating deficit in a variety of ways.

I look to a bright future for all of us as we make more progress toward fiscal stability in FY 2020, as well as continuing to improve the quality of 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: Citywide Budget Overview

CITYWIDE 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 for which the City Council has the most discretion. The total proposed City expenditure budget for the FY 2020 is $351.0 million, with a General Fund budget of $172.1 million.

Table 1: City Expenditure Budget Summary - All Funds

Expenditures

in 1,000's	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed	$ Change	% Change
General Fund	151,562	162,790	172,149	9,359	5.7%
All Other Funds	135,938	152,474	178,863	26,389	17.3%
Total City Budget	**287,500**	**315,264**	**351,013**	**35,749**	**11.3%**

The FY 2020 proposed budget reflects General Fund expenditure growth over the FY 2019 adopted budget of 5.7% and an increase to All Other Funds of 17.3% primarily due rising personnel and benefits costs, and transfer related to funding critical capital needs. Total overall growth is 11.3% for all funds combined.

CITYWIDE STAFFING

The FY 2020 adopted budget reflects a number of staffing changes over what was approved at the time of adoption of the FY 2019 Budget resulting in a net increase of 11.4 Full Time Equivalents (FTE) to the General Fund and .6 FTE net additions to other revenue funds. Staffing changes result in a 1.3% increase 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 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed	# Change	% Change
General Fund	651.2	654.5	664.1	675.5	11.4	1.7%
All Other Funds	223.6	226.3	230.2	230.8	0.6	0.3%
Total City Budget	**874.8**	**880.8**	**894.3**	**906.3**	**12**	**1.3%**

[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

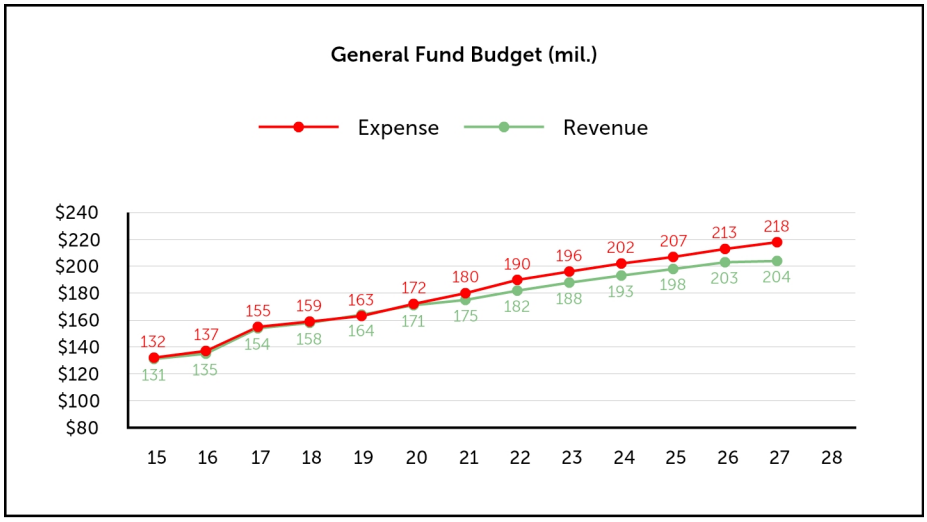
The General Fund represents over fifty percent of the City's total operating costs, and provides many important services such as police and fire services, street maintenance, code enforcement, library and learning services, and other community programs for the residents of Hayward.

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 the continued forecast of expenditure growth relating to the cost of providing services out pacing revenue growth.

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

The FY 2020 proposed budget shows a $0.8 million use of reserves. While the structural gap has narrowed in future years, the City continues to face fiscal challenges. The adopted FY 2019 budget indicated a structural deficit of $3.0 million; however, it should be noted that the adopted budget included four key strategies to help reduce the FY 2019 deficit: 1) Reduction in planned General Fund allocation to Fleet Capital Replacement Internal Service Fund (ISF), 2) Deferral of recruitment for vacant non-sworn positions for a three-month period, 3) Prepayment of CalPERS ARC, and 4) Negotiated Labor-Related Savings. Based on the FY 2019 year-end projections, the City is expected to close the fiscal year building reserves by $7.7 million. The majority of change in year-end projections are attributed to the passage of Measure T, an increase to the City's Real Property Transfer Tax, and the one-time transfer of prior Utility Users Tax revenue to the General Fund that was previously held in a capital fund reserve account. While the City is projected to close FY 2019 by significantly increasing reserves, the majority of the change in revenue is considered one-time, and not included in future fiscal years.

Table 3: General Fund Long Range Financial Model



Basic General Fund Long Range Financial Assumptions

In FY 2017, the City has 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 2020 and beyond include:

- Escalating CalPERS retirement costs, related to the recent change in PERS discount rate assumption
- Funding Retiree Medical benefits
- Critical resource additions
- Capital costs: vehicle replacement and information technology

General Fund Reserve

The General Fund Reserve is made up of funds intended for emergency needs (such as a catastrophic natural or financial disaster). It also provides some flexibility to address one-time priority programs, smooth out economic swings, and 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.

While FY 2019 assumed a use of $3.0 million of General Fund Reserves when the budget was adopted, the Model now projects to close the year building reserves by $7.7 million (the actual use of reserves could change depending on actual year-end results). The FY 2020 proposed budget projects a planned use of the Reserve of $0.8 million to balance the budget. The estimated FY 2020 ending General Fund Reserve is approximately $39.3 million, resulting in a projected Reserve level of 22.8%.

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.

KEY FY 2020 BUDGET CHANGES

The following General Fund analysis provides a comparison of the FY 2020 Proposed Budget to the immediate previous years. FY 2019 "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

General Fund revenue projections reflect improvements to several key revenues, refined further from the projections presented in the FY 2019 Adopted Budget. Overall, staff is proposing to increase FY 2020 revenues over FY 2019 Adopted by about $11.5 million or 7.2%. Each revenue category varies in its change over the prior year, with some revenues seeing declines and others experiencing increases.

Table 4: FY 2019 General Fund Revenues

		A	B	C	D	E	F
	(in the 1,000's)	FY 2018 Actuals	FY 2019 Adopted	FY 2019 Projected	FY 2020 Proposed	Change $ (D-B)	Change % (D/B-1)
	Revenue						
1	Annual Property Tax - Recurring	$ 47,329	$ 50,767	$ 50,767	$ 53,887	$ 3,120	6.1%
2	RPTTF Pass- Thru & Annual	3,907	2,500	2,500	3,062	562	22.5%
3	Property Tax Total	$ 51,236	$ 53,267	$ 53,267	$ 56,949	$ 3,682	6.9%
4	Sales Tax (incl Prop 172)	33,389	34,817	35,220	35,372	555	1.6%
5	Utility Users Tax	17,488	19,000	18,600	18,135	(865)	-4.6%
6	UUT Prior Period Payment			—	—	—	
7	Franchise Fees	9,648	10,921	10,921	11,018	97	0.9%
8	Property Transfer Tax	9,168	7,369	12,978	15,500	8,131	110.3%
9	Business License Tax	2,752	2,903	2,903	2,900	(3)	-0.1%
10	Transient Occupancy Tax	2,808	2,077	2,077	2,600	523	25.2%
11	Cannabis Tax	—	750	50	250	(500)	-66.7%
12	Emergency Facilities Tax	2,131	1,981	1,911	1,000	(981)	-49.5%
13	Charges for Services	14,121	13,019	13,482	13,450	431	3.3%
14	Intergovernmental	7,079	6,552	6,174	6,401	(151)	-2.3%
15	Fines and Forfeitures	2,462	2,187	2,187	2,380	193	8.8%
16	Interest and Rents	173	308	374	300	(8)	-2.6%
17	Other Revenue	1,901	635	1,627	1,050	415	65.4%
18	**Total Revenue**	**$ 154,356**	**$ 155,786**	**$ 161,771**	**$ 167,305**	**$ 11,519**	**7.4%**
19	Transfers In-Other Funds	4,045	3,962	14,057	3,964	2	0.1%
20	**Total Revenue/Resources**	**$ 158,401**	**$ 159,748**	**$ 175,828**	**$ 171,269**	**$ 11,521**	**7.2%**

A summary of key revenue assumptions for FY 2020 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 - The FY 2020 Proposed Budget increases Property Tax revenue projections totaling 6.9% over the amount adopted in FY 2019 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 proposed 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 2020 reflect a 1.6% growth from the amount adopted in FY 2019.

In recent years, the City has experienced sales tax erosion like many California municipalities; however, the FY 2020 proposed budget projects an increase in Sales Tax revenue similar to levels experienced in FY 2019. Due to focused efforts of Economic Development

improvements and a sustained level of receipts, staff assumes a steady economic growth of sales tax revenue of 3-4% in future years.

Real Property Transfer Tax - FY 2020 Transfer Tax revenues are projected at $15.5 million - of which $4.8 million are considered recurring baseline revenues pursuant to current Council policy. This is a 110.3% increase over FY 2019 adopted revenues. The significant increase over adopted FY 2019 is attributed to the recent passage of Measure T, an increase to the City's Real Property Transfer Tax from $4.5 to $8.5 per $1,000 valuation.

- *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 $4.8 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 gap.

Franchise Fees - This revenue category is comprised of franchise fees assessed on utilities doing business within City limits (e.g., refuse, gas, electricity, cable, etc.) and is assessed as a percentage of gross receipts. Overall franchise fees are experiencing an increase of 0.9% for FY 2020.

Charges for Services - This revenue category is comprised of a variety of fees for building and development related activities. Given continued levels of activity, FY 2020 projects a 3.3% increase over FY 2019. 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 Proposed FY 2020 expenditures have increased over the FY 2019 Adopted Budget by $9.4 million or 5.75%. There are several factors driving the expenditure growth, almost all due to escalating employee-related costs.

Table 5: FY 2019 Proposed General Fund Expenditures

		A	B	C	D	E	F
	(in the 1,000's)	FY 2018 Actuals	FY 2019 Adopted	FY 2019 Projected	FY 2020 Proposed	Change $ (D-B)	Change % (D/B-1)
1	Expenditures						
2	Salary	$ 71,681	$ 77,845	$ 78,059	$ 80,037	$ 2,192	2.82%
3	Overtime	10,370	3,320	3,320	3,320	0	0.00%
4	**Wages Subtotal**	**$ 82,051**	**$ 81,165**	**$ 81,379**	**$ 83,357**	**$ 2,192**	**2.70%**
5	Medical/Dental/Other Benefits	12,341	14,534	14,448	14,825	291	2.00%
6	Retiree Medical (pay-go)	2,794	3,020	3,020	3,105	85	2.81%
7	Worker's Compensation	6,207	6,599	6,599	7,172	573	8.68%
8	Retirement (CalPERS)	23,366	28,147	28,088	32,105	3,958	14.06%
9	**Benefits Subtotal**	**$ 126,759**	**$ 133,465**	**$ 133,534**	**$ 140,564**	**$ 7,099**	**5.32%**
10	Assumed Vacancy Savings	0	(3,439)	(3,439)	(2,631)	808	-23.50%
11	Interdepartmental (ID) Charges	(5,155)	(4,507)	(4,361)	(4,507)	0	0.00%
12	OPEB Liability Contribution*	1,000	2,000	2,000	2,573	573	28.65%
13	**Net Staffing Expense**	**$ 122,604**	**$ 127,519**	**$ 127,734**	**$ 135,999**	**$ 1,381**	**6.65%**
14	Supplies & Services	11,050	10,084	12,042	10,636	552	5.47%
15	Internal Service Fees	11,863	15,504	15,504	17,162	1,658	10.69%
16	Debt Service*	3,348	2,930	2,930	2,927	(3)	-0.10%
17	Liability Insurance*	2,907	2,950	2,950	3,139	189	6.41%
18	Economic Dev. Fund (from RPTTF)*	350	550	550	350	(200)	-36.36%
19	Capita/Projects/Other Funding*	2,983	3,254	6,357	1,935	(1,319)	-40.53%
20	**Non-Personnel Expenses Subtotal**	**$ 32,501**	**$ 35,272**	**$ 40,333**	**$ 36,148**	**$ 877**	**2.48%**
21	UUT Prior Period Payment Offset	0	0	0	0	0	0.00%
22	**Total Expenditures**	**$ 155,105**	**$ 162,790**	**$ 168,067**	**$ 172,147**	**$ 9,359**	**5.75%**

**Transfers Out of General Fund Total*

*Salary -*FY 2020 include the contracted Cost of Living Adjustment (COLA) for all applicable bargaining groups. FY 2020 includes all proposed position changes - a total increase of 11.44 FTE to the General Fund and 0.6 FTE additions to other revenue funds.

Overtime - FY 2020 Overtime is $3.3 million - which is congruent with the FY 2019 Adopted Budget. The majority of the remaining General Fund overtime is appropriated in the Police Departments to meet mandatory staffing level requirements.

CalPERS Retirement Rates - Retirement rates increase significantly in FY 2020 - with total costs increasing 14.1%. 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 FY 2020 Proposed Budget is the first year of a three-year phase-in in the changes in CalPERS discount rate from 7.5% to 7.0%.

The cost of the retirement plans is broken into Employee Contribution rates (fixed) and Employer Contribution rates (variable). Both rates are 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 2017 reflect the final rates for FY 2020.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 recent 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. Immediately upon receipt of the CalPERS Actuarial Valuation Report (reportedly late July 2017), staff will return to the Council with updated projections and further discussion.

Table 6 - CalPERS Rates

(in the $1,000s)	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Miscellaneous							
Normal Cost %	8.809%	9.496%	10.200%	10.200%	10.200%	10.200%	10.200%
UAL Payment	$ 9,165	$ 10,555	$ 11,623	$ 12,903	$ 14,025	$ 14,706	$ 15,405
Employer Contribution Rate %	28.60%	31.20%	33.60%	35.50%	36.90%	37.50%	38.00%
Change over Prior Year	1.20%	2.60%	2.40%	1.90%	1.40%	0.60%	0.50%
Police							
Normal Cost %	22.112 %	22.755%	24.100%	24.100%	24.100%	24.100%	24.100%
UAL Payment	$ 8,346	$ 9,832	$ 10,806	$ 11,932	$ 12,830	$ 13,438	$ 14,088
Employer Contribution Rate %	54.40%	58.50%	62.50%	65.30%	67.30%	68.10%	69.00%
Change over Prior Year	4.10%	4.10%	4.00%	2.80%	2.00%	0.80%	0.90%
Fire							
Normal Cost %	17.721 %	18.452%	19.700%	19.700%	19.700%	19.700%	19.700%
UAL Payment	$ 5,939	$ 7,040	$ 7,871	$ 8,861	$ 9,646	$ 10,155	$ 10,639
Employer Contribution Rate %	48.90%	56.20%	60.90%	64.80%	67.50%	68.70%	69.90%
Change over Prior Year	3.70%	7.30%	4.70%	3.90%	2.70%	1.20%	1.20%

Vacancy Savings - Vacancy savings are assumed based on normal attrition and known staffing vacancies. Projected FY 2020 vacancy savings are $2.6 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 2020 Proposed Budget includes a $2.5 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 - reaching this minimum annual funding level by FY 2022.

Internal Service Fees - The Internal Service Funds (ISF) for FY 2020 proposed shows an increase of $1.8 million over the FY 2019 Adopted Budget. In FY 2019, City Council approved the reduction in General Fund allocation to the planned allocation to the Fleet Capital Replacement Internal Service Fund to help close the structural budget gap. The FY 2020 proposed budget includes the restoration of the planned allocation to the Fleet Capital ISF.

Both the Technology Internal Service Fund and Facilities Replacement Fund present specific recurring costs, which includes:

Capital Funding
The Technology Capital Fund requests $0.6 million in FY 2020, and includes:

- Network infrastructure replacement
- Security Assessment and Improvement
- Public Safety Legacy Systems Date Migration

The Facilities Capital Fund requests $0.4 million in FY 2020, and includes:

- ADA Upgrades and improvements
- Facility Security Infrastructure

Some of these projects will require funding in future years as well to complete; however, funding levels will be contingent on future budget processes.

Other Funds

The most significant changes in non-General Fund funds are related to the new Measure C Fund. The Enterprise & Other Funds section of the budget document provides multi-year forecasts and analyses for all of the City's key enterprise and internal service 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 will remain in place for a period of twenty years. In FY 2020, staff projects that the City will receive $15.8 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 $15.8 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 2020 budget.

- *Revenue:* The City began receiving allocations of the Measure C Transaction and Use (sales) Tax effective January 1, 2015. Staff anticipates receiving approximately $15.8 million in revenues from Measure C for FY 2020. 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 2020 estimates expenses of $9.4 million for operating costs (police and maintenance services) and estimated debt service. The FY 2020 Proposed Budget includes an additional 2 FTE in Maintenance Services.

UNFUNDED NEEDS & LIABILITIES

While the FY 2020 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 2018 and FY 2019 reviewing its benefit liabilities and considering funding plans toward adequately funding the unfunded portions of these liabilities.

Unfunded Capital Needs

The FY 2020 Capital Improvement Program reflects "Identified Capital Needs" totaling approximately $410 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 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	6/30/2017	$ 374.86	$ 229.86	61.3%	$ 145.00	38.7%
CalPERS Fire Safety Plan	6/30/2017	$ 288.16	$ 179.08	62.1%	$ 109.07	37.9%
CalPERS Miscellaneous Plan	6/30/2017	$ 440.24	$ 290.12	65.9%	$ 149.95	34.1%
Total Cal PERS		**$ 1,103.26**	**$ 699.06**	**63.1%**	**$ 404.02**	**36.9%**
OPEB - Retiree Medical Police Officers	6/30/2017	$ 33.64	$ 2.01	6.0%	$ 31.62	94.0%
OPEB - Retiree Medical Firefighters	6/30/2017	$ 15.24	$ 1.40	9.2%	$ 14.32	90.8%
OPEB - Retiree Medical Miscellaneous	6/30/2017	$ 20.21	$ 2.05	10.1%	$ 19.00	89.9%
Total OPEB-Retiree Medical		**$ 69.09**	**$ 5.46**	**8.4%**	**$ 64.94**	**91.6%**
Workers' Compensation	6/30/2017	$ 16.64	$ 8.63	51.9%	$ 8.01	48.1%
Accrued Leave Payouts	6/30/2017	7.89	0.00	0.0%	$ 7.89	100.0%
TOTAL		**$ 1,196.78**	**$ 713.15**	**59.6%**	**$ 484.86**	**40.4%**

Retirement Annual cost (annual cost: $38.1 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. Table 7 shows that the City is currently at about a 51.9% funding level. 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. Once the 80% funding level is reached (about $10 million in fund balance reserved for future liability), the Workers' Compensation rates will be adjusted downward.

*Retiree Medical - O*PEB (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 Proposed 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. The phase-in of costs included in the Model will allow the City to fully fund the ARC by 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 2017 balance of $7.89 million - a significant reduction in liability.

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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

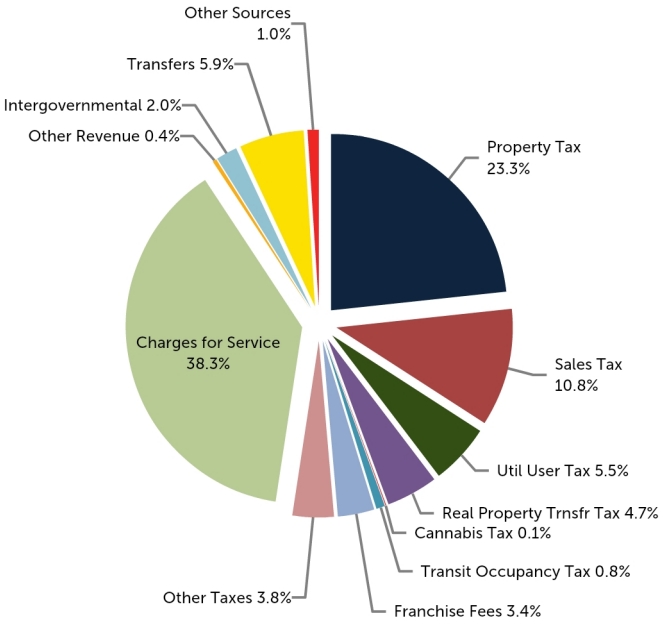
- Internal Service Funds: Internal Service Funds are used to finance and account for goods and/ or services provided by one City department to another, on a cost reimbursement basis.
  - Employee Benefits Fund
  - Facilities Management Fund
  - Fleet Management Fund
  - Information Technology Fund
 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

ALL OPERATING FUNDS - SUMMARY

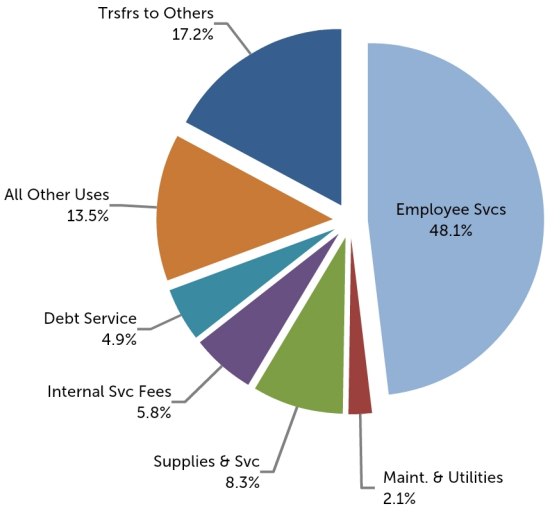
	General	Measure C	Special Revenue	Debt Service	Enterprise	Internal Service	Successor RDA	TOTAL
Revenues								
Property Tax	$ 56,949	$ 15,883	$ —	$ —	$ —	$ —	$ 3,511	$ 76,343
Sales Tax	35,372	—	—	—	—	—	—	35,372
Util User Tax	18,135	—	—	—	—	—	—	18,135
Real Property Trnsfr Tax	15,500	—	—	—	—	—	—	15,500
Transit Occupancy Tax	2,600	—	—	—	—	—	—	2,600
Cannabis Tax	250	—	—	—	—	—	—	250
Franchise Fees	11,018	—	—	—	—	—	—	11,018
Other Taxes	4,066	—	8,325	—	—	—	—	12,391
Charges for Service	13,451	—	—	—	79,656	32,349	—	125,455
Other Revenue	1,183	—	—	—	—	—	—	1,183
Intergovernmental	6,402	—	—	—	—	—		6,402
From All Other Sources	2,379	—	—	966	—	—		3,345
	$ 167,305	$ 15,883	$ 8,325	$ 966	$ 79,656	$ 32,349	$ 3,511	$ 307,993
Trnsfrs from other funds*	3,964	0	350	8,218	4,363	2,573	0	19,468
Total Revenues	$ 171,269	$ 15,883	$ 8,675	$ 9,184	$ 84,019	$ 34,922	$ 3,511	$ 327,461
Expenditures								
Salary								
Regular	80,037	2,011	1,347	—	13,298	5,370	326	102,388
Overtime	3,320	10	12	—	392	225	—	3,959
Vacancy Savings	(2,631)	—	—	—	—	—	—	(2,631)
Benefits								
Fringe Benefits	21,997	675	262	—	4,098	1,299	62	28,392
Retiree Medical	3,105	59	17	—	226	80	3	3,490
PERS	32,105	690	333	—	3,556	1,368	57	38,109
Chrgs (to)/fr other prog	(4,507)	—	5	—	(275)	—	(89)	(4,866)
Net Staffing Expense	$ 133,425	$ 3,445	$ 1,976	$ —	$ 21,294	$ 8,342	$ 360	$ 168,842
Maintenance & Utilities	1,177	60	29	—	2,728	3,516	8	7,518
Supplies & Services	8,758	261	4,963	45	6,462	8,696	105	29,290
Internal Service Fee	17,162	173	161	—	2,443	554	30	20,523
Capital	0	—	282	—	—	—		282
Debt Service	0		—	8,939	4,434	647	3,222	17,241
All Other Uses	537	—	1,501	—	33,500	11,495		47,033
	$ 27,634	$ 493	$ 6,935	$ 8,983	$ 49,567	$ 24,908	$ 3,365	$ 121,886
Total Expense	$ 161,059	$ 3,938	$ 8,911	$ 8,983	$ 70,861	$ 33,250	$ 3,726	$ 290,729
Transfers to other funds*	11,088	32,306	226	473	14,407	959	826	60,284
Subtotal Expenditures	$ 172,147	$ 36,244	$ 9,137	$ 9,456	$ 85,268	$ 34,208	$ 4,552	$ 351,013
Total Expenditures								
(Use)/Add to fund bal	(878)	(20,361)	(462)	(273)	(1,250)	714	(1,041)	(23,552)

Note: General Fund column represents fund 100 only.

FY 2020 All Operating Funds Revenues - By Type $327.5 Million



FY 2020 All Operating Funds Expenditures - By Category $351.0 Million



ALL OPERATING FUNDS - DEPARTMENT SUMMARY

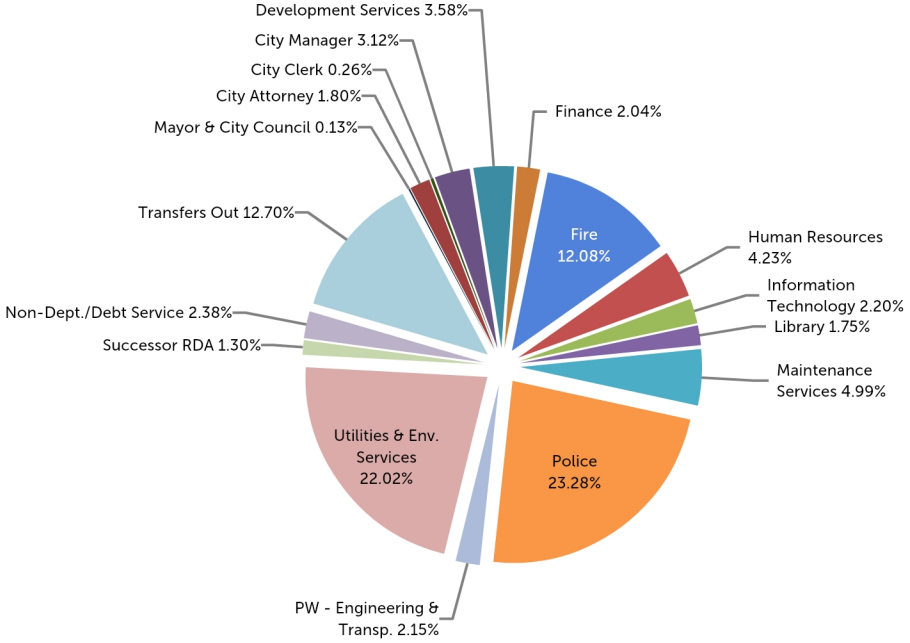
	General	Measure C	Special Revenue	Debt Service	Enterprise	Internal Service	Successor RDA	TOTAL
Revenues								
Mayor/City Council	$ —	$ —	$ —	$ —	$ —	$ —	$ —	$ —
City Attorney	—	—	—	—	—	4,236	—	4,236
City Clerk	23	—	—	—	—	—	—	23
City Manager	340	—	4,692	—	—		3,511	8,543
Development Services	7,669	—	2,236	—	—	—	—	9,905
Finance	1,186	—	—	—	—		—	1,186
Fire	6,758	—	—	—	—	—	—	6,758
Human Resources	31	—	—	—	—	11,092	—	11,123
Information Technology	—	—	—	—	—	8,799	—	8,799
Library	87	—	—	—	—	—	—	87
Maintenance Services	1,608	—	—	—	—	8,222	—	9,830
Police	3,626	—	—	—	—	—	—	3,626
PW-Engineering & Transp	416	—	—	—	3,512	—	—	3,928
Utilities & Env Services	—	—	1,397	—	76,144	—	—	77,540
Non-dept/Transfers In	149,526	15,883	350	9,184	4,363	2,573	—	181,878
Total Revenues	**$ 171,269**	**$ 15,883**	**$ 8,675**	**$ 9,184**	**$ 84,019**	**$ 34,922**	**$ 3,511**	**$ 327,461**
Expenditures								
Mayor/City Council	460	—	—	—	—	—	—	460
City Attorney	1,393	—	—	—	—	4,939	—	6,332
City Clerk	908	—	—	—	—	—	—	908
City Manager	4,758	—	5,859	—	—	341	4,552	15,509
Development Services	9,921	—	2,639	—	—	—	—	12,560
Finance	5,335	—	—	—	1,836		—	7,170
Fire	42,361	—	25	—	—	—	—	42,386
Human Resources	2,147	—	—	—	—	12,702	—	14,849
Information Technology	—	—	—	—	—	7,709	—	7,709
Library	6,150	—	—	—	—	—	—	6,150
Maintenance Services	5,281	1,057	—	—	2,664	8,517	—	17,518
Police	78,897	2,813	—	—	—	—	—	81,711
PW-Engineering & Transp	3,397	—	—	—	4,154	—	—	7,552
Utilities & Env Services	50	—	614	—	76,615	—	—	77,279
Non-dept/Transfers Out	11,088	32,374		9,456				52,918
Total Expenditures	**$ 172,147**	**$ 36,244**	**$ 9,137**	**$ 9,456**	**$ 85,268**	**$ 34,208**	**$ 4,552**	**$ 351,013**
(Use)/Add to fund bal	(878)	(20,361)	(462)	(273)	(1,250)	714	(1,041)	(23,552)

Note: General Fund column represents fund 100 only.

SUMMARY OF EXPENDITURES BY DEPARTMENT-ALL FUNDS

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Mayor & City Council	$ 379,661	$ 398,058	$ 400,199	$ 425,372	$ 460,488
City Attorney	4,269,622	6,133,591	4,479,443	6,118,023	6,332,413
City Clerk	913,556	922,216	731,248	1,109,179	908,142
City Manager	5,449,325	4,969,502	4,531,707	10,432,757	10,957,558
Development Services	8,232,706	9,260,534	9,145,344	11,455,750	12,559,603
Finance	5,337,303	5,895,413	6,188,870	6,696,578	7,170,474
Fire	35,042,909	38,910,408	40,010,179	38,484,997	42,385,924
Human Resources	11,086,295	10,498,404	10,459,456	12,567,637	14,849,367
Information Technology	5,760,478	6,287,485	5,391,338	7,047,653	7,709,415
Library	8,853,478	8,712,747	8,659,340	5,755,763	6,149,504
Maintenance Services	17,367,063	17,878,861	16,731,977	18,229,907	17,518,200
Police	67,738,310	72,932,295	72,127,426	78,648,436	81,710,820
PW - Engineering & Transp.	5,085,506	5,926,758	5,997,601	6,299,642	7,551,625
Utilities & Env. Services	81,681,443	72,989,845	72,507,296	71,595,010	77,279,307
Successor RDA	5,972,781	5,585,288	6,182,877	4,499,711	4,551,655
Non-Dept./Debt Service	24,715,455	6,831,705	12,350,211	9,458,087	8,352,220
Transfers Out	15,851,981	14,601,247	10,275,154	26,439,154	44,566,155
	$ 303,737,872	$ 288,734,357	$ 286,169,666	$ 315,263,656	$ 351,012,870

FY 2020
All Funds Expenditures by Service Area



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GENERAL FUND SUMMARY & CASH BALANCE

$ in 1,000s	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2018 Adopted	FY 2019 Projected	FY 2020 Proposed
Beginning Cash Fund Balance	$ 25,052	$ 27,300	$ 27,699	$ 26,320	$ 26,320	$ 26,352
Revenues						
Property Tax	$ 44,159	$ 47,196	$ 51,236	$ 48,912	$ 53,267	$ 56,949
Sales Tax	33,059	34,839	33,388	32,609	35,220	35,372
Utility Users Tax	22,041	20,754	17,488	17,663	18,600	18,135
Franchise Fees	10,139	9,646	9,648	9,462	10,921	11,018
Real Property Transfer Tax	7,850	8,350	9,168	7,154	12,978	15,500
Transit Occupancy Tax	2,591	2,560	2,808	2,036	2,077	2,600
Cannabis Tax				—	50	250
Other Taxes	4,776	4,691	4,884	4,684	4,814	4,066
Charges for Services	12,218	14,915	14,778	12,799	13,482	13,451
Inter-Governmental	8,893	6,188	7,080	6,424	6,174	6,402
Fines & Forfeitures	1,899	2,430	2,462	2,114	2,187	2,379
Other Revenues	721	2,576	1,243	656	1,627	883
Interest & Rents	151	379	173	614	374	300
Transfers In	5,529	4,037	4,045	3,960	14,057	3,964
Total Operating Revenues:	$ 154,026	$ 158,561	$ 158,401	$ 149,087	$ 175,828	$ 171,269
Expenditures						
Salaries & Benefits	$ 112,988	$ 119,831	$ 121,604	$ 120	$ 127,734	$ 135,998
Maintenance & Utilities	908	786	715	1	1,032	1,174
Supplies & Services	8,678	9,326	10,335	8	11,010	9,462
Internal Service Fees	13,336	14,413	11,863	12	15,504	17,162
Capital	153		85	—		
Transfers Out	15,471	14,601	10,503	10	12,787	8,351
Total Operating Expenditures:	$ 151,534	$ 158,957	$ 155,105	$ 152	$ 168,067	$ 172,147
Annual Surplus/(Shortfall)	$ 2,492	$ (396)	$ 3,296	$ (2)	$ 7,761	$ (878)
Adjustments to Fund Balance	$ (3,347)	$ (754)	$ (590)	$ —		$ —
Ending Fund Cash Balance (CAFR)	$ 30,829	$ 29,679	$ 32,385	$ 24	$ 40,146	$ 39,268

Cash Fund Balance Designations	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2018 Adopted	FY 2019 Projected	FY 2020 Proposed
Unassigned	30,829	$ 29,679	$ 32,385	$ 24	$ 40,146	$ 39,268
Contingencies	-	-	-	—	-	-
Economic Uncertainty	-	-	-	—	-	-
Liquidity	-	-	-	—	-	-
Emergencies	-	-	-	—	-	-
Total Designated Fund Balance	$ 30,829	$ 29,679	$ 32,385	$ 24	$ 40,146	$ 39,268

General Fund Long Range Financial Model - FY 2020 Proposed Update

SUMMARY FORECAST ($ in Thousands)	Actual 2014-15	Actual 2015-16	Actual 2016-17	Actual 2017-18	Adopted Budget 2018-19	Adjusted Budget 2018-19	Proposed Budget 2019-20	Projected 2020-21	Projected 2021-22	Projected 2022-23	Projected 2023-24	Projected 2024-25	Projected 2025-26	Projected 2026-27
Property Tax	$42,128	$44,159	$47,196	$51,236	$53,267	$53,267	$56,949	$57,150	$60,162	$63,329	$66,610	$69,290	$71,504	$74,343
Sales Tax	31,058	33,059	34,839	33,389	34,067	35,220	35,372	36,888	38,474	40,133	41,283	42,470	43,697	42,838
UUT	15,681	22,041	20,754	17,488	19,000	18,600	18,135	18,566	19,007	19,458	19,847	20,244	20,649	20,804
Real Property Transfer Tax	5,710	7,849	8,350	9,168	7,369	12,978	15,500	15,423	15,345	15,269	14,963	14,664	14,371	13,365
Transient Occupancy Tax	2,033	2,591	2,560	2,808	2,077	2,077	2,600	2,975	3,363	3,481	3,550	3,621	3,694	3,583
Cannabis Revenue	-	-	-	-	750	50	250	750	765	780	796	812	828	845
Other Taxes/Franchises	14,618	14,915	14,337	14,531	15,735	15,735	14,918	15,247	15,584	15,929	16,213	16,503	16,799	16,859
Permits & Fees	9,939	12,218	14,917	8,486	9,081	9,561	9,204	9,507	9,820	10,143	10,370	10,603	10,842	10,711
Other Revenue	9,697	13,803	10,080	17,251	14,439	14,283	14,376	14,691	14,918	15,117	15,324	15,528	15,778	16,082
Transfer In-Other Funds	4,514	3,390	5,529	4,045	3,962	14,057	3,964	4,266	4,352	4,444	4,536	4,630	4,730	4,834
Transfer In-Measure C	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenues	**135,378**	**154,026**	**158,561**	**158,401**	**159,748**	**175,828**	**171,269**	**175,462**	**181,789**	**188,082**	**193,492**	**198,365**	**202,892**	**204,263**
Salaries/Wages	63,732	67,543	70,003	71,681	77,953	78,059	80,037	81,571	83,535	85,547	87,798	89,765	91,777	93,834
Overtime	6,973	8,592	9,254	10,370	3,320	3,320	3,320	3,395	3,472	3,550	3,630	3,712	3,795	3,881
Retirement	18,008	20,675	23,021	23,366	28,147	28,088	32,105	34,863	37,940	40,499	42,250	43,737	44,710	45,707
Health/Other Benefits	12,241	12,196	12,437	12,341	14,280	14,448	14,825	15,601	16,430	17,306	18,236	19,212	20,244	21,336
Retiree Medical	4,308	2,810	2,847	2,794	5,020	5,020	5,678	7,838	9,798	10,197	10,615	10,976	11,336	11,759
Workers Comp	5,324	5,732	6,284	6,207	6,599	6,599	7,172	7,309	7,485	7,666	7,867	8,044	8,224	8,408
Interdept Charges	(3,731)	(4,450)	(4,015)	(5,155)	(4,361)	(4,361)	(4,507)	(4,609)	(4,713)	(4,819)	(4,928)	(5,039)	(5,153)	(5,269)
Vacancy Savings	-	-	-	-	(3,439)	(3,439)	(2,631)	(2,049)	(2,103)	(2,160)	(2,224)	(2,282)	(2,343)	(2,406)
Subtotal Personnel	106,855	113,098	119,831	121,604	127,519	127,734	135,998	143,920	151,844	157,785	163,245	168,125	172,591	177,250
Supplies & Services	10,767	9,559	10,113	11,050	10,084	12,042	10,636	10,758	10,973	11,192	11,416	11,644	11,877	12,115
Internal Service Fees	11,553	13,336	14,413	11,863	15,504	15,504	17,162	17,505	17,855	18,212	18,577	18,948	19,327	19,714
Debt Service	3,302	3,476	3,640	3,348	2,930	2,930	2,927	3,417	3,417	3,417	3,417	3,417	3,418	3,419
Capital Outlay/Projects	1,925	2,598	1,768	2,983	3,254	6,357	1,935	1,260	2,385	1,853	1,990	1,674	1,755	1,601
Economic Development	350	1,106	827	1,350	550	550	350	350	350	350	350	350	350	350
Insurance	2,385	2,338	4,389	2,907	2,950	2,950	3,139	3,085	3,147	3,209	3,274	3,339	3,406	3,474
Additions/(Reductions)	-	6,023	3,977	-	-	-	-	-	-	-	-	-	-	-
Subtotal O&M	30,281	38,436	39,126	33,501	35,272	40,333	36,149	36,375	38,127	38,234	39,023	39,373	40,133	40,672
Total Expense	**137,136**	**151,534**	**158,957**	**155,105**	**162,790**	**168,067**	**172,147**	**180,294**	**189,971**	**196,019**	**202,268**	**207,497**	**212,725**	**217,922**
Chng in Res-Surplus/(Shortfall)	(1,758)	2,492	(396)	3,296	(3,042)	7,761	(878)	(4,832)	(8,182)	(7,938)	(8,777)	(9,132)	(9,833)	(13,659)
UUT Set-asides/Adjustments	-	(6,023)	(3,977)	-	-	-	-	-	-	-	-	-	-	-
Beginning Balance	33,420	31,684	30,829	29,679	29,713	32,385	40,146	39,268	34,436	26,253	18,317	9,540	408	(9,425)
CAFR Adjustments			3,223	(590)										
Ending Balance	**31,662**	**28,153**	**29,679**	**32,385**	**26,671**	**40,146**	**39,268**	**34,436**	**26,253**	**18,317**	**9,540**	**408**	**(9,425)**	**(23,084)**
Balance as % of Total Expense	23.1%	18.6%	18.7%	20.9%	16.4%	23.9%	22.8%	19.1%	13.8%	9.3%	4.7%	0.2%	-4.4%	-10.6%
Balance at 20% of Expenses	**27,427**	**30,307**	**31,791**	**31,021**	32,558	33,613	**34,429**	**36,059**	**37,994**	**39,204**	**40,454**	**41,499**	**42,545**	**43,584**
Amt Above or (Below) 20%	**4,235**	**(2,154)**	**(2,112)**	**1,364**	(5,888)	6,532	**4,838**	**(1,623)**	**(11,741)**	**(20,887)**	**(30,913)**	**(41,091)**	**(51,970)**	**(66,668)**

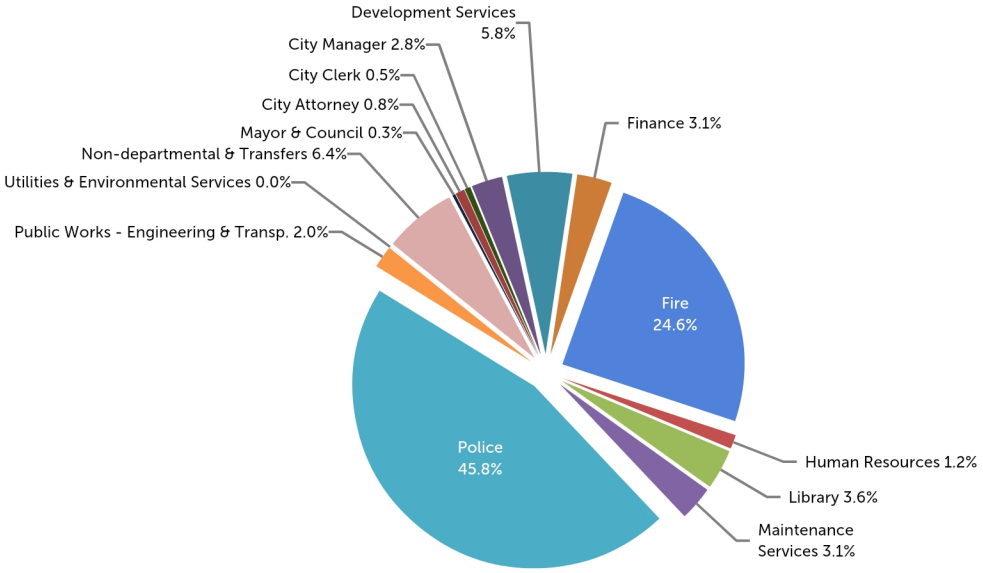
Fund Transfers (FY 2017 - 2020)

'$'s in 1,000's	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
Transfers into the General Fund				
Transfer for Cost Allocation	$ 2,436	$ 2,333	$ 2,458	$ 2,458
Transfer from Successor RDA Loan Repayment	—	800	800	800
Transfer from So. Hwd B.A.R.T. JPA	—	200	—	—
Transfer from Special Gas Tax	723	227	229	233
Transfer from Citizen's Option Grant	184	—	—	—
Transfer from Byrnes Justice Assist Grant	48	—	—	—
Transfer from CFD #2 for Police Services	284	284	290	290
Transfer from CFD #1 Fund	8	8	8	8
Transfer from CFD #3 for Police & Fire Services	173	173	175	175
Transfers into the General Fund	**$ 3,856**	**$ 4,025**	**$ 3,960**	**$ 3,964**
Transfers out of the General Fund				
Transfer to Debt Service	3,445	3,572	3,283	2,923
Transfer for Risk Management Premium	2,338	2,889	2,907	3,139
Transfer to Economic Development Fund	—	350	350	350
Transfer to Trans Sys Improvement Fund	350	350	450	350
Transfer to Worker's Compensation Fund	—	—	—	
Transfer to InformationTechnology Operating Fund	—	—	—	—
Transfer to Capital Projects	1,623	1,304	2,148	1,585
Transfer to Water Fund	—	138	138	
Transfer to Retiree Medical Fund	1,000	—	1,000	2,573
Transfers out of the General Fund	**$ 8,756**	**$ 8,603**	**$ 10,275**	**$ 10,920**

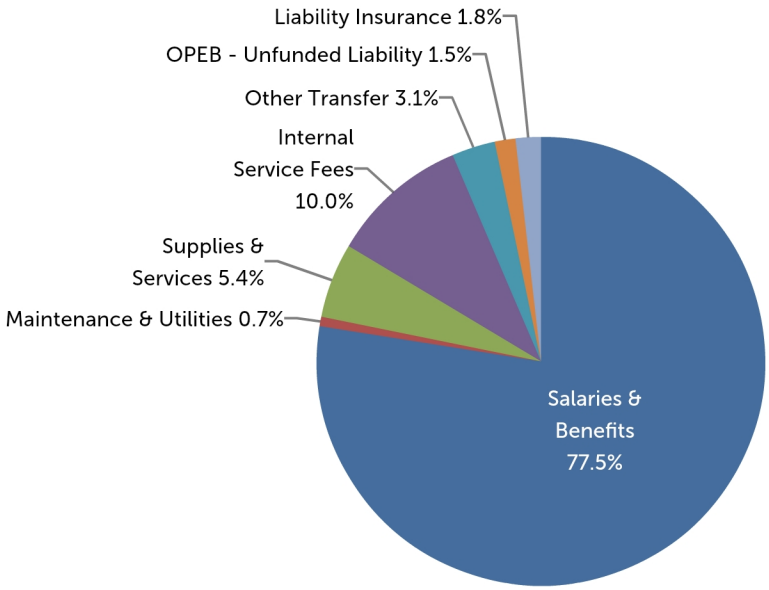
Summary of Expenditures by Department - General Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Mayor & Council	$ 389,058	$ 400,199	$ 425,372	$ 460,488
City Attorney	1,109,511	1,250,284	1,312,745	1,392,957
City Clerk	922,216	731,248	1,109,179	908,142
City Manager	3,100,370	4,003,619	4,348,243	4,758,087
Development Services	9,260,535	8,964,692	8,816,933	9,920,787
Finance	4,528,603	4,722,670	4,939,610	5,334,756
Fire	38,910,498	40,010,179	38,459,997	42,360,924
Human Resources	1,711,778	1,791,180	2,110,233	2,147,308
Library	5,599,243	5,840,333	5,755,763	6,149,504
Maintenance Services	4,768,885	4,430,098	5,168,847	5,280,917
Police	71,139,162	70,099,294	75,962,035	78,897,482
Public Works - Engineering & Transp	2,712,041	2,360,089	2,697,147	3,397,472
Utilities & Environmental Services	43,496	41,931	50,279	50,419
Non-departmental & Transfers	14,836,169	10,395,264	11,683,928	11,088,149
	$ 159,031,564	$ 155,041,079	$ 162,840,311	$ 172,147,393

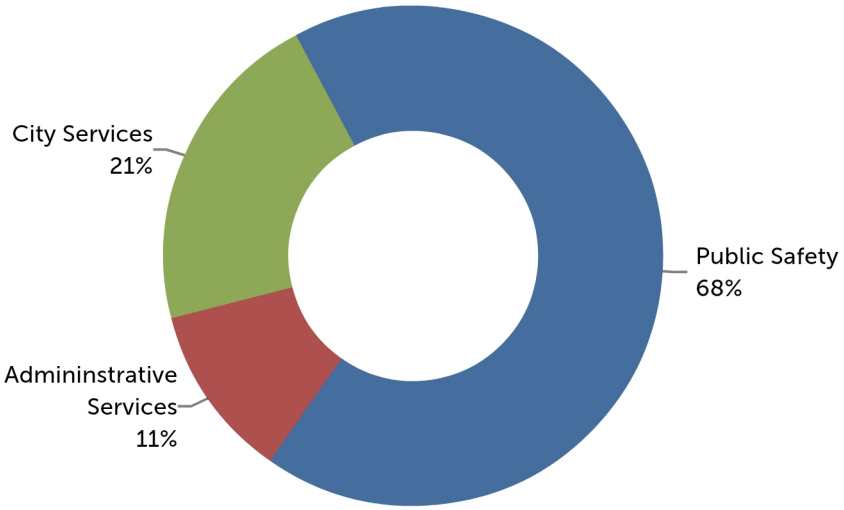
FY 2020
$ 172.1 Million



FY 2020
General Fund Expenditures by Category



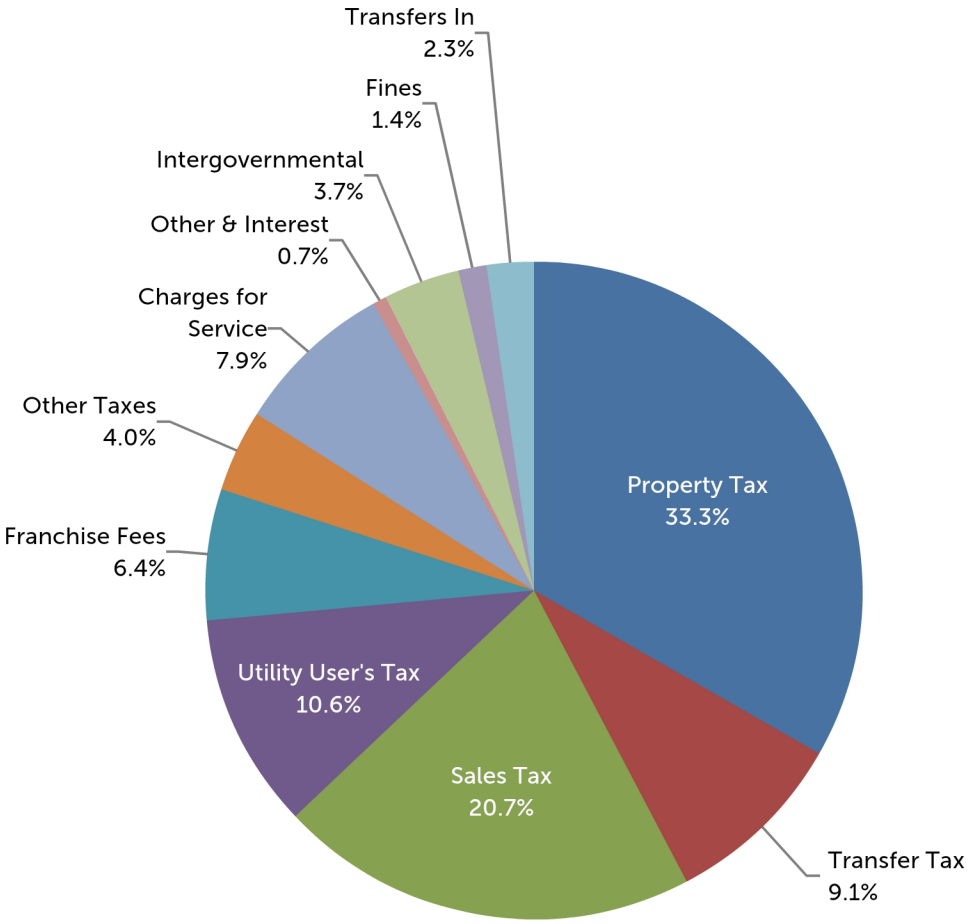
FY 2020
General Fund Staffing by Service Area



GENERAL FUND REVENUES BY SOURCE

FY 2020 General Fund Adopted Revenues/Resources

$ 171.3 Million



Question

GENERAL FUND REVENUES

Revenues by Category in 1,000's	FY 2016 Actual	FY 2017 Actual	FY 2018 Actuals	FY 2019 Adopted	FY 2020 Proposed
Property Taxes					
Property Tax Secured	$ 27,487	$ 29,507	$ 31,280	$ 33,000	$ 36,527
Property Tax Unsecured	1,548	$ 1,487	1,554	2,500	2,000
RPTTF (Redistribution & Pass-Thru)	2,331	$ 2,695	3,907	3,009	3,062
Property Tax - VLF Swap	12,793	$ 13,507	14,495	14,758	15,360
Total Property Taxes	**$ 44,159**	**$ 47,196**	**$ 51,236**	**$ 53,267**	**$ 56,949**
Sales & Use Tax					
Sales and Use Taxes	$ 26,679	$ 33,965	$ 32,462	$ 34,001	$ 34,339
Sales Tax/Public Safety	839	874	926	816	1,033
Sales Tax Triple Flip	5,541	—	—	—	—
Total Sales & Use Tax	**$ 33,059**	**$ 34,839**	**$ 33,388**	**$ 34,817**	**$ 35,372**
Utility Users Tax	**$ 22,041**	**$ 20,754**	**$ 17,488**	**$ 19,000**	**$ 18,135**
Franchise Fee Tax					
Franchise - Refuse	$ 4,956	$ 5,570	$ 5,997	$ 6,472	$ 6,480
Franchise - Water	1,079	756	453	462	471
Franchise - Sewer	592	414	249	254	259
Franchise - Gas & Electric	1,971	1,401	1,502	2,101	2,143
Franchise - Cable TV	1,541	1,506	1,448	1,632	1,665
Total Franchise Fee Tax	**$ 10,139**	**$ 9,647**	**$ 9,649**	**$ 10,921**	**$ 11,018**
Real Property Transfer Tax	**$ 7,850**	**8,350**	**9,168**	**7,369**	**15,500**
Other Taxes					
Business License Tax	$ 2,623	$ 2,591	$ 2,752	$ 2,903	$ 2,900
Cannibas Tax	—	—	—	750	250
Emergency Facilities Tax	2153	2100	2131	1875	1000
Transient Occupancy Tax	2,591	2,560	2,808	2,077	2,600
Total Other Taxes	**$ 7,367**	**$ 7,251**	**$ 7,691**	**$ 7,711**	**$ 6,916**
Charges for Services (comprised of Licenses & Permits, Fees & Service Charges, Construction Related Fees)					
Licenses and Permits					
Fire Licenses & Permits	$ 1,223	$ 1,423	$ 1,379	$ 1,679	$ 1,621
Police Licenses & Permits	293	665	580	436	449
Other Licenses & Permits	—	—	174	194	199
Total Licenses and Permits	**1,699**	**2,247**	**2,133**	**2,308**	**2,270**
Fees and Service Charges					
Fire Fees & Svc Charges	$ 1,321	$ 1,499	$ 1,278	$ 1,368	$ 1,396
Police Fees & Svc Charges	1,271	592	812	1,014	895
Residential Rental Inspections	956	1,613	2803	1,000	1,400
Vehicle Maintenance & Operations	—	0	0	0	0
Other Fees & Svc Charges	467	676	743	555	555
Total Fees and Service Charges	**$ 4,015**	**$ 4,380**	**$ 5,636**	**$ 3,937**	**$ 4,246**

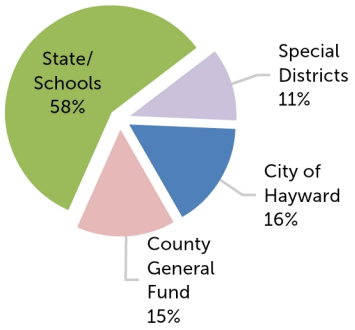
GENERAL FUND REVENUES

Revenues by Category in 1,000's	FY 2016 Actual	FY 2017 Actual	FY 2018 Actuals	FY 2019 Adopted	FY 2020 Proposed
Construction Related Fees					
Construction Permits	$ 3,603	$ 4,213	$ 3,463	$ 3,622	$ 3,500
Plan Checking & New Constr. Insp.	2,310	2,503	2,645	2,600	2,335
Supplemental Improvement Tax	591	1573	901	551	1,100
Total Construction Related Fees	**$ 6,504**	**$ 8,289**	**$ 7,009**	**$ 6,773**	**$ 6,935**
Total Charges for Services	**$ 12,218**	**$ 14,915**	**$ 14,778**	**$ 13,019**	**$ 13,451**
Inter-Governmental					
Police Grants/Reimb	$ 2,737	$ 2,433	$ 1,673	$ 2,133	$ 2,146
Fire County EMS Reimb	631	386	524	306	—
Fairview Fire Protection District	2,772	2,848	2,959	2,904	2,991
Vehicle License Fee (VLF)	62	71	85	71	73
Fire Mutual Aid Reimb	1064	324	1708	734	749
Miscellaneous	1,627	126		20	31
Total From Other Agencies	**$ 8,893**	**$ 6,188**	**$ 7,080**	**$ 6,562**	**$ 6,402**
Fines and Forfeitures					
Vehicle Fines	$ 185	$ 448	$ 328	$ 306	$ 312
Parking Citations - In House	1,244	1,859	1,969	1,723	1,907
Parking Citations - DMV	16				
FTB Parking Tax Offset	12				
Photo Red Light	317	64	86	71	73
Criminal Fines	52				
Administrative Citations	4	1			
Library Fines	69	58	51	85	87
Total Fines and Forfeitures	**$ 1,899**	**$ 2,430**	**$ 2,462**	**$ 2,187**	**$ 2,379**
Other Revenues					
Other	721	2,576	1,243	635	883
Total Other Revenues	**$ 721**	**$ 2,576**	**$ 1,243**	**$ 635**	**$ 883**
Interest & Rents					
Interest Earned	$ 133	$ 253	$ 57	$ 294	$ 300
Miscellaneous Interest Income	—	—	—	—	—
Building & Parking Rental	18	126	116	4	—
Total Interest & Rents	**$ 151**	**$ 379**	**$ 173**	**$ 298**	**$ 300**
Total General Fund Revenues	**$ 148,497**	**$ 154,525**	**$ 154,356**	**$ 155,786**	**$ 167,305**
Transfers In	5,529	4,037	4,045	3,962	3,964
Total Revenues Including Transfers	**$ 154,026**	**$ 158,561**	**$ 158,401**	**$ 159,748**	**$ 171,269**

PROPERTY TAXES

Property Tax revenues are the City's largest General Fund revenue source, comprising approximately one-third of projected FY 2020 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.

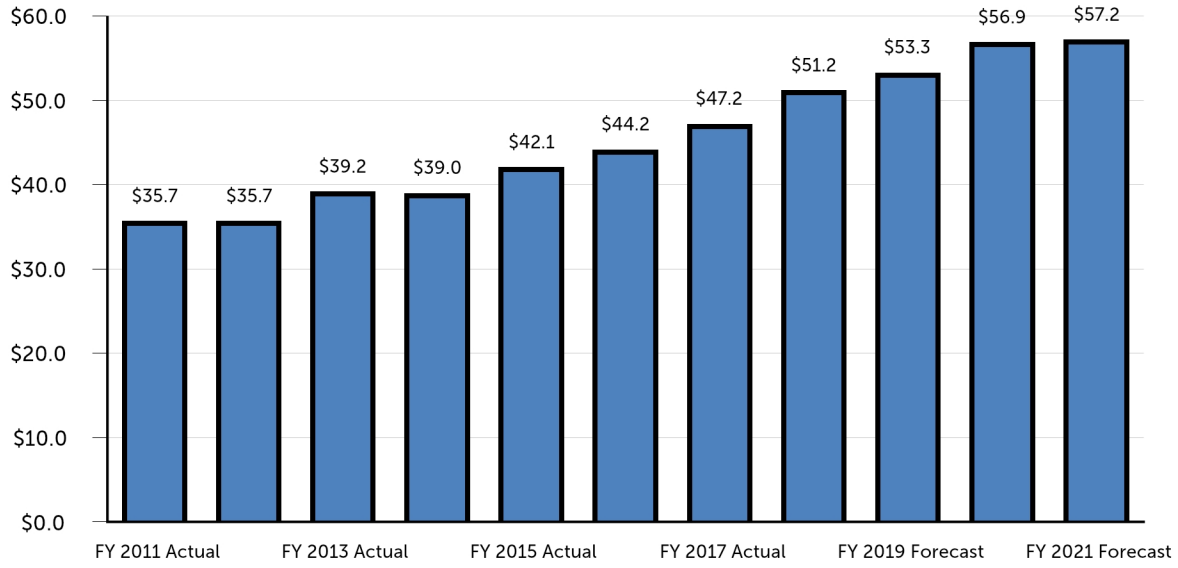
PROPERTY TAXES (All)	Actual Revenue					Projected Revenue			
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Total Collections	$ 38,971	$ 42,128	$ 44,159	$ 47,196	$ 51,236	$ 53,267	$ 56,949	$ 57,150	$ 60,162
$ Change	$ 3,255	$ 3,157	$ 2,031	$ 3,037	$ 4,040	$ 2,031	$ 3,682	$ 201	$ 3,012
% Change	9.11%	8.10%	4.82%	6.88%	8.56%	3.96%	6.91%	0.35%	5.27%

FY 2014 includes about $1.3M, and FY 2015 includes $625,000 in one-time revenue.

PROPERTY TAXES, continued

FY 2010 - FY 2012 Property tax revenues realized a dramatic decline as the economic crisis resulted in a large number of Proposition 8 reassessments conducted by the County Assessor - significantly lowering property values (see table below). As the economy began to improve, the County Assessor began to reverse these reduced assessments, as reflected in the revenue growth in FY 2013 and FY 2014.

Overall Property Tax revenues are projected to grow by a total of 6.9 percent in FY 2020, with minimal growth in FY 2021, and a spike in FY 2022. FY 2015 experienced a significant increase in values due to the restoration of previously reviewed and reduced values per Proposition 8. This presents a major challenge to forecast property tax revenues going forward.



*FY 2013 includes $1.9M one-time revenue
*FY 2014 includes $1.34M one-time revenue
*FY 2015 includes $325,000 in one-time revenue

As depicted in the chart above, revenues have rebounded and now exceed pre-recession levels. Of course, the annual growth that would have occurred during this time period if revenues had not declined is considered lost revenue.

Recent information from the County Assessor projects FY 2019 net land and improvements value growth of about 5.25%. This growth is largely driven by changes in ownership and new construction - along with the annual CPI adjustment.

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 20.7 percent of total FY 2020 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%**

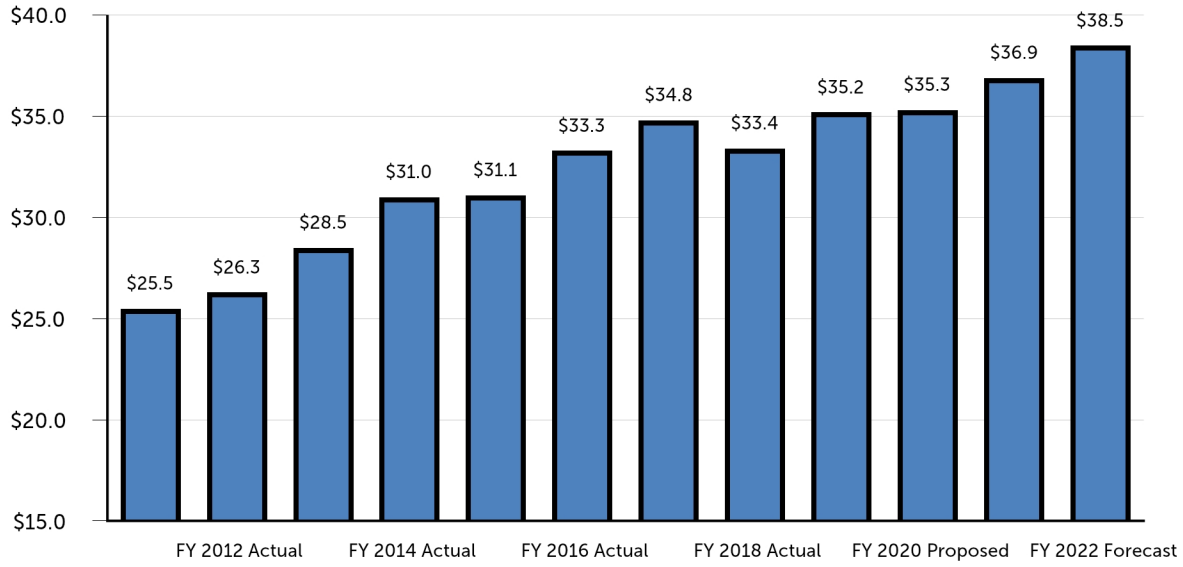
Measure C - District 0.5% Transaction and Use Tax

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 for a period of twenty years.

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 plus projections of the Triple Flip (now ending) - and a variety of economic factors. While Sales Tax revenues have recovered, since the low in FY 2010, the City is experiencing a slowing of year-over-year growth.

Based on the City's current sales tax base, significant growth in sales tax receipts in future fiscal years is not expected (absent significant economic development growth). With the conclusion of the Triple Flip, FY 2016 saw revenue growth of about 6.5% due to one-time true-up payments. FY 2017 revenues increased by 5.38% from FY 2016. FY 2019 projects an increase of 5.48% over FY 2018 actual. The FY 2020 projects a nominal increase in Sales Tax of 0.43%, an indication of a possible decline in the market.

TOTAL SALES & USE TAX *(in 1,000s)*	Actual Revenue					Projected Revenue			
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Total Collections	$31,019	$31,058	$33,059	$34,839	$33,389	$35,220	$35,372	$36,888	$38,474
$ Change	$ 4,673	$ 39	$ 2,001	$ 1,780	$ (1,450)	$ 1,831	$ 152	$ 1,516	$ 1,586
% Change	17.74 %	0.13%	6.44%	5.38%	-4.16%	5.48%	0.43%	4.29%	4.30%

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

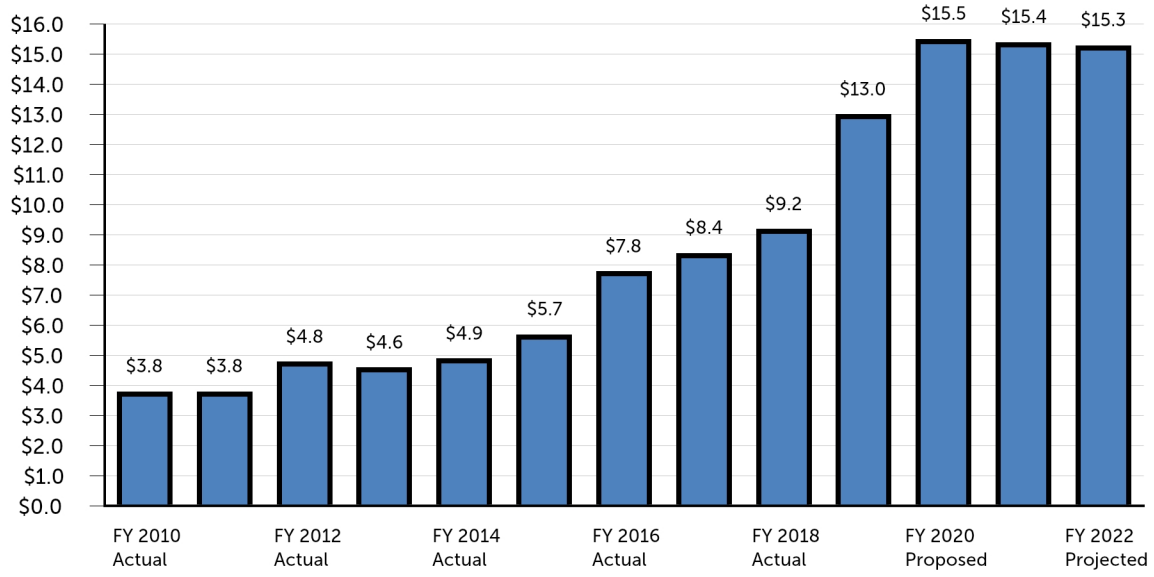
UUT is forecasted with limited net growth. Gas and electricity rates are likely to rise in future years, but trends indicate that reduced consumption offsets much of these cost increases (and resulting UUT revenues).

UTILITY USERS TAX	Actual Revenue					Projected Revenue			
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Total Collections	$15,762	$15,681	$22,041	$20,754	$17,488	$18,600	$18,135	$18,566	$19,458
$ Change	$ 965	$ (81)	$ 6,360	$ (1,287)	$ (3,266)	$ 1,112	$ (465)	$ 431	$ 892
% Change	6.52%	(0.51)%	40.56%	(5.84)%	(15.74)%	6.36%	(2.50)%	2.38%	4.80%

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 2016 is a result of the City receiving a UUT back payment from a major UUT contributor. In FY 2018, the UUT was lower than FY 2017 actual by 15.7%. In FY 2019, UUT is projected to increase by nearly 6.4%, with a projected decrease of 2.5% in FY 2020. Future year projections include an annual growth factor of 2%-5%.

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

Forecast

PROPERTY TRANSFER TAX	Actual Revenue					Projected Revenue			
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Total Collections	$ 4,879	$ 5,710	$ 7,849	$ 8,350	$ 9,168	$ 12,978	$ 15,500	$ 15,423	$ 15,345
$ Change	$ 101	$ 831	$ 2,139	$ 501	$ 818	$ 3,810	$ 2,522	$ (77)	$ (78)
% Change	2.11%	17.03%	37.46%	6.38%	9.80%	41.56%	19.43%	-0.50%	-0.51%

REAL PROPERTY TRANSFER TAXES, continued

Revenues received in FY 2017 totaled $8.4 million, a 6.37% increase over FY 2016. Again, this revenue is entirely driven by the residential and commercial real estate markets. While assessed values have improved the residential market - the number of transactions drive these revenues. FY 2019 is projecting to increase 41.6% over FY 2018. This significant change is primarily attributed to the passage of Measure T, an increase in Real Property Transfer Tax from $4.50 to $8.50 per $1,000 valuation. As shown in the table above, Measure T will positively impact future revenue projections with FY 2020 projecting an increase of 19.4%, with future revenue projections stabilizing in FY 2021 and FY 2022.

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 2019, a slight decrease is projected in FY 2020 reflecting a projected decline in the market. FY 2021 projects minimal market recovery with slight growth over the FY 2020 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					Projected Revenue			
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Collections	$ 2,602	$ 2,603	$ 2,623	$ 2,591	$ 2,682	$ 2,939	$ 2,900	$ 3,002	$ 3,107
$ Change	$ 119	$ 1	$ 20	$ (32)	$ 91	$ 257	$ (39)	$ 102	$ 105
% Change	4.79%	0.04%	0.77%	-1.22%	3.51%	9.58%	-1.33%	3.52%	3.50%

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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 $15.9 million in FY 2020 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 2018 Actual	FY 2019 Projected	FY 2020 Proposed	FY 2021 Projected	FY 2022 Projected
Revenues					
Measure C District Sales Tax	$ 15,216	$ 15,443	$ 15,883	$ 16,324	$ 16,763
Other Revenues (Interest)	—	—	—	—	—
Other Partnering Contributors	—	—	20,000	—	—
Total Revenues	$ 15,216	$ 15,443	$ 35,883	$ 16,324	$ 16,763
Expenditures					
Capital					
Library / Learning Center	17,051	15,263	—	—	—
Fire Facilities Design	285		—	—	—
Fire Station 1	619		—	—	—
Fire Station 2	1,572		—	—	—
Fire Station 3	1,622		—	—	—
Fire Station 4	1,609		—	—	—
Fire Station 5	1,207		—	—	—
Fire Station 6	66	2,000	2,500	500	
Fire Training Academy	2,026	1,000	28,050	29,200	
Street Rehabilitation	652	—	—	—	—
EBRCS Radios	—	1,300	1,300	—	—
Debt Service	2,733	5,427	5,425	5,421	5,420
Other Projects	16	343	479		
Operating					
Police Services	1,935	2,686	2,813	3,010	3,221
Maintenance Services	615	795	1,057	1,131	1,210
Other Department Services		86	68		
Total Expenditures	$ 32,007	$ 28,900	$ 41,692	$ 39,262	$ 9,851
Beginning Fund Balance	48,910	32,119	18,663	12,854	(10,085)
Annual Surplus/Shortfall	(16,791)	(13,456)	(5,809)	(22,938)	6,912
Ending Fund Balance	$ 32,119	$ 18,663	$ 12,854	$ (10,085)	$ (3,173)

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. The increase in Maintenance Services is attributed to the proposed 2 FTE Groundskeepers. 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 consumption in FY 2020 to increase slightly over the estimated FY 2019 year-end. Projected consumption for the planning period in its entirety assumes an increase as consumer demands continue to rebound from the recent drought.

The adopted FY 2020 budget includes the addition of one FTE, Assistant Director of Public Works, and the deletion of one FTE, Senior Water Resources Engineer. 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 2018 Actual	FY 2019 Revised	FY 2019 Estimated	FY 2020 Proposed	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Beginning Fund Balance	$17,066,501	$20,854,774	$20,854,774	$22,189,235	$21,428,087	$20,728,767	$22,034,777	$22,346,417
Program Revenues								
Water Sales	45,301,698	43,100,000	45,000,000	45,000,000	45,000,000	47,025,000	49,140,000	51,950,000
Service Charges	6,399,928	5,800,000	6,000,000	6,480,000	6,998,000	7,560,000	8,160,000	8,200,000
Installation Fees	393,998	250,000	250,000	250,000	250,000	250,000	250,000	300,000
Other Revenues	739,547	200,000	500,000	200,000	200,000	200,000	200,000	200,000
Interest	96,739	105,000	175,000	105,000	444,000	415,000	441,000	447,000
Transfers In	405,593	397,341	397,341	396,941	398,300	397,500	398,500	399,300
Total Revenues	$53,337,503	$49,852,341	$52,322,341	$52,431,941	$53,290,300	$55,847,500	$58,589,500	$61,496,300
Expenditures								
Personnel	7,446,011	8,337,121	8,337,122	8,179,351	8,465,500	8,888,800	9,288,900	9,706,800
Non-Personnel	5,301,124	5,659,612	5,657,773	5,850,753	5,468,820	5,553,890	5,645,360	5,738,530
Water Purchases	32,316,131	4,692,985	32,300,000	33,500,000	33,500,000	33,500,000	36,700,000	39,400,000
Transfers Out	4,485,964	4,692,985	4,692,985	5,662,985	6,555,300	6,598,800	6,643,600	6,689,700
Total Expenditures	$49,549,230	$49,489,718	$50,987,880	$53,193,089	$53,989,620	$54,541,490	$58,277,860	$61,535,030
Annual Surplus/(Shortfall)	3,788,273	362,623	1,334,461	(761,148)	(699,320)	1,306,010	311,640	(38,730)
Ending Fund Balance	$20,854,774	$21,217,397	$22,189,235	$21,428,087	$20,728,767	$22,034,777	$22,346,417	$22,307,687

Forecast Assumptions

-
- Water sales revenue for FY 2020 reflect no increase to the consumption water rate, while the fixed service charges are increased by $2 per month for the most common water services. This is about a 3% increase for most residential customers. Level rate adjustments of 3% in FY 2020 and FY 2021 and 6% for FY 2022 and FY 2023 are assumed. Actual proposed adjustments beyond FY 2021 will depend on SFPUC wholesale rates and water consumption.

- Estimated water consumption has conservatively assumed a slight increase from adjusted FY 2019, and an increase through the duration of the planning period as consumer demands increase during drought recovery.

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

- The debt service obligation of the Water Fund is $700,000 in FY 2020 and under $1 million for the rest of the planning period, of which 50% is paid from the Water System Capital Improvement Fund.

- Transfers out assumes $4 million transfer to Water System Capital Replacement Fund in FY 2020, increasing to $4.4 million in FY 2021 and for the duration of the planning period.

RECYCLED WATER MAINTENANCE & OPERATIONS FUND (Recycled Water Fund)

The Recycled Water Fund is being 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 2020 budget includes some employee services costs. The employee services costs in the Fund are anticipated to increase as deliveries to customers take effect.

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 2020 is anticipated to be $165,000 as deliveries to customers are anticipated to begin in early 2020. Projected consumption for FY 2021 increases 262% over FY 2020, 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 $639,000 in FY 2021 and approximately $825,000 for the rest of the planning period.

Recycled Water Maintenance & Operations Fund 630

	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Est. Actual	FY 2020 Proposed	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Beginning Fund Balance	$ —	$ —	$ —	$ —	$ 195,800	$ 261,333	$ 221,772	$ 212,649
Program Revenues								
Water Sales	—	—	—	165,000	597,300	639,111	683,849	731,718
Service Charges	—	—	—	14,250	56,700	56,700	56,700	56,700
Transfers In	—	—	—	150,000	600,000	600,000	600,000	600,000
Total Revenues	$ —	$ —	$ —	$ 329,250	$1,254,000	$1,295,811	$1,340,549	$1,388,418
Expenditures								
Personnel	—	—	—	126,755	299,299	314,300	328,400	343,200
Non-Personnel	—	—	—	6,700	706,368	838,271	838,471	838,771
Transfers Out	—	—	—	—	182,800	182,800	182,800	182,800
Total Expenditures	$ —	$ —	$ —	$ 133,455	$1,188,467	$1,335,371	$1,349,671	$1,364,771
Annual Surplus/(Shortfall)	—	—	—	195,795	65,533	(39,560)	(9,123)	23,647
Ending Fund Balance	$ —	$ —	$ —	$ 195,795	$ 261,333	$ 221,772	$ 212,649	$ 236,296

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 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 2021. A WPCF Facilities Plan is currently in development which can affect projects and timing, and thus needed financing.

For sewer service charges, increases of 4.4% in FY 2020 and 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.

No staffing changes in Sewer Collections or in WPCF are proposed.

Forecast

Wastewater Operating Fund 610

	FY 2018 Actual	FY 2019 Revised	FY 2019 Estimated	FY 2020 Proposed	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Beginning Fund Balance	$18,217,896	$22,283,005	$22,283,005	$24,802,330	$26,983,999	$30,080,920	$31,742,663	$33,580,802
Program Revenues								
Sewer Service Charges	22,441,737	21,200,000	22,000,000	22,600,000	23,600,000	24,300,000	25,000,000	25,700,000
Sewer Connection Fees	3,179,420	—	—	—	—	—	—	—
Other Revenues	31,776	96,000	150,000	96,000	96,000	96,000	96,000	96,000
Interest	116,038	66,000	150,000	66,000	135,000	150,000	159,000	168,000
Transfers In	1,730,354	1,583,463	1,583,463	1,583,464	1,583,500	1,583,500	1,583,500	1,363,800
Total Revenues	$27,499,325	$22,945,463	$23,883,463	$24,345,464	$25,414,500	$26,129,500	$26,838,500	$27,327,800
Expenditures								
Personnel	7,355,052	9,187,582	8,350,000	8,438,587	8,739,200	9,183,700	9,603,700	10,042,600
Non-Personnel	7,746,043	7,485,849	7,485,949	7,512,019	7,333,379	9,014,057	9,092,661	8,952,944
Transfers Out	8,333,122	5,528,189	5,528,189	6,213,189	6,245,000	6,270,000	6,304,000	6,331,000
Total Expenditures	$23,434,217	$22,201,620	$21,364,138	$22,163,795	$22,317,579	$24,467,757	$25,000,361	$25,326,544
Annual Surplus/(Shortfall)	4,065,108	743,843	2,519,325	2,181,669	3,096,921	1,661,743	1,838,139	2,001,256
Ending Fund Balance	$22,283,005	$23,026,848	$24,802,330	$26,983,999	$30,080,920	$31,742,663	$33,580,802	$35,582,058

Assumptions

-
- Wastewater service charges revenue for FY 2020 is based on an adopted average rate adjustment of 4.4%. Planning level rate adjustments in following years range from 3% to 4.4% per year.
- No increases assumed in other revenue sources.
- No staffing changes are proposed.
- The current debt service obligation of the Sewer Fund is about $3 million for FY 2020, of which nearly 50% is paid from Capital Improvement and Replacement Funds.

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 2018 Actual	FY 2019 Revised	FY 2019 Estimated	FY 2020 Proposed	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Beginning Fund Balance	$ 4,548,814	4,100,222	$ 5,074,626	$ 5,127,782	$ 5,358,264	$ 5,555,994	$ 5,701,394	$ 5,777,664
Program Revenues								
Stormwater Fees	2,047,318	2,020,000	2,020,000	2,020,000	2,025,000	2,030,000	2,035,000	2,040,000
Street Cleaning Fees	1,110,466	1,050,000	1,050,000	1,100,000	1,111,000	1,122,000	1,133,000	1,144,000
Inspection Fees	5,060	16,000	16,000	16,000	16,000	16,000	16,000	16,000
Other Revenues	1,900	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Interest	23,294	23,000	23,000	23,000	27,000	28,000	29,000	30,000
Transfers In	0	0	0	0	0	0	0	0
Total Revenues	$ 3,188,038	$ 3,110,000	$ 3,110,000	$ 3,160,000	$ 3,180,000	$ 3,197,000	$ 3,214,000	$ 3,231,000
Expenditures								
Personnel	1,757,510	1,956,883	1,956,883	1,812,309	1,866,600	1,922,500	1,980,100	2,039,400
Non-Personnel	745,918	842,795	842,795	860,043	938,770	947,300	970,830	979,360
Transfers Out	158,798	257,166	257,166	257,166	176,900	181,800	186,800	191,900
Total Expenditures	$ 2,662,226	$ 3,056,844	$ 3,056,844	$ 2,929,518	$ 2,982,270	$ 3,051,600	$ 3,137,730	$ 3,210,660
Annual Surplus/(Shortfall)	525,812	53,156	53,156	230,482	197,730	145,400	76,270	20,340
Ending Fund Balance	$ 5,074,626	$ 5,127,782	$ 5,127,782	$ 5,358,264	$ 5,555,994	$ 5,701,394	$ 5,777,664	$ 5,798,004

Assumptions

- No assumed stormwater fee increases.
- Street Cleaning Fees will increase as a result of the estimated increase in garbage collection revenues.

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 473-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. Due to a reduced number of instructional flights in 2017, there were 470 based-aircraft, and annual aircraft operations reported by the FAA were 102,059, a decrease of 6% compared to the prior year. We anticipate that growth in activity will continue over the next several years.

Analysis

While recreational flights have experienced a national downward trend, business flights have increased by 3.9% per a 2017 industry study. However, there was an overall decrease in annual aircraft operations of 6%.

Forecast

In FY 2017, construction of two multi-million dollar fixed base operator facilities was completed. Due to efforts by the fixed base operators to market these new facilities, a moderate improvement in the local and national economy, and the construction of two new hotels, some improvement in revenue from fuel flowage commissions and increased revenue from land leases are anticipated.

Airport Operating Fund - Fund 620	FY 2018 Actual	FY 2019 Revised	FY 2019 Estimated	FY 2020 Proposed	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Beginning Fund Balance	$ 2,800,182	$ 3,017,359	$ 2,660,867	$ 2,566,774	$ 2,472,242	$28,355,429	$28,355,429	$28,355,429
Program Revenues								
Interest & Tower Rent	127,651	125,689	125,689	136,845	136,845	136,845	136,845	136,845
Land Rent	1,766,319	1,753,903	1,753,903	2,052,007	2,206,069	2,211,069	2,216,069	2,216,069
Hangar Rent	1,168,120	1,253,376	1,253,376	1,316,045	1,381,847	1,450,939	1,450,939	1,455,939
Fees & Service Charges	9,312	17,406	17,406	17,406	17,406	17,406	17,406	17,406
Other Revenues	401,862	361,680	434,623	443,315	452,182	461,225	470,450	479,859
Total Revenues	$ 3,473,264	$ 3,512,054	$ 3,584,997	$ 3,965,618	$ 4,194,349	$ 4,277,484	$ 4,291,709	$ 4,306,118
Expenditures								
Personnel	1,613,805	1,685,405	1,658,000	1,769,675	1,858,159	1,932,485	2,009,785	2,090,176
Non-Personnel	409,993	419,259	419,259	438,644	447,417	456,365	465,493	474,803
Transfers Out	1,588,781	1,497,831	1,601,831	1,851,831	1,801,831	1,701,831	1,701,831	1,751,831
Total Expenditures	$ 3,612,579	$ 3,602,495	$ 3,679,090	$ 4,060,150	$ 4,107,407	$ 4,090,681	$ 4,177,109	$ 4,316,810
Annual Surplus/(Shortfall)	(139,315)	(90,441)	(94,093)	(94,532)	86,942	186,803	114,600	(10,692)
Ending Fund Balance	$ 2,660,867	$ 2,570,426	$ 2,566,774	$ 2,472,242	$ 2,559,184	$28,542,232	$28,470,029	$28,344,737

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

Assumptions

- Hangar rates apply to all hangars and storage spaces, excluding tiedowns. The rate adjustment is calculated using a factor of 75% of the Consumer Price Index (CPI) for the San-Francisco-Oakland-San Jose area (CPU x 0.75 = rate adjustment). A market analysis is conducted every four years (July 2017, July 2021, July 2025 etc.) to ensure that hangar rates are consistent with the prevailing market rates.

- Land lease rents are adjusted every five years. The increases are alternately based on the Consumer Price Index (CPI) and Fair Market Value (FMV) (e.g. CPI Adjustment: January in the years 2013, 2023, 2033, 2043, 2053 and Market Analysis: January in the years 2018, 2028, 2038, 2048).

- Commissions are collected from fuel flowage and the Hayward Area Recreational District (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.

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 2020. Staff anticipates the annual disbursement of Measure D funds to stabilize after FY 2020. 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, $460,000/year beginning in FY 2019 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.

Forecast

Recycling Funds 230/231/232

	FY 2018 Actual	FY 2019 Adjusted	FY 2019 Estimated	FY 2020 Proposed	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Beginning Fund Balance	$1,403,210	$1,492,945	$1,492,945	$1,783,411	$2,151,543	$2,458,405	$2,753,477	$3,046,118
Program Revenues								
Measure D Funds	503,141	400,000	400,000	400,000	340,000	330,000	330,000	330,000
CalRecycle	79,732	40,956	40,956	40,956	40,956	40,956	40,956	40,956
Used Oil Grant	0	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Interest	8,522	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Donations (student contest)	150	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Integrated Waste Management Fee	36,004	460,000	460,000	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	$ 627,549	$ 957,456	$ 957,456	$ 977,456	$ 930,416	$ 933,726	$ 947,395	$ 961,434
Expenditures								
Personnel	326,789	438,224	438,224	397,258	409,000	421,000	434,000	447,000
Non-Personnel	162,644	163,362	180,862	164,162	165,354	167,054	168,754	170,454
Transfers Out	48,381	47,904	47,904	47,904	49,200	50,600	52,000	53,500
Total Expenditures	$ 537,814	$ 649,490	$ 666,990	$ 609,324	$ 623,554	$ 638,654	$ 654,754	$ 670,954
Annual Surplus/(Shortfall)	89,735	307,966	290,466	368,132	306,862	295,072	292,641	290,480
Ending Fund Balance	$1,492,945	$1,800,911	$1,783,411	$2,151,543	$2,458,405	$2,753,477	$3,046,118	$3,336,598

Assumptions

- No assumed Measure D fund change.
- Integrated Waste management fee assumed to be $480,000 in FY 2020, 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 level. A complete facility condition assessment was completed in FY 2019 from which a long-term capital asset replacement plan with corresponding schedule and budgetary recommendations will be completed in FY 2020. The condition analysis and recommended replacement schedule will be the basis for which facility rates are set in order to adequately fund future preventative maintenance and capital asset replacements in a timely manner.

Forecast

Facilities Mangement Operating Fund - Fund 725

Note: FY 17 service rate included both operating and capital charges.

	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Estimated	FY 2020 Proposed	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Beginning Fund Balance	$ 413,900	$ 213,845	$ 148,820	$ 190,268	$ 165,689	$ 184,724	$ 250,251	$ 375,688
Revenue								
Operational Service Rate*	3,384,292	3,519,664	3,723,104	3,930,587	4,087,810	4,251,323	4,336,349	4,423,076
Rental Fees	39,885	42,534	41,286	38,286	41,938	43,196	44,491	45,826
Other Revenue	162,390	185,967	251,786	177,616	180,442	185,855	191,430	197,173
GF Transfer In	—	—	—	—	—	—	—	—
Total Revenues	$3,586,567	$3,748,165	$4,016,176	$4,146,489	$4,310,190	$4,480,374	$4,572,270	$4,666,075
Expenditures								
Staffing	1,396,514	1,304,887	1,432,524	1,537,302	1,583,421	1,630,924	1,679,851	1,730,247
Maintenance								
Utilities	949,280	1,015,366	971,434	960,224	989,030	1,018,701	1,049,262	1,080,740
Janitorial, Security, and Alarm Services	611,538	607,956	640,000	730,680	752,600	775,178	798,434	822,387
Supplies and Services	516,889	594,750	597,774	604,921	623,069	641,761	661,013	680,844
ISF: Fleet and Tech Services	110,320	88,537	127,182	130,997	168,138	168,138	72,724	72,724
Debt Service - 2 Loans	167,442	167,401	168,138	168,138	134,927	138,975	143,144	147,439
Transfer to Facilities CIP	—	—	—	—	—	—	—	—
Transfers Out	34,639	34,293	37,676	38,806	39,970	41,170	42,405	43,677
Total Expenditures	$3,786,622	$3,813,190	$3,974,728	$4,171,068	$4,291,155	$4,414,847	$4,446,833	$4,578,058
Annual Surplus/(Shortfall)	(200,055)	(65,025)	41,448	(24,579)	19,035	65,527	125,437	88,017
Ending Fund Balance	$ 213,845	$ 148,820	$ 190,268	$ 165,689	$ 184,724	$ 250,251	$ 375,688	$ 463,705

Future Year Estimate Assumptions

- *Revenue growth rate* -
  - Service Rates - In FY 2020 a 3% 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 4% are projected for FY 2021 through FY 2022 and 2% is applied for FY 2023.

- *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, internal service fees, and self-insurance charges.
  - 21st Century Library and Learning Center- Although the facility is designed as a ZNE building which will reduce PG&E costs, a modest overall increase is applied to account for the increased size requiring additional janitorial services, window and solar panel cleaning, adjustments will be made as needed once the facility opens to the public.
  - Debt Service- Detailed debt service information is reflected in the debt section of this document. As of 6/30/2019, the total outstanding balance is $763,364.

	Issuance Date	Maturity Date	Interest Rate	Original Debt	Debt as of 6/30/2018	Total Debt as of 6/30/2018	Annual P&I (FY 2019)
Internal Service Fund - Facilities						$ 763,364	
05Equip Lease/Solar Power Energy	FY2006	FY2030	6.00%	$ 927,290	$ 579,497		$ 72,724
CEC Solar Energy Loan #7214	FY2012	FY2024	3.00%	$ 666,330	$ 183,867		$ 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 MANAGEMENT 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 charging a service fee to our City customers, based on historical operation, maintenance, repair, and overall administrative costs.

Analysis

The fleet operating program's largest expense is staffing, followed by fuel. Due to the fund's healthy fund balance and ongoing reduction in debt service, the FY 2020 fleet service fee has been reduced by $231,762 or 5%. Of note, vehicle accident repair has been an increasing expense, whereas most accidents occur in the police department.

Forecast

Fleet Management Operating Fund - Fund 735

	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Proposed	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Beginning Fund Balance	$ 885,579	$ 1,177,444	$ 602,727	$ 789,254	$ 627,697	$ 563,346	$ 586,577	$ 533,145
Program Revenue								
Operational Service Rate	4,331,762	3,529,741	4,331,762	4,100,000	4,223,000	4,349,690	4,434,150	4,655,858
Other Revenues	43,149	25,593	10,000	10,000	10,000	10,000	10,000	10,000
Transfers In	—	—	—	—				
Total Revenue/Resources	4,374,911	3,555,334	4,341,762	4,110,000	4,233,000	4,359,690	4,444,150	4,665,858
Expenditures								
Staffing/Temp Staffing	1,348,219	1,456,630	1,560,122	1,600,481	1,648,495	1,697,950	1,748,889	1,801,355
Fuel	732,951	876,585	970,000	1,000,000	1,050,000	1,102,500	1,157,625	1,215,506
Maintenance, Repair, and Other Op Costs	827,412	800,549	810,258	828,500	869,925	913,421	959,092	1,007,047
Debt Service (GF Vehicle Loan Purchase)	882,846	680,235	478,568	478,569	361,194	243,819	243,819	243,819
ISF: Facilities and Tech Svcs	126,077	137,799	145,000	160,000	164,800	169,744	174,836	180,081
Trsfr: Fleet Fire Capital Project	125,551	125,159	131,039	139,837	139,019	143,190	147,486	151,910
Trsfr: GF Cost Allocation, Self-Insur	39,989	53,094	60,248	64,170	63,917	65,835	65,835	67,810
Total Expenditures	$ 4,083,046	$ 4,130,051	$ 4,155,235	$ 4,271,557	$ 4,297,351	$ 4,336,459	$ 4,497,582	$ 4,667,529
Annual Surplus/(Shortfall)	291,865	(574,717)	186,527	(161,557)	(64,351)	23,231	(53,432)	(1,672)
Ending Fund Balance	$ 1,177,444	$ 602,727	$ 789,254	$ 627,697	$ 563,346	$ 586,577	$ 533,145	$ 531,473

Future Year Estimate Assumptions

- *Revenue*
  - Operational Service Fee - 1.5%
- *Expense*
  - Staffing - 3%
  - General Expenses - 3%
  - Fuel - 5%
  - Debt Service - Debt Service expense is declining, with FY 2015 being the last year a vehicle purchased with a bank loan.

	Issuance Date	Maturity Date	Interest Rate	Original Debt	Debt as of 6/30/2019	Total Debt as of 6/30/2019	Annual P&I (FY 2020)
Internal Service Fund - Fleet						$1,591,082	
11Equip Lease-Fire Vehicles	FY2011	FY2021	3.24%	$ 1,991,524	$ 341,016		$234,749
14Equip Lease-Fire Truck	FY2014	FY2024	3.05%	$ 824,000	$ 443,118		$96,226
15 TDA Fire Truck Loan	FY2015	FY2024	2.92%	$ 1,272,000	$ 806,948		$147,594

- *Fund Balance* -
  - The Fleet Operating Fund has a positive fund balance. Fleet's long-term prudent financial planning goal includes maintaining a minimum fund balance of 20% of total expenditures, to maintain an account balance should there be a large spike in fuel prices, and/or other unanticipated high value equipment repairs.

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 wireless hotspot, 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

As technology advances, the demands on the Information Technology Department and its supporting enterprise funds increase. Major capital expenses are funded through the Information Technology CIP Fund (fund 731) - which derives funding from transfers from Information Technology Internal Service Fund (fund 730) based on a capital replacement fee, the General Fund, and other operating funds.

Forecast

Information Technology Fund 730

	FY 2018 Actual	FY 2019 Adopted	FY 2019 Estimated	FY 2020 Proposed	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected
Beginning Fund Balance	$ 800,724	$ (90,991)	$ (90,991)	$ (30,093)	$ 718,625	$1,084,497	$1,334,877	$1,390,980	$1,371,293
Program Revenues									
Information Technology Fee	$ 5,795,034	$ 7,065,622	$ 7,065,622	$ 7,764,818	$ 7,819,172	$ 7,873,906	$ 7,929,023	$ 7,992,455	$ 8,152,305
Technology Capital Fee	622,104	642,600	642,600	775,886	800,000	800,000	800,000	800,000	800,000
PEG Revenue	289,536	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000
Other Revenue	20,700	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000
Fund Interest	8,818	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Transfers In	—	—	—	—	—	—	—	—	—
Total Revenues	$6,736,192	$7,966,222	$7,966,222	$8,798,704	$8,877,172	$8,931,906	$8,987,023	$9,050,455	$9,210,305
Expenditures									
Personnel	2,176,308	3,633,358	3,337,716	3,712,606	3,713,955	3,788,234	3,939,763	3,979,161	4,018,953
Non-Personnel	4,750,443	3,029,099	3,850,443	3,493,513	4,065,105	4,146,407	4,229,335	4,313,922	4,400,200
Transfers Out	701,156	717,165	717,165	843,867	732,240	746,885	761,822	777,059	792,600
Total Expenditures	$7,627,907	$7,379,622	$7,905,324	$8,049,986	$8,511,300	$8,681,526	$8,930,920	$9,070,142	$9,211,753
Annual Surplus/(Shortfall)	(891,715)	586,600	60,898	748,718	365,872	250,380	56,103	(19,687)	(1,448)
Ending Fund Balance	$ (90,991)	$ 495,609	$ (30,093)	$ 718,625	$1,084,497	$1,334,877	$1,390,980	$1,371,293	$1,369,845

Assumptions

Fees increased in FY 2020 due to personnel costs, additional software purchased in departments, software maintenance fees and computer supply costs.

The Technology Capital Fee is included in the ISF charges to user departments to help fund large technology improvements.

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 2020 the projected total charges are $8,798,704 and represent Information Technology Fee revenue to the fund.

What is included?

The fee covers the cost of Information Technology operations, including 23 (2 of which are included in the City Manager's Office org chart for the Public Information Office) full time employees, 3 interns, 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, word processing, spreadsheet applications for City staff
- Network infrastructure that connects users to servers, printers and the internet
- Network server file storage, backup and security of data and documents
- Maps and geographic data for department staff and the public (GIS)
- Help desk support for City staff
- Mobile computing (mounted in-vehicle, netbook, laptop, tablet, smartphone)
- City website and departmental web pages
- Telephones
- All other citywide applications such as Munis ERP, New World CAD/RMS, Laserfiche
- Audio visual equipment in council chamber and city conference rooms
- Data Security
- Security Robot

What is NOT included?
Currently, the internal service fees do not cover replacement costs of all technology related equipment, including network infrastructure replacement, additional technology above standard equipment, additional customization for software above maintenance and subscriptions. At present, capital expenditures are primarily funded by direct transfers from the general fund.

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.

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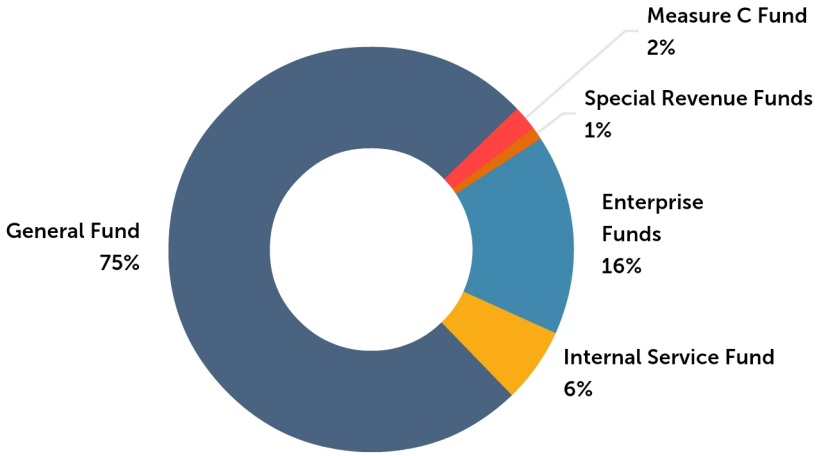
CITYWIDE STAFFING CHANGES SUMMARY

The FY 2020 Proposed Budget includes a total of 906.3 full time equivalent (FTE) positions. The majority of City staffing (75% or 675.5 FTE) is funded in the General Fund, with the remaining 25% spread out in the Measure C Fund, Special Revenues Funds, Enterprise Fund, and Internal Service Funds.



Compared to FY 2019, total staff has increased by 12 FTE positions. The growth is primarily within General Fund, and Measure C with minimal changes in special revenue funds, enterprise funds, and internal services funds. The increase of 12 FTE over FY 2019 includes 3 FTE approved during FY 2019 Mid-year. These positions are off-set with corresponding grant funding. Excluding the 3 FTE previously approved, the total proposed FTE in FY 2020 is 9 FTE.

Total FTE by Funding Type

Fund Type	FY 2019 Adopted	FY 2020 Proposed	change
General Fund	664.1	675.5	11.4
Measure C Fund	19	21	2
Economic Development Fund	0	0	0
Special Revenue Funds	12.7	12.9	0.2
Enterprise Funds	146.7	144.9	-1.8
Internal Service Funds	51.8	52	0.2
Citywide Total	894.3	906.3	12

CITYWIDE STAFFING SUMMARY BY DEPARTMENT - GENERAL FUND

	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
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	4.00	4.50	4.50
City Manager Department	13.00	13.00	15.53	17.83
Development Services Department	50.00	50.00	49.50	50.00
Finance Department	24.20	24.25	24.25	24.25
Fire Department	136.50	137.50	146.50	146.50
Human Resources Department	8.55	8.55	8.55	9.05
Library Department	37.80	38.80	35.80	36.80
Maintenance Services Department	22.57	22.81	22.61	25.75
Police Department	307.50	307.50	308.50	312.50
Public Works-Engineering,Transp., Airport Dept.	33.85	34.85	35.10	35.10
Public Works - Utilities & Environmental Services Dept.	0.25	0.25	0.25	0.25
	651.22	**654.51**	**664.09**	**675.53**

CITYWIDE STAFFING SUMMARY - BY FUND

		FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
General Fund					
100	General Fund[1]	**651.22**	**654.51**	**664.09**	**675.53**
101	Measure C Fund[2]	**20.00**	**20.00**	**19.00**	**21.00**
102	Economic Development	**0.00**	**1.00**	**0.00**	**0.00**
Special Revenue Funds					
217	Measure B - Paratransit Fund[3]	3.00	3.00	2.12	3.12
220	Federal Grant Fund[4]	2.00	0.00	0.10	0.00
223	Community Dev Block Grant Fund - Housing[5]	0.00	0.00	0.45	0.00
225	Community Dev Block Grant Fund[6]	0.00	0.00	1.70	1.55
230	Recycling Fund	0.00	0.00	0.00	0.00
232	Measure D Fund	2.75	2.75	2.75	2.75
245	Housing Authority Fund[7]	0.00	0.00	0.65	0.51
246	Affordable Housing Fund[8]	2.00	3.00	2.80	1.75
266-281	LLD #1 - #13 and Maint Dist #1 and #2	0.00	0.45	0.00	0.00
285	Inclusionary Housing Fund[9]	0.00	0.00	0.15	0.74
295	South Hayward BART JPA Fund	0.54	0.00	0.00	0.00
815	Redevelopment Successor Agency[10]	2.00	2.00	2.00	2.50
		12.29	**11.20**	**12.72**	**12.92**
Enterprise Funds					
605	Water Operating Fund[11]	60.61	60.46	61.41	60.15
610	Wastewater Operating Fund[12]	58.15	60.15	60.35	59.95
615	Stormwater Operating Fund[13]	13.43	13.43	13.43	12.50
620	Airport Operating Fund[14]	11.80	11.75	11.50	11.50
		143.99	**145.79**	**146.69**	**144.90**
Internal Service Funds					
705	Worker's Compensation Fund[15]	3.45	3.45	4.45	4.95
710	General Liability Insurance Fund	4.00	4.00	4.00	4.00
725	Facilities Management Fund[16]	9.38	9.38	9.88	9.40
730	Information Technology Fund	21.00	22.00	23.00	23.00
735	Fleet Management[17]	9.47	9.47	10.47	10.60
		47.30	**48.30**	**51.80**	**51.95**
		874.80	**880.80**	**894.30**	**906.30**

CITYWIDE STAFFING SUMMARY - BY FUND

Staffing Changes:

1. Addition of 11.44 FTE in General Fund
2. Addition of 2.0 FTE in Measure C
3. Addition of 1.0 FTE in Measure B - Paratransit Fund
4. Deletion of 0.10 FTE in Federal Grant Program
5. Deletion of 0.45 FTE in Community Development Block Grant Fund (Housing)
6. Deletion of 0.15 FTE in Community Development Block Grant Fund
7. Deletion of 0.14 FTE in Housing Authority Fund
8. Deletion of 1.05 FTE in Affordable Housing Fund
9. Addition of 0.59 FTE in Inclusionary Housing Fund
10. Addition of 0.50 FTE in Redevelopment Successor Agency
11. Deletion of 1.26 FTE in Water Operating Fund
12. Deletion of 0.40 FTE in Waste Water Operating Fund
13. Deletion of 0.93 FTE in Stormwater Operating Fund
14. Addition of 0.80 FTE in Recycled Water Fund
15. Addition of 0.50 FTE in Workers' Compensation Fund
16. Addition of 0.48 FTE in Facilities Management Fund
17. Addition of 0.13 FTE in Fleet Management Fund

CITYWIDE STAFFING SUMMARY - BY DEPARTMENT - ALL FUNDS

	FY 2016 Adopted	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
Mayor & City Council Department	7.00	7.00	7.00	7.00	7.00
City Attorney Department	9.00	10.00	10.00	10.00	10.00
City Clerk Department	4.00	4.00	4.00	4.50	4.50
City Manager Department[1]	30.00	20.00	19.00	28.50	31.00
Development Services Department[2]	39.00	50.00	50.00	49.50	50.00
Finance Department	35.00	35.50	35.50	35.50	35.50
Fire Department	135.50	136.50	137.50	146.50	146.50
Human Resources Department[3]	12.00	12.00	12.00	13.00	14.00
Information Technology	17.00	18.00	19.00	20.00	20.00
Library Department[4]	42.20	42.80	44.80	35.80	36.80
Maintenance Services Department[5]	61.00	62.00	62.00	63.00	66.00
Police Department[6]	321.50	322.50	322.50	322.50	326.50
Public Works-Engineering,Transp., Airport Dept.	46.00	46.00	47.00	47.00	47.00
Public Works - Utilities & Environmental Services Dept.	105.00	108.50	110.50	111.50	111.50
	864.20	**874.80**	**880.80**	**894.30**	**906.30**
Change from previous fiscal year	36.00	10.60	6.00	13.50	12.00

Staffing Changes From FY 2019 to FY 2020:

1. Addition of 3.5 FTE in City Manager Department
2. Addition of 0.5 FTE in Development Services Department
3. Addition of 1.0 FTE in Human Resources Department
4. Addition of 2.0 FTE in Library Department
5. Addition of 4.0 FTE in Maintenance Services Department
6. Addition of 4.0 FTE in Police Department (Addition of 3.0 FTE at FY 2019 Mid-Year)

DEPARTMENT STAFFING SUMMARY - ALL FUNDS

	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
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	6
City Attorney	1	1	1	1
Legal Secretary I/II	1	0	0	0
Paralegal	2	3	3	3
	10	**10**	**10**	**10**
CITY CLERK DEPARTMENT				
Administrative Clerk I/II	0	0	0.5	0.5
City Clerk	1	1	1	1
Deputy City Clerk	1	1	1	1
Management Analyst I/II	1	1	1	0
Senior Secretary	1	1	1	2
	4	**4**	**4.5**	**4.5**

DEPARTMENT STAFFING SUMMARY - ALL FUNDS

	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
CITY MANAGER DEPARTMENT				
Administrative Clerk I/II	2	2	3	3
Assistant City Manager	1	1	1	1
Assistant to the City Manager	1	1	1	0
Audio Video Specialist	1	1	1	1
City Manager	1	1	1	1
Code Enforcement Inspector I/II	1	0	0	0
Code Enforcement Supervisor	0	0	0	0
Community & Media Relations Officer	1	1	1	1
Community Programs Specialist	0	0	1	2
Community Services Manager	0	0	1	1
Community Service Officer	1	0	0	0
Deputy City Manager	0	0	1	1
Digital Applications Designer	1	1	1	1
Economic Development Manager	1	2	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	0	1	1
Housing Manager	0	0	1	1
Management Analyst I/II	2	2	5	6
Management Fellow	0	0	0.5	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	1	2	3
Video Assistant	1	1	1	1
	20	**19**	**28.5**	**31**

DEPARTMENT STAFFING SUMMARY - ALL FUNDS

	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
DEVELOPMENT SERVICES DEPARTMENT				
Administrative Clerk I/II	4	4	4	4
Administrative Secretary	1	1	1	1
Assistant Civil Engineer	0	1	1	1
Assistant Planner	1	1	2	2
Associate Planner	3	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	1	0
Development Review Engineer	0	0	0	0
Development Review Specialist	1	0	0	0
Director of Development Services	1	1	1	1
Graphics/Planning Illustrator	0	0	0	0
Junior Landscape Architect	0	0	0	1
Landscape Architect	1	1	1	1
Management Analyst I/II	1	1	1	2
Management Fellow	0	1	0.5	0
Permit Technician	4	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	3	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	0	1	1	1
	50	**50**	**49.5**	**50**

DEPARTMENT STAFFING SUMMARY - ALL FUNDS

	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
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
Budget Officer	1	1	1	1
Customer Account Clerk	6	6	6	6
Data Systems Operator	1	1	1	1
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	5	4	4	4
Mail & Purchasing Clerk	1	1	1	1
Mail & Revenue Clerk	1	1	1	1
Management Analyst II	2	2	2	2
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	0	1	1	1
	35.5	**35.5**	**35.5**	**35.5**

DEPARTMENT STAFFING SUMMARY - ALL FUNDS

	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
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	49
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	4
	136.5	**137.5**	**146.5**	**146.5**
HUMAN RESOURCES DEPARTMENT				
Administrative Intern	1	1	1	1
Deputy Director of Human Resources	0	1	1	1
Director of Human Resources	1	1	1	1
Human Resources Administrative Assistant	0	0	1	1
Human Resources Analyst I/II	4	4	4	5
Human Resources Manager	0	0	0	0
Human Resources Technician	4	4	4	4
Senior Human Resources Analyst	2	1	1	1
	12	**12**	**13**	**14**

DEPARTMENT STAFFING SUMMARY - ALL FUNDS

	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
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	0	1	1	1
GIS Analyst	1	0	0	0
GIS Technician I/II	1	1	1	1
Information Systems Manager	0	0	0	0
Information Systems Support Tech	0	0	1	1
Information Technology Manager	3	3	3	3
IT Analyst I/II	2	3	3	3
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	3
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
	18	**19**	**20**	**20**

DEPARTMENT STAFFING SUMMARY - ALL FUNDS

	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
LIBRARY DEPARTMENT				
Administrative Clerk I/II	1	1	0	0
Administrative Secretary	1	1	1	1
Community Services Manager	1	1	0	0
Community Programs Specialist	0	1	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	1	0	0
Housing Manager	0	1	0	0
Information Systems Support Technician	1	1	0	0
Lead Library Assistant	3	3	3	3
Lead Program Assistant	0	0	1	1
Librarian I	6.5	7.5	7.5	7.5
Librarian II	0	0	0	1
Library Assistant	9	9	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	3	1	1
Senior Library Assistant	0	0	0	0
Senior Library Page	2.4	2.4	2.4	2.4
Senior Property Rehabilitation Specialist	1	0	0	0
Supervising Librarian I	3	3	3	3
Program Assistant	2	2	1	1
	42.8	**44.8**	**35.8**	**36.8**

DEPARTMENT STAFFING SUMMARY - ALL FUNDS

	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
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	12	13
Groundskeeper II	2	2	2	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	9	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	0	2
Senior Maintenance Leader	2	2	2	2
Senior Secretary	2	2	2	2
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**	**63**	**66**

DEPARTMENT STAFFING SUMMARY - ALL FUNDS

	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
POLICE DEPARTMENT				
Administrative Secretary	1	1	1	1
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	1	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	0	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	2	3
Reserve Officer Coordinator	0.5	0.5	0.5	0.5
Secretary	5	5	5	5
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**	**322.5**	**326.5**

DEPARTMENT STAFFING SUMMARY - ALL FUNDS

	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
PUBLIC WORKS-ENGINEERING, TRANSPORTATION & AIRPORT				
Administrative Secretary	1	1	1	1
Airport Business Supervisor	1	1	1	1
Airport Maintenance Worker	3	3	3	4
Airport Manager	1	1	1	1
Airport Operations Specialist	0	1	1	1
Airport Operations Supervisor	1	1	1	1
Assistant City Engineer	1	0	0	0
Assoc/Assist Civil Engineer	8	8	8	8
Assoc/Assist Transportation Engineer	2	2	2	1
Assoc Transportation Planner	1	1	1	1
Construction Inspector	4	4	5	5
Deputy Director of Engineering & Transportation	0	1	1	1
Director of Engineering & Transportation	1	1	0	0
Engineering Technician	4	4	4	4
Management Analyst I/II	2	2	2	1
Noise Abatement Analyst	1	0	0	0
Secretary	2	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	0	1	1	1
Senior Secretary	2	3	3	3
Senior Transportation Engineer	1	1	1	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
	46	**47**	**47**	**47**

DEPARTMENT STAFFING SUMMARY - ALL FUNDS

	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
PUBLIC WORKS - UTILITIES & ENVIRONMENTAL SERVICES				
Administrative Intern	0.5	0.5	0.5	0.5
Assistant Director of Public Works - Utilities	0	0	0	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	0	1	1	1
Director of Utilities & Environmental Services	1	1	1	1
Electrician I/II	5	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	1	0	0	0
Senior Water Resources Engineer	0	0	1	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	0	1	1	1
Sustainability Technician	1	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	9	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 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
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
	108.5	**110.5**	**111.5**	**111.5**

TOTAL FTE (ALL FUNDS)	**906.3**

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FY 2020 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 2019 KEY PERFORMANCE/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, including the 4th & B Street Residential Project, SoHay, and Parkside Heights.
5. Placed Measure T, an increase in the Real Property Transfer Tax, on the November 2018 ballot to fund critical City services and infrastructure needs and improve the City's fiscal sustainability.
6. Approved the first permits for industrial and retail cannabis businesses in Hayward and directed staff to launch a new round of permitting with the goal of creating new high-quality jobs in Hayward and expanding opportunities in the local economy while protecting public safety.
7. Established the Downtown Hayward Community Benefit District to create a sustainable funding mechanism for downtown property owners to invest in physical improvements, safety, and community events in the downtown.
8. Created the two-year Council Homelessness-Housing Task Force to focus resources on addressing critical issues facing the Hayward community.
9. Approved use of housing funds for three new major affordable housing projects, increasing the City's affordable housing supply by 259 units to provide housing for low-income households including seniors, veterans, people who are homeless, and people with mental disabilities.
10. Declared an emergency Shelter Crisis to receive critical funding for addressing homelessness in Hayward and approved the expenditure of state funding to create a Navigation Center that will provide temporary housing, meals, and housing support services to homeless Hayward community members.
11. Recommended the inaugural membership of the Hayward Police Department Community Advisory Panel to improve trust and strengthen understanding between HPD and Hayward community members.

12. Declared a climate emergency, reinforcing the City's commitment to reducing greenhouse gas emissions and educating community members about mitigating the impacts of climate change.
13. Participated in two all-day workshops to clarify governance issues, set priorities, and revisit strategic initiatives for the City.

FY 2020 KEY SERVICE GOALS AND METRICS

Division	#	FY 2020 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 2020

1. None.

General Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
None	$ —	$ —	$ —	$ —
Total Revenues	$ —	$ —	$ —	$ —
EXPENDITURES				
Salary				
Regular	192,119	192,065	191,538	193,091
Overtime	—	—	—	—
Benefits				
Fringe Benefits	41,677	50,694	53,486	50,689
Retiree Medical	11,445	11,025	10,885	10,800
PERS	38,555	36,683	37,081	40,922
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 283,797**	**$ 290,467**	**$ 292,990**	**$ 295,502**
Supplies & Services	36,519	42,792	56,900	83,185
Internal Service Fees	68,743	66,940	75,482	81,801
Net Operating Expenses	**$ 105,262**	**$ 109,732**	**$ 132,382**	**$ 164,986**
Total Expenditures	**$ 389,058**	**$ 400,199**	**$ 425,372**	**$ 460,488**
General Fund Subsidy	**389,058**	**400,199**	**425,372**	**460,488**

FY 2020 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 2019 KEY SERVICE HIGHLIGHTS

The tables below present metrics associated with FY 2019 performance goals, along with projected goals and metrics for FY 2020. The tables do not fully capture the dynamics and challenges the City Attorney Department have been managing during FY 2019, many of which will carry over into FY 2020.

Among the significant highlights (reflected in category 4 for FY 2019 goals), is resolution of the long-running litigation between the City and the Russell City Energy Center (jointly owned by Calpine Corporation and General Electric). This litigation started in 2011, after voters enacted Measure A, the utility users' tax, which voters extended in 2014 through FY 2038. The resolution of this case validates the tax, and it guarantees the energy center's payment of this tax for the next 18 years. Based on revenue projections, the energy center will now pay somewhere between $40-75 million it claimed it was not required to pay at the beginning of the litigation. This is undoubtedly the most important legal development in FY 2019. In addition to this case, the City closed 10 cases that were pending as of July 1, 2018. All of these cases were handled by staff attorneys, not outside counsel. The City also prevailed in an important Public Records Act lawsuit that is having statewide significance as it relates to the production of electronic video records. (The state Supreme Court has agreed to review the decision of the Court of Appeal.)

In other developments, the City in FY 2019 offered easier access to public records through new technology, which the City Attorney Department assisted in implementing. With over 300 Public Records Act requests every year, a demand which increases over time, this new portal digitally advances the City by leaps and bounds. City Attorney staff reviews every records request, so legal staff are vitally involved in this important public service.

Legislatively, the City Attorney Department has invested many hours of staff time with the analysis and implementation of SB 1421 and AB 748, the legislation which requires law enforcement agencies to produce a wide category of disciplinary records of police officers and production of police body-worn camera video. This new legislation changes the landscape and limits the discretion public agencies can cite to refuse to comply with Public Records Act requests in this area. New legislation to make Council agendas more accessible on websites has also been implemented in FY 2019, with key support from the City Attorney Department. Keeping up with new legislation is an important role of the department (as reflected in category 1 for FY 2019 goals).

While the number of claims filed against the City every year is fairly predictable, usually between 100-150, we are more capable of analyzing the claims and predicting which the claims will convert to litigation. As noted in the tables below, it is likely that most if not all claims are resolved within three fiscal years. Approximately 95% of all claims arise in the Police Department, Public Works Department and the Maintenance Services Department. Most claims result from traffic accidents or broken sidewalks, but there are claims arising from the use of force in the Police Department. Significantly, routine claims resulting from traffic accidents and trip-and-fall accidents comprise 90% of settlement funds, while use of force claims comprise less than 10%. In FY 2017, for example, the City closed 20 claims with a total value of $20,000, or roughly $1,000 per claim. In the first half of FY 2018, the City paid 20 claims for a total of $135,000, an average of $6,500.

Similarly, with litigation, the number of new lawsuits filed against the City are fairly predictable, 10-25 annually, but there were only three new lawsuits filed against the City in FY 2017. There is no explanation for the small number of lawsuits filed that year. In any event, the City Attorney Department routinely resolves and closes approximately about the same number of pending lawsuits as there are new lawsuits filed each fiscal year. For FY 2017, the City paid 10 lawsuits for a total of $1.7 million, an average of $170,000.

Of trends that stand out from claims, litigation and other analysis, the deployment of body-worn cameras over the last four years represents a technological impact that cannot be overstated. While we do not have definitive numbers yet, almost every new police-related lawsuit includes BWC video. BWC video also impacts criminal defense discovery motions, which the City Attorney Department handles with staff attorneys on behalf of the police department. With deployment of BWC video four years ago, we predicted an impact on claims and litigation, and the prediction is being validated as new lawsuits are filed. Such BWC video often exonerates the claim of excessive force; at a minimum, such video provides greater factual clarity in what actually transpired between claimants and officers.

In other administrative developments in FY 2019, the City Attorney Department has worked closely with other City departments in developing legislative options for the Council's review of rent stabilization regulations. This work has been going over for over two years, going back to the Council's work session in January 2017. With the direction provided by the Council on February 19, 2019, staff attorneys will assist in drafting regulations for mediation

and arbitration, just cause for evictions, stricter decontrol of controlled units, and methodology for capturing accurate data in the City's rental inventory.

For FY 2020, the City Attorney Department anticipates an increase in the risk and insurance premium. We anticipate the cost will increase from $2.1 million to approximately $2.3 million, reflecting the insurance market. Please keep in mind that our costs are mitigated by our joint powers authority's ability to negotiate in the market, and consequently our coverages for all City departments, programs, properties and risk are extensive - the City has property coverage of $1 Billion and injury coverage of $50 million. The City's deductibles are $10,000 for property, $250,000 for injury, and $500,000 for employment-related liability.

For FY 2020, the City Attorney Department seeks no increase in FTE employees. The request for FY 2020 is for promotional classifications for Paralegal (Senior Paralegal) and Assistant City Attorney (Senior Assistant City Attorney).
FY 2019 KEY SERVICE GOALS

Division	#	FY 2019 Goals	FY 2019 Measures	Status
Legal Services Program	1	Monitor and apprise Council and City staff of any changes in State law regarding public meetings and conflicts of interest.	ONGOING	New legislation requires more accessible notice of availability of City Council agendas on City website, per Brown Act, which has been implemented. Though not related to Brown Act or conflict of interest, new legislation requires disclosure of law enforcement disciplinary records and body-camera worn video, per Public Records Act requests. City is currently reviewing multiple requests for disciplinary records; body-cam video requirements go into effected mid-2019.
	2	Assist development of Rent Review legislation strategies and options.	ONGOING	Repeal of Costa-Hawkins failed per Prop. 10, but Council has initiated new local policies which more strictly regulate rent increases for most of the rental inventory in Hayward, and extended eviction protections for all rental inventory.

Division	#	FY 2019 Goals	FY 2019 Measures	Status
Legal Services Program	3	Close all claims that do not convert to litigation within 36 months from fiscal year filing.	ONGOING	On track, but two more years of data will be necessary to confirm success.
	4	Resolve all litigation, including claims for federal jurisdiction, within 36 months from fiscal year filing.	ONGOING	On track, but two more years of data will be necessary to confirm success. Only three new lawsuits were filed in calendar year 2017; City does not unilaterally control timing of federal litigation.
	5	Maintain annual ratio of 1:4 for claims paid, compared to claims filed.	ONGOING	On track, but two more years of data will be necessary to confirm success. There is wide disparity between claims filed and claims resolved in fiscal years 2016 and 2017. For example, in FY 16 there were nearly 200 claims received and 100 claims resolved; in CY 17 there were 122 claims received and 65 claims resolved.
	6	Continue using CAO staff attorneys for all litigated cases, except where specialized outside counsel is warranted.	ONGOING	One case has been assigned to outside counsel in FY 19, and no cases were assigned to outside counsel in FY 18. Approximately 20 new lawsuits filed in FY 18 and FY 19 have been assigned to staff attorneys.

FY 2020 KEY SERVICE GOALS AND METRICS

Division	#	FY 2020 Goals	FY 2020 Measures
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.
	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
	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
	4	Track status of litigation, with the goal of resolving litigation/lawsuits within three fiscal years.	ONGOING
	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.
	6	Continue using CAO staff attorneys for all litigated cases, except where specialized outside counsel is warranted.	ONGOING

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2020

1. Probable increase to insurance premium, from $2.1 million to $2.25 million.
2. Add promotional classifications for Paralegal and Assistant City Attorney positions.

All Funds Summary - By Category

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue and Transfers in from Other Funds				
General Fund Revenue	$ 24,940	$ 49,854	$ —	$ —
Risk Management Fund	6,918,230	4,015,234	4,105,966	4,236,080
Risk Management Fund Balance	1,847,277	786,075	(699,312)	(703,376)
	$ 8,790,448	**$ 4,851,163**	**$ 3,406,654**	**$ 3,532,704**
Fund Subsidy				
General Fund Subsidy	**1,084,570**	**1,200,430**	**1,312,745**	**1,392,957**
Total Revenues	**$ 9,875,018**	**$ 6,051,593**	**$ 4,719,399**	**$ 4,925,661**
EXPENDITURES				
Expenditures				
Salary				
Regular	1,183,506	1,305,737	1,391,403	1,425,603
Overtime	3,820	891	—	—
Targeted Savings	—	—	(32,330)	(38,677)
Benefits				
Fringe Benefits	130,177	141,705	205,804	198,922
Retiree Medical	14,715	15,750	15,550	15,502
PERS	274,169	262,993	301,184	352,904
Chrgs (to)/from other programs	(210)	(16)	—	—
Net Staffing Expense	**$ 1,606,178**	**$ 1,727,060**	**$ 1,881,611**	**$ 1,954,254**
Maintenance & Utilities	28	412	1,000	1,000
Supplies & Services	3,660,523	825,851	1,974,873	1,974,873
Internal Service Fees	121,224	125,230	140,539	152,286
Capital	792,511	1,800,890	2,120,000	2,250,000
Net Operating Expense	**$ 4,574,285**	**$ 2,752,383**	**$ 4,236,412**	**$ 4,378,159**
Transfers out to other funds	**—**	**—**	**—**	**—**
Total Expenditures	**$ 6,180,463**	**$ 4,479,443**	**$ 6,118,023**	**$ 6,332,413**

All Funds Summary - By Program

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue and Transfers in from Other Funds				
General Fund Revenue	$ 24,940	$ 49,854	$ —	$ —
Risk Management Fund	6,918,230	4,015,234	4,105,966	4,236,080
Risk Management Fund Balance	1,847,277	786,075	(699,312)	(703,376)
	$ 8,790,448	**$ 4,851,163**	**$ 3,406,654**	**$ 3,532,704**
Fund Subsidy				
General Fund Subsidy	**1,084,570**	**1,200,430**	**1,312,745**	**1,392,957**
Total Revenues	**$ 9,875,018**	**$ 6,051,593**	**$ 4,719,399**	**$ 4,925,661**
EXPENDITURES				
Expenditures and Transfer Out to Other Funds By Program				
General Fund	1,109,511	1,250,284	1,312,745	1,392,957
Risk Management Fund	5,070,953	3,229,159	4,805,278	4,939,456
Total Expenditures	**$ 6,180,463**	**$ 4,479,443**	**$ 6,118,023**	**$ 6,332,413**
Net Change	**3,694,555**	**1,572,150**	**(1,398,624)**	**(1,406,752)**

General Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Other Revenue	$ 1,618	$ 36,867	$ —	$ —
Rental Review Fees	23,322	12,988	—	—
Total Revenues	**$ 24,940**	**$ 49,854**	**$ —**	**$ —**
EXPENDITURES				
Salary				
Regular	745,923	873,220	898,509	925,478
Overtime	663	853	—	—
Targeted Savings	—	—	(32,330)	(38,677)
Benefits				
Fringe Benefits	70,654	96,604	127,389	145,747
Retiree Medical	9,810	9,450	9,330	9,330
PERS	170,418	171,886	192,085	225,218
Chrgs (to)/from other programs	(210)	(16)	—	—
Net Staffing Expense	**$ 997,258**	**$ 1,151,998**	**$ 1,194,983**	**$ 1,267,096**
Maintenance & Utilities	—	112	200	200
Supplies & Services	24,619	12,839	21,229	21,229
Internal Service Fees	87,634	85,336	96,333	104,432
Capital Outlay	—	—	—	—
Net Operating Expense	**$ 112,253**	**$ 98,286**	**$ 117,762**	**$ 125,861**
Total Expenditures	**$ 1,109,511**	**$ 1,250,284**	**$ 1,312,745**	**$ 1,392,957**
General Fund Subsidy	**1,084,570**	**1,200,430**	**1,312,745**	**1,392,957**

Risk Management - Internal Service Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Beginning Working Capital Balance	**$ 1,240,023**	**$ 3,087,300**	**$ 3,873,375**	**$ 3,174,063**
REVENUES				
Revenue				
Interest	—	—	—	—
Other Revenue	—	—	—	—
	$ —	$ —	$ —	$ —
Transfer In				
Liability Insurance Premium	6,918,230	4,015,234	4,105,966	4,236,080
From General Fund	—	—	—	—
	$ 6,918,230	$ 4,015,234	$ 4,105,966	$ 4,236,080
Total Revenues	**$ 6,918,230**	**$ 4,015,234**	**$ 4,105,966**	**$ 4,236,080**
EXPENDITURES				
Expenditures				
Salary				
Regular	437,583	432,517	492,894	500,125
Overtime	3,157	38	—	—
Benefits				
Fringe Benefits	59,523	45,101	78,415	53,175
Retiree Medical	4,905	6,300	6,220	6,172
PERS	103,751	91,107	109,099	127,686
Chrgs (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 608,920**	**$ 575,062**	**$ 686,628**	**$ 687,158**
Maintenance & Utilities	28	300	800	800
Supplies & Services	3,635,904	813,013	1,953,644	1,953,644
Internal Service Fees	33,590	39,894	44,206	47,854
Insurance	792,511	1,800,890	2,120,000	2,250,000
Net Operating Expense	**$ 4,462,033**	**$ 2,654,097**	**$ 4,118,650**	**$ 4,252,298**
Transfers out to other funds				
Transfer to General Fund - Cost Allocation	—	—	—	—
Total Transfers Out	**$ —**	**$ —**	**$ —**	**$ —**
Total Expenditures	**$ 5,070,953**	**$ 3,229,159**	**$ 4,805,278**	**$ 4,939,456**
Net Change	**1,847,277**	**786,075**	**(699,312)**	**(703,376)**
Ending Working Capital Balance	**3,087,300**	**3,873,375**	**3,174,063**	**2,470,687**

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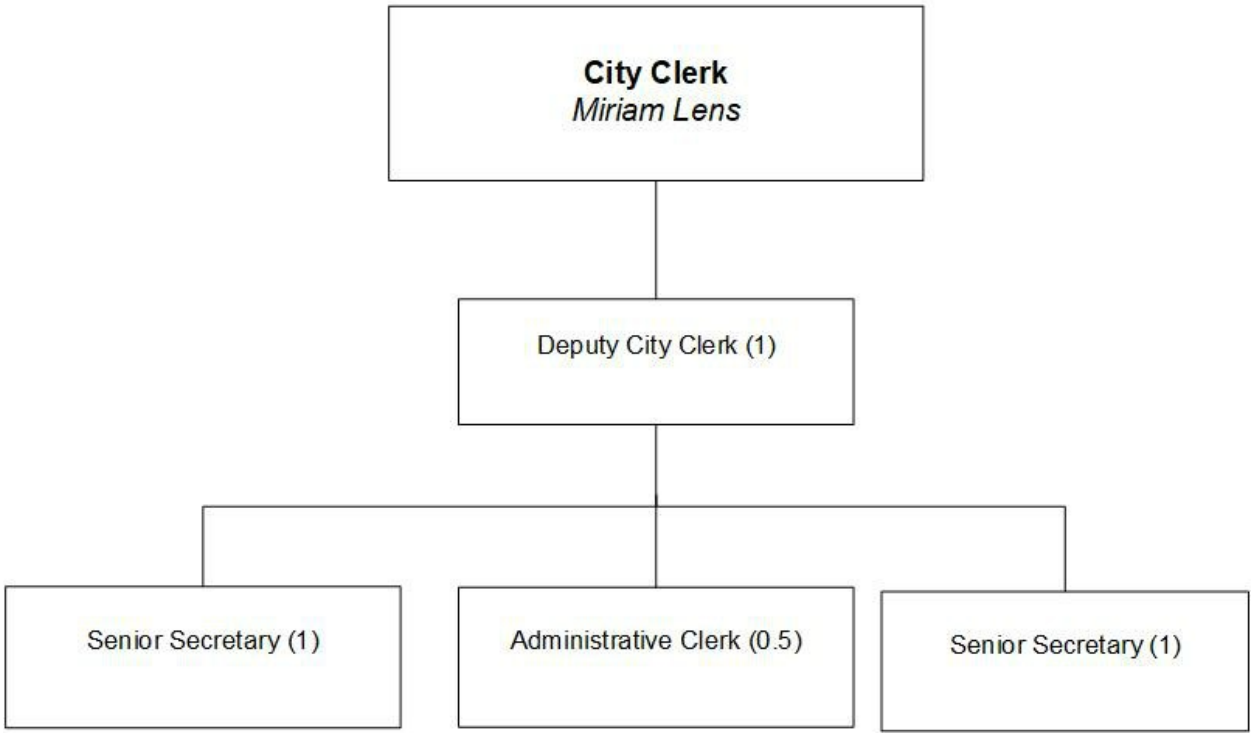
FY 2020 STAFFING
4.5 FTE

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 2019 KEY SERVICE GOALS AND METRICS

Division	#	FY 2019 Goals	FY 2019 Measures	Status
Records Management	1	Support the organization in the use of the agenda and meeting management system (Granicus: iLegislate, Legistar, LiveManager, and Votecast).	95% system functionality	ONGOING • 95% system functionality. • City Council: 34 meetings created in Legistar, exported to iLegislate and run on LiveManager and Votecast • Planning Commission: • 18 meetings run on LiveManager and Votecast • Other Meeting Bodies: • 200 meeting created in Legistar and exported to iLegislate • Attended 18 Planning Commission meetings and wrote minutes. • Provided training to 20 new employees on Granicus • Documents that are indirectly related to Granicus, but directly related to the City Council meetings: • Agendas, reports and minutes processed in LaserFiche - • City Council: 120 • Council Standing Committees: 100 • Council's appointed bodies: 100 • Processed 64 newspaper legal advertisements • Managed the codification of 14 adopted ordinances.

Division	#	FY 2019 Goals	FY 2019 Measures	Status
Records Management	2	Explore methods for increasing public access to Council agendas/ meetings such as promoting electronic alerts and RSS feeds.	Provide a report on the methods explored/ employed to increase public access to Council meetings and agendas by end of year	CONTINUED EFFORT NEEDED Staff distributed agendas to subscribers via the MailChimp platform and email service - City Council: 2,316 Planning Commission: 1,689 Create written instructions for alerts and RSS feeds; and explore options for disseminating information such as the Stack/official newsletter of the City, social media, MailChimp platform, KHRT Channel 15, and Council meetings.
	3	Comply with the requirements set by the California Public Records Act.	Respond to 100% of Public Records Act requests	ACHIEVED Processed 289 Public Records Act Requests.
	4	Adhere to requirements set by the California Fair Political Practices Commission (FPPC) for Statements of Economic Interests (Forms 700) and campaign forms.	Achieve 100% compliance for Statement of Economic Interests (Forms 700) and campaign forms	ACHIEVED Managed the filing of 329 Statements of Economic Interests (Forms 700) and 164 Campaign Finance Disclosure Statements
	5	Conduct a feasibility study to determine if DocuSign will improve the processing of contracts and signed documents.	Complete and issue results of feasibility study on the use of DocuSign	CONTINUED EFFORT NEEDED Study delayed due to core service priorities.

Division	#	FY 2019 Goals	FY 2019 Measures	Status
Boards, Commissions, Committees, and Task Force	6	Conduct the annual recruitment for the Council's appointed bodies by engaging social media channels and traditional outreach methods.	Recruit applicants to fill 100% of vacancies on Council's appointed bodies	**ACHIEVED** A total of 14 Hayward schools and three other resource groups were contacted for the Hayward Youth Commission recruitment to achieve citywide representation adhering to the City's Commitment for an Inclusive, Equitable, and Compassionate Community. Social Media contacts Facebook pages: 9,000 Clicks on The Stack newsletter article: 233 Council Appointed Bodies: Applications received: 59; Appointments: 22; Reappointments: 4 Hayward Youth Commission: Applications received: 50; Appointments: 12; Reappointments: 5; and Alternates: 9
	7	Ensure that all members of the City Council and Council's appointed bodies complete required Ethics and Harassment Prevention trainings.	Achieve 100% compliance with required Ethics and Harassment Prevention trainings	**ACHIEVED** Managed the completion of 50 trainings. Ethics Training: 24 Harassment Prevention Training: 26
Public Services	8	Identify useful data that could be made available to the public via a central public portal on the City's website to improve transparency and reduce requests for public records.	Increase the public information and documents available online	**ACHIEVED** Acquired and implemented a Public Record Request Act online system (GovQA).
	9	Provide passport services to the public at large; and meet requirements set by the U.S. Department of State for processing applications.	Surpass 2017 generated revenue	**CONTINUED EFFORT NEEDED** Staff turnover led to a decrease in processed applications FY 2017 - $23,168 FY 2018 - $13,519
Election	10	Conduct the General Municipal Election in November 2018 for Mayor and two City Council seats, as well as possible ballot measures.	100% achievement	**ACHIEVED** One Mayor; Two City Council members; One Ballot Measure T (Real Property Transfer Tax)

Division	#	FY 2019 Goals	FY 2019 Measures	Status
Open Government/ Transparency	11	Provide improved access to Fair Political Practices Commission (FPPC) (Forms 700) via the City's website for GC 87200 filers.	100% achievement	**ACHIEVED** Coordinated the update of department website pages to have filer information readily available.
	12	Make accessible for public viewing on the City's website documents received after the publication of agenda packet for the City Council, Planning Commission, and other meeting bodies.	100% achievement	**ACHIEVED** 38 City Council 50 - PowerPoint presentations 8 Planning Commission 2 - PowerPoint presentations 23 Other Meeting Bodies 2 - PowerPoint presentations
	13	Implement the online filing of campaign forms in accordance with regulations set forth by the California Fair Political Practices Commission.	100% implementation of online campaign form filing prior to the November 2018 election cycle	**ACHIEVED** NetFile system for Campaign Finance Disclosure Statements implemented in July Online Individual Filers: 9; 102 forms

FY 2019 ADDITIONAL ACCOMPLISHMENTS

1. Hired a half-time Administrative Clerk II.
1. Hired a Senior Secretary.
2. Uploaded Department content onto COHNet, (City Intranet site), and received Citywide contest challenge award for the work.

FY 2020 KEY SERVICE GOALS AND METRICS

Division	#	FY 2020 Goals	FY 2020 Measures
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.
	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.
	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.
	4	Complete Phase II of the Implementation of the Public Records Act Request GovQA system to increase efficiency.	Complete by the end of 2019.
	5	Provide trainings on Granicus (Agenda Management System), Public Records Act Request GovQA system.	Ongoing throughout the year.
	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.
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.
	8	Coordinate Ethics and Harassment Prevention trainings.	Ensure 100% compliance.
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.
	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.
	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.

Division	#	FY 2020 Goals	FY 2020 Measures
Open Government/ Transparency	12	Utilize social media to increase civic engagement, identify and grow community partners.	Complete by the fiscal end of the year.
	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.
	14	Ensure accuracy of content from the Schedule of Weekly Meetings is posted on the website calendar.	Achieve 100% accuracy.

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2020

1. None.

General Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Sale of Documents - Passports	$ 23,168	$ 13,519	$ 20,000	$ 20,000
Other Revenue	—	—	—	—
Sale of Documents - General	1,166	158	3,000	3,000
Total Revenues	**$ 24,334**	**$ 13,676**	**$ 23,000**	**$ 23,000**
EXPENDITURES				
Expenditures				
Salary				
Regular	390,876	356,094	424,553	421,770
Overtime	3,203	2,516	—	—
Targeted Savings	—	—	(45,677)	—
Benefits				
Fringe Benefits	68,437	56,141	119,443	114,992
Retiree Medical	6,540	6,300	6,220	6,943
PERS	86,922	65,160	95,285	107,417
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 555,978**	**$ 486,211**	**$ 599,824**	**$ 651,122**
Maintenance & Utilities	—	135	200	200
Supplies & Services	73,537	120,475	90,280	106,780
Election Expense	185,364	—	280,000	—
Internal Service Fees	107,337	124,426	138,875	150,040
Net Operating Expense	**$ 366,238**	**$ 245,036**	**$ 509,355**	**$ 257,020**
Total Expenditures	**$ 922,216**	**$ 731,248**	**$ 1,109,179**	**$ 908,142**
General Fund Subsidy	**897,881**	**717,572**	**1,086,179**	**885,142**

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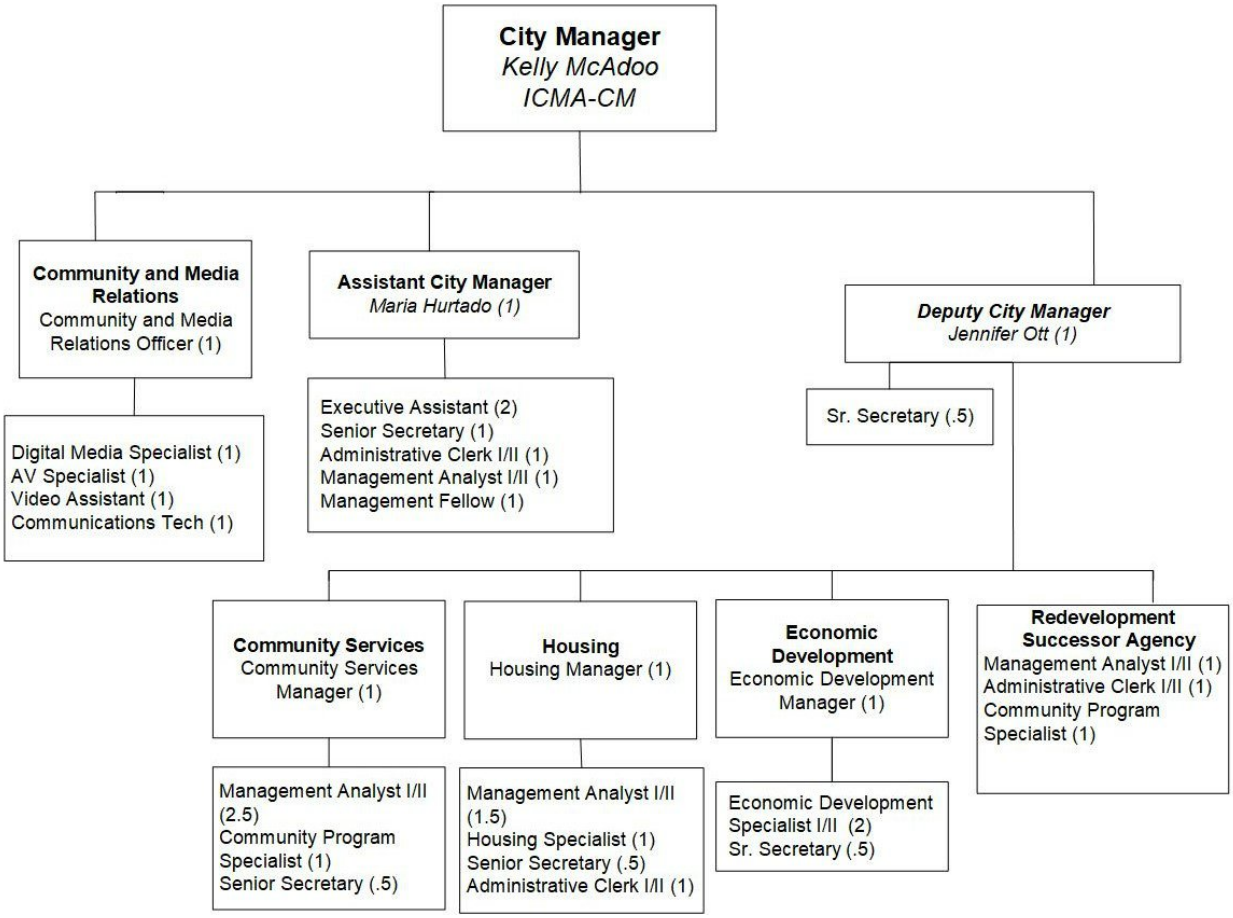
FY 2020 STAFFING
31.0 FTE

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, operates housing rehabilitation programs, and coordinates the Paratransit program to provide door-to-door 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 2019 KEY SERVICE GOALS AND METRICS

Division	#	FY 2019 Goals	FY 2019	Status
City Manager's Office	1	Complete and deliver City Council agendas and reports in a timely manner	Agendas and reports delivered by the Thursday before City Council meetings (Goal: 100%)	Ongoing. 14% of FY 19 agendas delivered by Thursday before meeting; 100% delivered by Friday before meeting.
	2	Respond to City Council inquiries in a complete and timely manner	Inquiries responded to within 30 days of receipt (Goal: 90%)	Achieved. Responded to 291 Council inquiries.
	3	Continue developing capacity for Lean Start Up projects throughout the organization	# of Lean Innovation projects run Additional staff trained in Lean Innovation	Ongoing -20+ lean innovation projects run in FY 19. 60+ staff participated in introductory and/or refresher LI training in FY 19.
	4	Continue leading Caltrans/Route 238 property disposition project	Continue through June 2019 with regular updates to Council of dispositions of parcel groups 2-9	Ongoing. Provided updates to Council throughout FY 19, including a special City Council meeting to tour the Route 238 properties on 8/15/2018 and multiple updates in closed session. Closed on the sale of two property groups in FY 19.

Division	#	FY 2019 Goals	FY 2019	Status
City Manager's Office	5	Ensure implementation of City Council Strategic Initiative Workplans focusing on Complete Streets, Complete Communities, and the Tennyson Corridor	Continue through June 2019 with regular updates to Council	Ongoing. Provided updates to Council during 9/11/2019 meeting and during May 11th Council retreat.
	6	Conduct the Biannual Resident Satisfaction Survey	Complete by December 2018	Rescheduled for Spring 2019
	7	Develop and pilot a talent development program for City employees incorporating mentoring and peer training opportunities	Launch by June 2019	Launched 1-to-1 Coaching Program in March 2019
	8	Hire a Deputy City Manager and Development Services Director	Complete before June 2019	Completed
	9	Work with the Hayward community to implement the Commitment for an Inclusive, Equitable, and Compassionate City	Continue through June 2019 with regular updates to Council	Returned to City Council with updates in January 2019
	10	Connect community members in need of assistance with the appropriate staff member, government agency, or services to resolve their issue	Ongoing	City Manager's Office staff continue to provide high-quality customer service to community members on the phone, via email, and at the counter.

Division	#	FY 2019 Goals	FY 2019	Status
Community and Media Relations	11	Launch a signage program to support public awareness of major private and public projects	Launch pilot phase by June 2019	Ongoing.
	12	Increase subscribers to The Stack Monthly e-newsletter	Percent growth in subscriptions year over year (Goal: 10%)	Achieved. Increased subscribers by 60%.
	13	Increase attendance at Keep Hayward Clean & Green community clean-up and beautification events	Percent growth in attendance year over year (Goal: 5%)	Ongoing. Attendance increased year-over-year for each event held, save months with vacancy in key staff position.
	14	Complete a content and organizational audit of www.hayward-ca.gov	Complete by June 2019	Completed phase 1 in March 2019. Identified web governance opportunities to be addressed in Q4 FY 19/Q1 FY 20.
	15	Establish an interdepartmental communications team to coordinate internal and external communication activities	Complete by June 2019	Complete. Representatives from each department and multiple divisions meet bi-monthly.
	16	Create capacity and implement a news and social media monitoring program with daily sharing of highlights across the organization	Complete by June 2019	Launched *In the Loop* internal employee newsletter.
	17	Initiate monthly communications coordinating call among area agencies	Complete by June 2019	Complete.

Division	#	FY 2019 Goals	FY 2019	Status
Economic Development	18	Update the Economic Development Strategic Plan.	Complete by June 2019	In Progress with an update scheduled for CEDC prior to end of calendar year. Delayed due to vacancies in key positions.
	19	Increase number of businesses served by the Business Engagement Program.	Number of businesses served by program (Goal: +50)	Over 50+ businesses were visited by Economic Development staff with store visits providing information about available assistance programs.
	20	Provide assistance to existing Hayward industrial and retail businesses	Number of businesses assisted (Goal: 20)	Over 20+ industrial and retail businesses received assistance through grant programs, concierge programs and ombudsman services.
	21	Update Catalyst Development Opportunity Sites.	Complete by June 2019	Ongoing. Will be incorporated as part of the ED Strategic Plan Update.
	22	Work with Community and Media Relations to relaunch Economic Development website.	Complete by June 2019	Delayed due to vacancies in key positions. Scheduled to be complete prior to end of calendar year.

Division	#	FY 2019 Goals	FY 2019	Status
Economic Development	23	Attract new businesses to Hayward through Economic Development activities	Number of businesses attracted by ED (Goal: 25)	Staff continues to work with new businesses seeking to locate in Hayward and provides site selection services on an ongoing basis. Low vacancy rates have an impact on the ability for new businesses to find locations.
	24	Complete Retail Corridor Analysis	Begun by June 2019	Complete. Presented to CEDC in September 2018.
Community Services	25	Execute the 120-day Homelessness Action Plan to better coordinate City services and partner agencies to address homelessness in Hayward	Execute plan according to timeline	Complete
	26	Increase the number of eligible residents served by the City's housing rehabilitation programs	Number of residents served (Goal: +10% over FY18)	Complete
	27	Increase the number of eligible residents served by Paratransit services	Number of residents served (Goal: +10% over FY18)	Complete
	28	Complete Community Needs Assessment and prepare a report aligning the Community Agency Funding process with the needs identified by the assessment	Complete by June 2019	Anticipated to complete by deadline.

Division	#	FY 2019 Goals	FY 2019	Status
Housing	29	Return to Council with rental housing affordability strategies as outlined in the February 6, 2018 City Council meeting: • Strengthening Rental Inspection Program (September 2018) • Reducing Barriers to Entitlement of New Development (September 2018) • Rent Gap Assistance Program (December 2018)	Complete according to timeline	Goals were updated based on subsequent CC meetings.
	30	Schedule mediation/arbitration in accordance with timeframes set forth in the Residential Rent Stabilization Ordinance	Percent of cases scheduled in timeframe (Goal: 95%)	Complete
	31	Maintain compliance with federal housing program regulations, procurement regulations, labor standards regulations, and environmental review	Percent of projects in compliance (Goal: 100%)	Anticipated to be completed by end of fiscal year.
	32	Propose to Council projects for Measure A1 affordable housing bond funding	Complete by January 2019	Completed

FY 2020 KEY SERVICE GOALS AND METRICS

Division	#	FY 2020 Goals	FY 2020 Measures
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%)
	2	Respond to City Council inquiries in a complete and timely manner.	Inquiries responded to within 30 days of receipt (Goal: 90%)
	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
	4	Continue leading Caltrans/Route 238 property disposition project.	Continue through June 2020 with regular updates to Council
	5	Administer the 2019 Employee Engagement Survey.	Complete by December 2019
	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
	7	Hire Police Chief.	Complete before June 2020
	8	Launch internal data governance working group and being developing, implementing, and providing training to support data governance policies.	Launch by December 2019
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
	10	Publish second City of Hayward Annual Report to residents via direct mail.	Complete October 2019
	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.
	12	Increase subscribers to The Stack Monthly e-newsletter	Percent growth in subscriptions year over year (Goal: 10%)

Division	#	FY 2020 Goals	FY 2020 Measures
Economic Development	13	Work with Community and Media Relations to relaunch Economic Development website.	Complete by January 2020.
	14	Provide assistance to existing Hayward industrial and retail businesses.	Number of businesses assisted (Goal: 20)
	15	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.
Community Services	16	Open the Hayward Housing Navigation Center.	Provide shelter to 40 individuals. Graduate 10 individuals into permanent housing.
	17	Increase the number of eligible residents served by Paratransit services.	Number of residents served (Goal: +10% over FY19).
	18	Increase the number of eligible residents served by public services funded by Community Development Block Grants.	Number of residents served (Goal: +10% over FY19).
	19	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).
Housing	20	Return to Council with rental housing affordability strategies as outlined in the February19, 2019 City Council meeting.	Complete by December 2019
	21	Monitor 19 affordable housing projects for compliance with regulatory agreements to ensure sustainability and habitability of projects.	Complete by June 2020
	22	Maintain compliance with federal housing program regulations, procurement regulations, labor standards regulations, and environmental review.	Percent of projects in compliance (Goal: 100%)
	23	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%)
	24	Respond to requests by property owners subject to City requirements as stipulated in agreements.	Respond to requests within indicated timeframes (Goal: 100%)
	25	Process Rent Review petitions with in timeframes stipulated in the ordinance.	Respond to requests within indicated timeframes (Goal: 100%)

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2020

City Manager's Office

General Fund (Fund 100)

1. Delete 1.0 Assistant to the City Manager
2. Add 1.0 Senior Secretary
3. Add 1.0 Management Fellow
4. Add 0.5 Community Program Specialist (offset by reduction in Supplies & Services)
   - Reduce Supplies and Services budget by $66,078
5. Add 0.5 Management Analyst I/II (from Fire)

Community Services Division

Community Development Block Grants (Fund 225)

6. $130,000 increase in CDBG from program income

Measure B/BB (Fund 217)

7. Add 1 FTE Management Analyst II (Paratransit Program)

General Fund (Fund 100)

8. $10,200 increase to travel and education expenses and supplies expenses

Housing Division

General Fund (Fund 100)

9. $15,000 increase for consultant services to support the Rent Review Program.

HOME Federal Grants (Fund 220)

10. $7,078 for analysis of impediments to fair housing choices
11. $125,540 increase for projected FY19-20 HOME program allocation.

Housing Authority (Fund 245)

12. $35,500 increase for affordable homeownership program contract

RDASA

13. Add 0.5 Community Program Specialist

All Funds Summary - By Category

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue and Transfers In From Other Funds				
General Fund Revenue	$ 52,731	$ 77,557	$ 75,500	$ 340,150
Economic Development Fund	410,755	558,953	350,000	350,000
Downtown Business Improve Prog	2,713	329	—	—
South Hayward B.A.R.T. JPA	250,332	250,332	421,280	421,280
Successor Agency RDA	9,604,443	3,271,635	3,532,546	3,510,542
Community Development Block Grant	—	—	1,288,448	1,418,448
Housing Authority Fund	—	—	10,000	40,000
Affordable Housing Monitoring Fund	—	—	161,181	161,181
HOME Investment Prtnrshp Block Grant Prog	—	—	292,379	430,000
Paratransit Program Measure B	—	—	929,045	929,045
Paratransit Program Measure BB	—	—	743,504	743,504
Inclusionary Housing Fund	—	—	—	524,000
	$ 10,320,974	**$ 4,158,806**	**$ 7,803,882**	**$ 8,868,149**
(Contribution to)/ Use of Fund Balance				
Economic Development Fund	—	—	3,508	—
Promise Grant	—	—	—	—
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	(242,717)	2,911,242	989,169	1,041,113
Community Development Block Grant	—	—	691,614	248,040
Housing Authority Fund	—	—	189,682	204,873
Affordable Housing Monitoring Fund	—	—	335,123	245,064
HOME Investment Prtnrshp Block Grant Prog	87,389	96,000	92,942	81,016
Paratransit Program Measure B	—	—	440,357	573,025
Paratransit Program Measure BB	—	—	(433,504)	(433,504)
Inclusionary Housing Fund	—	—	46,047	(372,350)
	$ 63,536	**$ 2,992,533**	**$ 2,545,878**	**$ 1,828,217**
Fund Subsidy				
General Fund Subsidy	3,047,639	3,926,061	4,272,743	4,417,937
Information Tech Fund Subsidy	176,459	185,780	331,969	340,571
	$ 3,224,098	**$ 4,111,841**	**$ 4,604,712**	**$ 4,758,508**
Total Revenues	**$ 10,439,375**	**$ 11,263,180**	**$ 14,982,468**	**$ 15,509,214**

All Funds Summary - By Category

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
EXPENDITURES				
Expenditures				
Salary				
Regular	$ 1,696,461	$ 1,697,980	$ 3,215,662	$ 3,654,378
Overtime	12,342	7,442	—	—
Targeted Savings	—	—	(110,770)	(82,373)
Benefits				
Fringe Benefits	320,007	308,270	596,292	756,775
Retiree Medical	31,884	27,563	37,455	43,340
PERS	364,657	328,644	683,649	874,743
Charges (to)/from other programs	—	(3,191)	(88,555)	(88,555)
Net Staffing Expense	**$ 2,425,349**	**$ 2,366,707**	**$ 4,333,733**	**$ 5,158,309**
Supplies & Services	1,908,201	2,189,503	3,287,755	3,341,327
Grants & Loans	—	—	2,422,634	2,045,072
Community Promotions	32,000	70,831	—	50,000
Hayward Clean and Green	—	—	—	—
Maintenance & Utilities	18,121	13,541	41,157	41,157
Principal Retirement	2,035,000	1,685,000	1,735,000	1,805,000
Loan Interest	1,917,093	1,347,457	1,500,975	1,417,450
Project Expenditures				
Capital	—	—	281,500	281,500
Internal Service Fees	185,051	180,641	309,347	366,436
Net Operating Expense	**$ 6,095,466**	**$ 5,486,973**	**$ 9,578,368**	**$ 9,347,942**
Other Department Operating Costs (Maintenance Services Department)	**(42,285)**	**(80,444)**	**(20,000)**	**—**
Transfers to Other Funds	**1,389,846**	**2,938,163**	**1,020,367**	**1,002,964**
Total Expenditures	**$ 9,868,376**	**$ 10,711,399**	**$ 14,912,468**	**$ 15,509,214**
Net Change	**72,105**	**80,444**	**20,000**	**—**

All Funds Summary - By Program

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue and Transfers In From Other Funds				
General Fund Revenue	$ 52,731	$ 77,557	$ 75,500	$ 340,150
Economic Development Fund	410,755	558,953	350,000	350,000
Downtown Business Improvement	2,713	329	—	—
South Hayward B.A.R.T. JPA	250,332	250,332	421,280	421,280
Successor Agency RDA	9,604,443	3,271,635	3,532,546	3,510,542
Community Development Block Grant	—	—	1,288,448	1,418,448
Housing Authority Fund	—	—	10,000	40,000
Affordable Housing Monitoring Fund	—	—	161,181	161,181
HOME Investment Prtnrshp Block Grant Prog	—	—	292,379	430,000
Paratransit Program Measure B	—	—	929,045	929,045
Paratransit Program Measure BB	—	—	743,504	743,504
Inclusionary Housing Fund	—	—	—	524,000
	$ 10,320,974	**$ 4,158,806**	**$ 7,803,882**	**$ 8,868,149**
(Contribution)/ Use of Fund Balance				
Economic Development Fund	350,000	—	3,508	—
Downtown Business Improvement	56,797	47,600	96,000	96,000
South Hayward B.A.R.T. JPA	419,272	(62,309)	144,940	144,940
Successor Agency RDA	(4,019,155)	2,911,242	967,165	1,041,113
Community Development Block Grant	—	—	691,614	248,040
Housing Authority Fund	—	—	189,682	204,873
Affordable Housing Monitoring Fund	—	—	335,123	245,064
HOME Investment Prtnrshp Block Grant Prog	87,389	96,000	92,942	88,094
Paratransit Program Measure B	—	—	440,357	620,287
Paratransit Program Measure BB	—	—	(433,504)	(433,504)
Inclusionary Housing Fund	—	—	46,047	(372,350)
	$ (3,105,697)	**$ 2,992,533**	**$ 2,573,874**	**$ 1,882,557**
Fund Subsidy				
General Fund Subsidy	3,047,639	3,926,061	4,222,743	4,417,937
Information Technology Fund Subsidy	176,459	185,780	331,969	340,571
	$ 3,224,098	**$ 4,111,841**	**$ 4,554,712**	**$ 4,758,508**
Total Revenues	**$ 10,439,375**	**$ 11,263,180**	**$ 14,932,468**	**$ 15,509,214**
EXPENDITURES				
Expenditures and Transfer Out to Other Funds				
Office of the City Manager	3,100,370	4,003,619	4,348,243	4,758,087
Information Technology	176,459	185,780	331,969	340,571
Economic Development Fund	351,635	268,141	353,508	350,000
Downtown Business Improvement	56,797	47,600	96,000	96,000
South Hayward B.A.R.T. JPA	669,604	7,810	566,220	566,220

All Funds Summary - By Program

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Successor Agency RDA	5,585,288	6,182,877	4,499,711	4,551,655
Community Development Block Grant	—	—	1,980,062	1,666,488
Housing Authority Fund	—	—	199,682	244,873
Affordable Housing Monitoring Fund	—	—	496,304	406,245
HOME Investment Prtnrshp Block Grant Prog	87,389	96,000	385,321	518,094
Paratransit Program Measure B	—	—	1,369,401	1,549,331
Paratransit Program Measure BB	—	—	310,000	310,000
Inclusionary Housing Fund	—	—	46,047	151,650
	$ 10,027,542	**$ 10,791,827**	**$ 14,982,468**	**$ 15,509,214**
Other Department Operating Costs	**(72,105)**	**(80,444)**	**(20,000)**	**—**
Total Expenditures	**$ 9,955,437**	**$ 10,711,383**	**$ 14,962,468**	**$ 15,509,214**
Net Change	**72,105**	**80,444**	**20,000**	**—**

General Fund Summary

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Grants	$ —	$ —	$ —	$ —
Code Enforcement Fees	—	—	—	—
Rental Inspection Fees	—	—	—	—
Miscellaneous Fees	—	—	—	—
Fines and Forfeitures	—	—	—	—
Other Revenue	52,731.23	77,557.11	75,500	340,150
Total Revenues	**$ 52,731**	**$ 77,557**	**$ 75,500**	**$ 340,150**
EXPENDITURES				
Expenditures				
Salary				
Regular	1,366,668	1,437,375	1,895,687	2,058,555
Overtime	8,759	4,266	—	—
Targeted Savings	—	—	(110,770)	(82,373)
Benefits				
Fringe Benefits	238,088	233,305	318,679	400,892
Retiree Medical	21,256	19,688	19,438	23,190
PERS	294,980	274,937	409,844	504,405
Charges (to)/from other programs	(210)	(16)	—	—
Net Staffing Expense	**$ 1,929,541**	**$ 1,969,556**	**$ 2,532,878**	**$ 2,904,669**
Maintenance & Utilities	10,384	12,660	5,457	5,457
Supplies & Services	948,926	1,801,080	1,035,928	1,033,400
Community Promotions	32,000	70,831	50,000	50,000
Hayward Clean and Green	—	—	—	—
Internal Service Fees	179,519	149,491	187,030	227,612
Grants	—	—	536,950	536,950
Capital	—	—	—	—
Net Operating Expense	**$ 1,170,829**	**$ 2,034,063**	**$ 1,815,365**	**$ 1,853,418**
Total Expenditures	**$ 3,100,370**	**$ 4,003,619**	**$ 4,348,243**	**$ 4,758,087**
General Fund Subsidy	**3,047,639**	**3,926,061**	**4,272,743**	**4,417,937**

Administration-General Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Miscellaneous Revenue	$ 52,731	$ 77,557	$ 61,500	$ 61,500
Total Revenues	**$ 52,731**	**$ 77,557**	**$ 61,500**	**$ 61,500**
EXPENDITURES				
Expenditures				
Salary				
Regular	730,206	870,764	1,045,078	1,113,308
Overtime	6,038	1,357	—	—
Benefits				
Fringe Benefits	90,462	118,068	131,896	159,008
Retiree Medical	8,993	9,450	9,330	10,384
PERS	151,061	169,381	220,950	267,134
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 986,760**	**$ 1,169,020**	**$ 1,354,893**	**$ 1,549,834**
Maintenance & Utilities	9,070	12,660	5,457	5,457
Supplies & Services	426,206	797,804	578,004	511,976
Internal Service Fees	110,214	90,446	101,340	113,399
Capital	—	—	—	—
Net Operating Expense	**$ 545,490**	**$ 900,910**	**$ 684,801**	**$ 630,832**
Total Expenditures	**$ 1,532,251**	**$ 2,069,930**	**$ 2,039,694**	**$ 2,180,666**
General Fund Subsidy	**1,479,519**	**1,992,373**	**1,978,194**	**2,119,166**

Communications & Media Relations - General Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Other	$ —	$ 250	$ —	$ —
Total Revenues	**$ —**	**$ 250**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	33,349	123,193	219,191	244,343
Overtime	823	98	—	—
Targeted Savings	—	—	(47,000)	—
Benefits				
Fringe Benefit	2,085	15,093	41,730	40,381
Retiree Medical	4,088	3,938	3,888	3,857
PERS	6,215	21,788	47,960	58,797
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 46,560**	**$ 164,109**	**$ 265,769**	**$ 347,378**
Maintenance & Utilities	—	—	—	—
Supplies & Services	218,546	272,963	147,075	175,075
Internal Service Fees	17,327	16,863	17,936	39,130
Capital	—	—	—	—
Net Operating Expense	**$ 235,873**	**$ 289,826**	**$ 165,011**	**$ 214,205**
Total Expenditures	**$ 282,432**	**$ 453,936**	**$ 430,780**	**$ 561,583**
Net Change	**282,432**	**453,686**	**430,780**	**561,583**

Economic Development - General Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Other Revenue	$ —	$ —	$ —	$ —
Total Revenues	**$ —**	**$ —**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	457,409	443,055	491,438	436,591
Overtime	1,897	2,811	—	—
Targeted Savings	—	—	(11,409)	(82,373)
Benefits				
Fringe Benefits	123,570	100,084	118,152	146,833
Retiree Medical	6,540	6,300	6,220	6,943
PERS	102,208	83,641	109,899	111,054
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 691,624**	**$ 635,891**	**$ 714,300**	**$ 619,048**
Maintenance & Utilities	—	—	—	—
Supplies & Services	304,174	659,777	287,649	237,649
Community Promotions	32,000	70,831	—	50,000
Internal Service Fees	41,466	42,182	48,396	50,897
Net Operating Expense	**$ 377,640**	**$ 772,789**	**$ 336,045**	**$ 338,546**
Total Expenditures	**$ 1,069,264**	**$ 1,408,680**	**$ 1,050,345**	**$ 957,594**
General Fund Subsidy	**1,069,264**	**1,408,680**	**1,050,345**	**957,594**

Community Services - General Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
None	$ —	$ —	$ —	$ —
Total Revenues	**$ —**	**$ —**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	—	—	139,980	148,924
Overtime	—	—	—	—
Benefits				
Fringe Benefits	—	—	26,901	24,926
Retiree Medical	—	—	—	2,006
PERS	—	—	31,035	37,112
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ —**	**$ —**	**$ 197,916**	**$ 212,968**
Maintenance & Utilities	—	—	—	—
Supplies & Services	—	—	—	10,200
Internal Service Fees	—	—	19,358	24,186
Grants	—	—	536,950	536,950
Net Operating Expense	**$ —**	**$ —**	**$ 556,308**	**$ 571,336**
Total Expenditures	**$ —**	**$ —**	**$ 754,224**	**$ 784,304**
General Fund Subsidy	**—**	**—**	**754,224**	**784,304**

Housing - General Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Beginning Working Capital Balance				
REVENUES				
Revenue				
Rental Income	$ —	$ —	$ 14,000	$ 278,650
				—
Total Revenues	**$ —**	**$ —**	**$ 14,000**	**$ 278,650**
EXPENDITURES				
Expenditures				
Salary				
Regular	—	—	—	115,389
Overtime	—	—	—	—
Benefits				
Fringe Benefits	—	—	—	29,745
Retiree Medical	—	—	—	—
PERS	—	—	—	30,307
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ —**	**$ —**	**$ —**	**$ 175,441**
Maintenance & Utilities	—	—	—	—
Supplies & Services	—	—	23,200	98,500
Internal Service Fees	—	—	—	—
Capital	—	—	—	—
Net Operating Expense	**$ —**	**$ —**	**$ 23,200**	**$ 98,500**
Fund Transfers Out				
Cost Allocation to General Fund	—	—	—	—
Liability Insurance Premium	—	—	—	—
Total Transfers Out	$ —	$ —	$ —	$ —
Total Expenditures	**$ —**	**$ —**	**$ 23,200**	**$ 273,941**
Net Difference Gain (Use) of Fund Balance				**(9,200)**
Ending Working Capital Balance	**—**	**—**	**(527,590)**	**(536,790)**

Neighborhood Services - General Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Grants	$ —	$ —	$ —	$ —
Code Enforcement Fees	—	—	—	—
Other Revenue	—	—	—	—
Total Revenues	**$ —**	**$ —**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	145,704	364	—	—
Overtime	—	—	—	—
Benefits				
Fringe Benefits	21,971	60	—	—
Retiree Medical	1,635	—	—	—
PERS	35,496	127	—	—
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 204,806**	**$ 551**	**$ —**	**$ —**
Maintenance & Utilities	1,314	—	—	—
Supplies & Services	178,907	70,537	—	—
Internal Service Fees	10,512	—	—	—
Net Operating Expense	**$ 190,734**	**$ 70,537**	**$ —**	**$ —**
Total Expenditures	**$ 395,540**	**$ 71,088**	**$ —**	**$ —**
General Fund Subsidy	**395,540**	**71,088**	**—**	**—**

Community Development Block Grant - By Category - Special Revenue Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Beginning Working Capital Balance	**$ 1,174,926**	**$ 1,174,926**	**$ 1,174,926**	**$ 483,312**
REVENUES				
Revenue				
Grants			1,200,000	1,330,000
Delayed Loan Payments			40,000	40,000
Principal Payments			36,448	36,448
Interest Earned			12,000	12,000
Other Revenue			—	—
	$ —	**$ —**	**$ 1,288,448**	**$ 1,418,448**
Transfers In From Other Funds				
From Com Econ Dev Blk Grant to Sm Bus Loans			—	—
From Revlvg Loan to Com Econ Dev Blk Grant			—	—
From HRLP Loan to HRLP Admin			—	—
From Sm Bus Loan to Sm Bus Loan Delivery			—	—
	$ —	**$ —**	**$ —**	**$ —**
Total Revenues	**$ —**	**$ —**	**$ 1,288,448**	**$ 1,418,448**
EXPENDITURES				
Expenditures				
Salary				
Regular	—	—	222,162	355,754
Overtime	—	—	—	—
Benefits				
Fringe Benefits	—	—	54,096	71,893
Retiree Medical	—	—	—	3,316
PERS	—	—	49,996	84,505
Charges (to)/from other programs	—	—	—	
Net Staffing Expense	**$ —**	**$ —**	**$ 326,254**	**$ 515,468**
Maintenance & Utilities	—	—	—	—
Supplies & Services	—	—	43,289	43,289
Internal Service Fees	—	—	—	3,912
Grants	—	—	1,610,519	1,100,339
Project Costs	—	—	—	—
Net Operating Expense	**$ —**	**$ —**	**$ 1,653,808**	**$ 1,147,540**

Community Development Block Grant - By Category - Special Revenue Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Fund Transfers Out to				
Cost Allocation to General Fund	—	—	—	—
Liability Insurance Premium	—	—	—	3,480
	$ —	$ —	$ —	$ 3,480
Total Expenditures	$ —	$ —	$ 1,980,062	$ 1,666,488
Net Difference Gain (Use) of Fund Bal	—	—	(691,614)	(248,040)
Ending Working Capital Balance	1,174,926	1,174,926	483,312	235,272

Community Development Block Grant - By Program - Special Revenue Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Beginning Working Capital Balance	**$ 1,174,926**	**$ 1,174,926**	**$ 1,174,926**	**$ 483,312**
REVENUES				
Revenue				
Community Development Block Grant	—	—	1,200,000	1,330,000
Revolving Loan Program	—	—	40,000	40,000
Small Business Revolving Loan	—	—	48,448	48,448
Total Revenues	**$ —**	**$ —**	**$ —**	**$ 1,488,448**
EXPENDITURES				
Expenditures				
Community Development Block Grant	—	—	1,749,110	1,601,181
Revolving Loan Program	—	—	152,442	65,307
Small Business Revolving Loan	—	—	78,510	—
Total Expenditures	**$ —**	**$ —**	**$ 1,980,062**	**$ 1,666,488**
Net Difference Gain (Use) of Fund Bal	**—**	**—**	**(691,614)**	**(248,040)**
Ending Working Capital Balance	**1,174,926**	**1,174,926**	**483,312**	**235,272**

Measure B - Paratransit Program - Special Revenue Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Beginning Working Capital Balance	$ —	$ —	$ 1,365	$ (438,992)
REVENUES				
Revenue				
Interest	—	—	—	—
Measure B	—	—	887,745	887,745
Measure BB	—	—	—	—
Other Revenue	—	—	41,300	41,300
Total Revenues	$ —	$ —	$ 929,045	$ 929,045
EXPENDITURES				
Expenditures				
Salary				
Regular			238,957	369,315
Overtime			—	—
Benefits				
Fringe Benefits			63,574	67,805
Retiree Medical			3,110	3,271
PERS			53,718	92,165
Charges (to)/from other programs			—	—
Net Staffing Expense	$ —	$ —	$ 359,359	$ 532,556
Maintenance & Utilities			3,500	3,500
Supplies & Services			888,050	888,050
Internal Service Fees			68,648	75,467
Capital			—	—
Net Operating Expense	$ —	$ —	$ 960,198	$ 967,017
Fund Transfers Out				
Cost Allocation to General Fund			39,319	39,319
Liability Insurance Premium			10,525	10,439
Total Transfers Out	$ —	$ —	$ 49,844	$ 49,758
Total Expenditures	$ —	$ —	$ 1,369,401	$ 1,549,331
Net Difference Gain (Use) of Fund Balance	—	—	(440,357)	(620,287)
Ending Working Capital Balance	—	—	(438,992)	(1,059,278)

Measure BB - Paratransit Program - Special Revenue Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Beginning Working Capital Balance	$ —	$ —	$ 750,078	$ 1,183,582
REVENUES				
Revenue				
Interest	—	—	—	—
Measure BB	—	—	743,504	743,504
Other Revenue	—	—	—	—
Total Revenues	$ —	$ —	$ 743,504	$ 743,504
EXPENDITURES				
Expenditures				
Salary				
Regular	—	—	—	—
Overtime	—	—	—	—
Benefits				
Fringe Benefits	—	—	—	—
Retiree Medical	—	—	—	—
PERS	—	—	—	—
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	$ —	$ —	$ —	$ —
Maintenance & Utilities	—	—	—	—
Supplies & Services	—	—	310,000	310,000
Internal Service Fees	—	—	—	—
Capital	—	—	—	—
Net Operating Expense	$ —	$ —	$ 310,000	$ 310,000
Fund Transfers Out				
Cost Allocation to General Fund	—	—	—	—
Liability Insurance Premium	—	—	—	—
Total Transfers Out	$ —	$ —	$ —	$ —
Total Expenditures	$ —	$ —	$ 310,000	$ 310,000
Net Difference Gain (Use) of Fund Balance	—	—	433,504	433,504
Ending Working Capital Balance	—	—	1,183,582	1,617,085

Housing Authority Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Beg Working Capital Balance	**$ —**	**$ —**	**$ 6,753,430**	**$ 6,563,748**
REVENUES				
Revenue				
Contribution In	—	—	—	—
Fund Interest	—	—	10,000	40,000
Interest Income	—	—	—	—
Principal Income	—	—	—	—
Other Revenue	—	—	—	—
	$ —	**$ —**	**$ 10,000**	**$ 40,000**
Total Revenues	**$ —**	**$ —**	**$ 10,000**	**$ 40,000**
EXPENDITURES				
Expenditures				
Salary				
Regular	—	—	85,887	62,195
Overtime	—	—	—	—
Benefits				
Fringe Benefits	—	—	5,355	17,390
Retiree Medical	—	—	—	1,003
PERS	—	—	19,043	15,499
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ —**	**$ —**	**$ 110,285**	**$ 96,087**
Supplies & Services	—	—	—	—
Grants & Loans	—	—	275,165	407,783
Internal Service Fees	—	96,000	96,000	96,000
Net Operating Expense	**$ —**	**$ 96,000**	**$ 371,165**	**$ 503,783**
Fund Transfers Out				
General Fund-Cost Allocation	—	—	3,897	3,897
Liability Insurance Premium	—	—	—	3,480
Total Transfers Out	**$ —**	**$ —**	**$ 3,897**	**$ 7,377**
Total Expenditures	**$ —**	**$ —**	**$ 199,682**	**$ 244,873**
Net Difference Gain (Use) of Fund Bal	**—**	**—**	**(189,682)**	**(204,873)**
Ending Working Capital Balance	**—**	**—**	**6,563,748**	**6,358,875**

Affordable Housing Monitoring Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Beg Working Capital Balance	**$ 931,317**	**$ 931,317**	**$ 931,317**	**$ 596,194**
REVENUES				
Revenue				
Interest Income			5,500	5,500
Mortgage Bonds Admin Fee			155,681	155,681
Total Revenues	**$ —**	**$ —**	**$ 161,181**	**$ 161,181**
EXPENDITURES				
Expenditures				
Salary				
Regular			262,846	188,182
Overtime			—	—
Benefits				
Fringe Benefits			37,358	37,873
Retiree Medical			4,665	4,500
PERS			59,778	47,887
Charges (to)/from other programs		—	—	—
Net Staffing Expense	**$ —**	**$ —**	**$ 364,647**	**$ 278,441**
Supplies & Services			88,300	89,400
Internal Service Fees			19,358	21,450
Net Operating Expense	**$ —**	**$ —**	**$ 107,658**	**$ 110,850**
Fund Transfers Out				
General Fund-Cost Allocation			13,474	13,474
Liability Insurance Premium			10,525	3,480
MISC Transfer Out to Other Depts			—	—
Total Transfers Out	**$ —**	**$ —**	**$ 23,999**	**$ 16,954**
Total Expenditures	**$ —**	**$ —**	**$ 496,304**	**$ 406,245**
Net Difference Gain (Use) of Fund Bal	**—**	**—**	**(335,123)**	**(245,064)**
Ending Working Capital Balance	**931,317**	**931,317**	**596,194**	**351,130**

HOME Investment Partnerships Block Grant Program

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Beg Working Capital Balance	**$ (126,032)**	**$ (213,421)**	**$ (309,421)**	**$ (402,363)**
REVENUES				
Revenue				
Grants	—	—	281,987	420,000
Program Income	—	—	10,392	10,000
Interest Income	—	—	—	—
Total Fund Revenue	**$ —**	**$ —**	**$ 292,379**	**$ 430,000**
EXPENDITURES				
Expenditures				
Salary				
Regular	71,633	—	10,458	10,458
Overtime	—	—	—	—
Benefits				
Fringe Benefits	6,616	—	1,386	1,386
Retiree Medical	818	—	—	155
PERS	8,322	—	2,312	2,312
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 87,389**	**$ —**	**$ 14,156**	**$ 14,311**
Grants & Loans	—	—	275,165	407,783
Transfer Out	—	96,000	96,000	96,000
Net Operating Expense	**$ —**	**$ 96,000**	**$ 371,165**	**$ 503,783**
Total Expenditures	**$ 87,389**	**$ 96,000**	**$ 385,321**	**$ 518,094**
Net Change	**(87,389)**	**(96,000)**	**(92,942)**	**(88,094)**
Ending Working Capital Balance	**(213,421)**	**(309,421)**	**(402,363)**	**(490,457)**

Inclusionary Housing - Special Revenue Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Beginning Working Capital Balance	**$ —**	**$ —**	**$ 1,005,917**	**$ 959,870**
REVENUES				
Revenue				
Interest Income	—	—	—	24,000
Other Income	—	—	—	500,000
Total Revenues	**$ —**	**$ —**	**$ —**	**$ 524,000**
EXPENDITURES				
Expenditures				
Salary				
Regular	—	—	15,453	75,118
Overtime	—	—	—	—
Benefits				
Fringe Benefits	—	—	2,114	27,323
Retiree Medical	—	—	912	190
PERS	—	—	2,568	18,719
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ —**	**$ —**	**$ 21,047**	**$ 121,351**
Maintenance & Utilities	—	—	—	—
Supplies & Services	—	—	25,000	25,000
Internal Service Fees	—	—	—	1,819
Capital	—	—	—	—
Net Operating Expense	**$ —**	**$ —**	**$ 25,000**	**$ 26,819**
Fund Transfers Out				
Cost Allocation to General Fund	—	—	—	—
Liability Insurance Premium	—	—	—	3,480
Total Transfers Out	**$ —**	**$ —**	**$ —**	**$ 3,480**
Total Expenditures	**$ —**	**$ —**	**$ 46,047**	**$ 151,650**
Net Difference Gain (Use) of Fund Balance	**—**	**—**	**(46,047)**	**372,350**
Ending Working Capital Balance	**—**	**—**	**959,870**	**1,332,220**

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Beg Working Capital Balance	**$ 672,598**	**$ 253,326**	**$ 315,635**	**$ 170,695**
REVENUES				
Revenue				
In-House Parking Collection				
Interest Income				
Other Revenue	250,332	70,119	421,280	421,280
Total Revenues	**$ 250,332**	**$ 70,119**	**$ 421,280**	**$ 421,280**
EXPENDITURES				
Expenditures				
Salary				
Regular	—	—	—	—
Overtime	—	—	—	—
Benefits				
Fringe Benefits	—	—	—	—
Retiree Medical	—	—	—	—
PERS	—	—	—	—
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ —**	**$ —**	**$ —**	**$ —**
Maintenance & Utilities	—	—	24,000	24,000
Supplies & Services	469,604	7,810	260,720	260,720
Capital Outlay	—	—	281,500	281,500
Net Operating Expense	**$ 469,604**	**$ 7,810**	**$ 566,220**	**$ 566,220**
Fund Transfers Out to				
General Fund	—	200,000		
Total Expenditures	**$ 669,604**	**$ 7,810**	**$ 566,220**	**$ 566,220**
Other Department Operating Costs (Maintenance Services Department)	**(72,105)**	**(80,444)**	**(20,000)**	**—**
Net City Manager Dept Expenditures	**$ 597,499**	**$ (72,634)**	**$ 546,220**	**$ 566,220**
Net Change	**154,010**	**(419,273)**	**(169,868)**	**(144,940)**
Ending Working Capital Balance	**253,326**	**315,635**	**170,695**	**25,755**

Downtown Business Improvement Program-Special Revenue Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Beg Working Capital Balance	**$ 189,231**	**$ 135,147**	**$ 87,876**	**$ (8,124)**
REVENUES				
Fund Revenue				
Business License Surcharge	1,396	329	—	—
Interest Income	1,317	—	—	—
Other Revenue	—	—	—	—
	$ 2,713	**$ 329**	**$ —**	**$ —**
Fund Transfers In From				
Redevelop Agency Operating Fund	—	—	—	—
	$ —	**$ —**	**$ —**	**$ —**
Total Revenues	**$ 2,713**	**$ 329**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Charges (to)/from other programs	—	—	—	—
Supplies & Services	56,797	47,600	96,000	96,000
Net Operating Expense	**$ 56,797**	**$ 47,600**	**$ 96,000**	**$ 96,000**
Total Expenditures	**$ 56,797**	**$ 47,600**	**$ 96,000**	**$ 96,000**
Net Change	**(54,084)**	**(47,271)**	**(96,000)**	**(96,000)**
Ending Working Capital Balance	**135,147**	**87,876**	**(8,124)**	**(104,124)**

Information Technology - Internal Service Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Other Revenue	$ —	$ —	$ —	$ —
Total Revenues	**$ —**	**$ —**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	105,322	119,479	207,517	208,468
Overtime	2,787	3,176	—	—
Benefits				
Fringe Benefits	32,511	32,430	68,505	70,067
Retiree Medical	4,905	4,725	4,665	4,629
PERS	25,402	23,550	46,009	51,950
Charges (to)/from other programs	—	(3,191)	—	—
Net Staffing Expense	**$ 170,927**	**$ 180,169**	**$ 326,696**	**$ 335,114**
Maintenance & Utilities	—	—	—	—
Supplies & Services	—	—	—	—
Internal Service Fees	5,532	5,611	5,273	5,457
Capital	—	—	—	—
Net Operating Expense	**$ 5,532**	**$ 5,611**	**$ 5,273**	**$ 5,457**
Total Expenditures	**$ 176,459**	**$ 185,780**	**$ 331,969**	**$ 340,571**
Information Tech Fund Subsidy	**176,459**	**185,780**	**331,969**	**340,571**

Successor Agency RDA Operating Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Beg Working Capital Balance	**$(6,377,547)**	**$(2,358,392)**	**$ (5,269,634)**	**$ (6,236,799)**
REVENUES				
Fund Revenue				
Property Tax (80% Tax Increment)	9,068,664	3,163,863	2,883,636	2,883,636
Interest on Fund Balance	7,896	433	2,557	—
Principal	86,765	—	19,447	—
Success Agency Admin Allowance	—	—	250,000	250,000
School Impact Fee Reimb	391,012	57,339	326,906	326,906
Lease Pmt - Cinema Place	50,000	50,000	50,000	50,000
Other Revenue	106	—	—	—
	$ 9,604,443	**$ 3,271,635**	**$ 3,532,546**	**$ 3,510,542**
Fund Transfers In from				
Transf to Successor Agency RDA	—	—	—	—
Capital Transfer From General Fund	—	—	—	—
	$ —	**$ —**	**$ —**	**$ —**
Total Revenues	**$ 9,604,443**	**$ 3,271,635**	**$ 3,532,546**	**$ 3,510,542**
Fund Expenditures				
Salary				
Regular	152,837	141,126	276,695	326,334
Overtime	796	—	—	—
Benefits				
Fringe Benefits	42,791	42,535	45,225	62,147
Retiree Medical	3,270	3,150	4,665	3,086
PERS	35,954	30,157	40,381	57,300
Charges (to)/from other programs	—	—	(88,555)	(88,555)
Net Staffing Expense	**$ 235,648**	**$ 216,967**	**$ 278,411**	**$ 360,312**
Supplies & Services	253,966	64,871	104,968	104,968
Maintenance & Utilities	7,737	881	8,200	8,200
Loan Interest	1,917,093	1,347,457	1,500,975	1,417,450
Principal Retirement	2,035,000	1,685,000	1,735,000	1,805,000
Bond Issuance and Refunding Cost	295,998	—	—	—
Internal Service Fees	—	25,539	29,038	29,810
Net Operating Expense	**$ 4,509,794**	**$ 3,123,747**	**$ 3,378,181**	**$ 3,365,428**

Successor Agency RDA Operating Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Fund Transfers Out to				
Liability Insurance Premium	39,846	43,355	43,119	25,915
Transfer per Cooperative Agreement	800,000	2,798,808	800,000	800,000
	$ 839,846	**$ 2,842,163**	**$ 843,119**	**$ 825,915**
Total Expenditures	**$ 5,585,288**	**$ 6,182,877**	**$ 4,499,711**	**$ 4,551,655**
Net Change	**4,019,155**	**(2,911,242)**	**(967,165)**	**(1,041,113)**
Ending Working Capital Balance	**(2,358,392)**	**(5,269,634)**	**(6,236,799)**	**(7,277,912)**

Economic Development-Economic Development Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Beginning Working Capital Balance	**$ 350,000**	**$ 409,120**	**$ 699,931**	**$ 696,423**
REVENUES				
Revenue				
Transfers In	405,000	556,000	350,000	350,000
Interest Income	5,755	2,953	—	—
Total Revenues	**$ 410,755**	**$ 558,953**	**$ 350,000**	**$ 350,000**
EXPENDITURES				
Expenditures				
Salary				
Regular	—	—	—	—
Overtime	—	—	—	—
Benefits				
Fringe Benefits	—	—	—	—
Retiree Medical	1,635	—	—	—
PERS	—	—	—	—
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 1,635**	**$ —**	**$ —**	**$ —**
Maintenance & Utilities	—	—	—	—
Supplies & Services	—	268,141	350,000	350,000
Internal Service Fees	—	—	—	—
Capital Outlay	—	—	—	—
Net Operating Expense	**$ —**	**$ 268,141**	**$ 350,000**	**$ 350,000**
Transfers Out	350,000	—	3,508	—
Total Expenditures	**$ 351,635**	**$ 268,141**	**$ 353,508**	**$ 350,000**
Net Change	**59,120**	**290,811**	**(3,508)**	**—**
Ending Working Capital Balance	**409,120**	**699,931**	**696,423**	**696,423**

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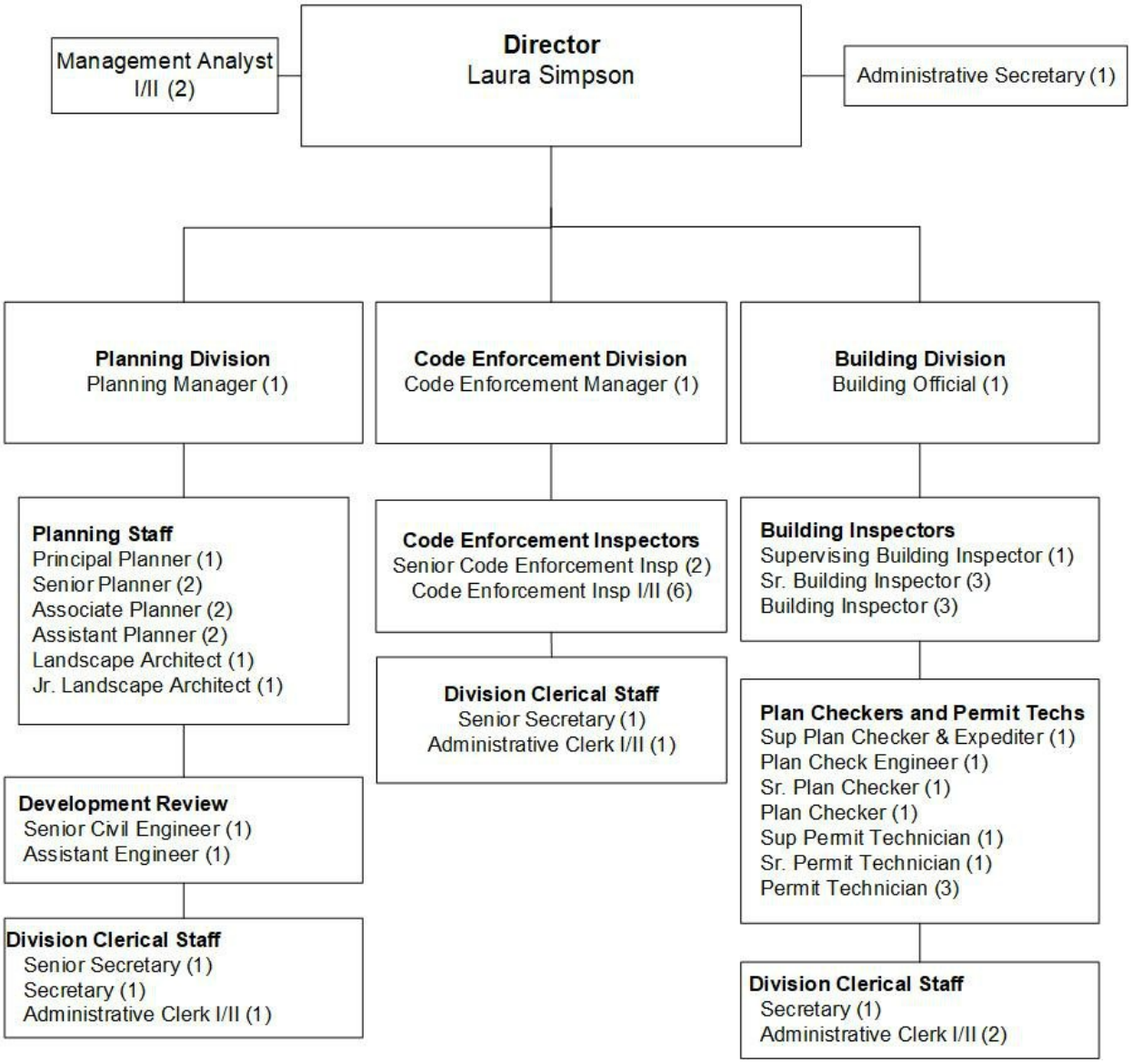
FY 2020 STAFFING
50.0 FTE

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 Building, Planning and Code Enforcement Divisions and assists City Council through strong community interaction in planning and regulating development in Hayward to ensure the economic, aesthetic, and environmental health and a high quality of life for its community. Within a business-friendly and customer service-oriented environment, the Department staff seeks to protect the health and safety of the community through building inspection and enforcement of local, state, and federal standards and to work with community applicants to achieve high-quality development that will add value to the City of Hayward in accordance with goals and policies established in the Hayward General Plan.

DIVISION/PROGRAM SUMMARIES

Building Division

Within a customer-oriented culture, the Building Division reviews plans, 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 is committed to fulfilling the needs, protecting the lives and safety of the community of Hayward while preserving Hayward's quality of life and supporting vibrant economic development.

Planning Division

The Planning Division is responsible for implementing City policies that achieve the physical development of the City as envisioned by the General Plan, and for assuring that zoning and other municipal land use regulations are updated regularly in support of Council priorities and General Plan program implementation. 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 to help ensure that the Hayward General Plan and its policies are implemented. The Planning Division is comprised of:

The Current Planning Section, which in partnership with the community and applicants, reviews development applications associated with a wide variety of projects to ensure consistency with the City's General Plan and various regulations, including the Zoning Ordinance and Subdivision Ordinance, and in compliance with state and federal regulations, including the California Environmental Quality Act. The section also provides information about planning, land use/zoning, and landscape architecture requirements to the public. Also within the Current Planning Section is the Development Review Engineer and supporting staff, who in partnership with developers and builders, processes subdivision maps, property boundary adjustments, and provides basic engineering analysis on planning applications consistent with long-range plans and the direction of City Council. The Development Review Engineer also prepares annual budgets and recommended assessments each fiscal year for the City's landscape and lighting assessment district and maintenance districts.

The Advanced or Long-Range Planning Section provides innovative leadership in community long-range planning, completes special planning studies, and prepares recommendations to City Council for amendments to the General Plan, Zoning Ordinance, and other City regulations related to land use.

Code Enforcement

The Code Enforcement Division is responsible for responding to and resolving code violations on private properties throughout Hayward to ensure that the community remains clean and safe. Code Enforcement supports the Community Preservation Program, Residential Housing Inspection Program, which includes a Self-Certification sub-program, to safeguard the stock, sale, and sanitary conditions of rental units. The Tobacco Enforcement Program, Cannabis Inspection Program, Weed Abatement Program, Illegal Construction Program and the Mural Art Program are also managed by this Division.

FY 2019 KEY SERVICE GOALS / OBJECTIVES

Division	#	FY 2019 Goals	FY 2019 Measures	Status
Department-Wide	1	Complete lean innovation pilot project in Permit Center focused on customer wait-line management and operational improvements. Analyze pilot results, survey results, and staff input to determine if a pivot is required to resolve the problems, or determine next steps, toward implementing the solution.	Action Plan: Complete Project Due Spring 2018 Method to Measure Performance: Completed: Yes/No	ACHIEVED
	2	Utilizing the H.E.A.R.T. Project with Moves the Needle, implement lean innovation methodologies to find a resourceful, effective and sustainable solutions.	Action Plan Complete action plan with priority items Complete two H.E.A.R.T actions Due Fall 2018 Method to Measure Performance Completed: Yes/No	ACHIEVED
	3	Develop and implement department wide CPTED policy	Action Plan Develop Policy Policy Adoption Due Fall 2018 Method to Measure Performance Completed: Yes/No	ACHIEVED Anticipate completion May 2019

Division	#	FY 2019 Goals	FY 2019 Measures	Status
Code Enforcement	4	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).	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 Cannabis Ordinance Adoption IN PROGRESS Vacant Property Ordinance
	5	Complete and mail Code Enforcement outreach flyer to commercial and industrial properties (Phase I by Summer 2018), to include inspector information and land use issues (Phase 2&3 - Winter 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 Phase 1 & 2 IN PROCESS Phase 3

Division	#	FY 2019 Goals	FY 2019 Measures	Status
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 Method to Measure Performance Completed: Yes/No	ACHIEVED Survey Period: 7/1/18 TO 06/30/18 1,344 Surveys 445 Completed 59% Response Rate Average Survey Ranking of "Superior Service" 61%
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	IN PROGRESS Outreach conducted with local property owners and RHA prior to March 5 council work shop. Policy direction TBD, project implementation will continue through next year. 1 extra FTE for admin. support once adopted, pending policy decision and complexity of program Policy

Division	#	FY 2019 Goals	FY 2019 Measures	Status
Building	8	8a. Continue to use Lean Innovative process to enhance customer service in the permit center regarding wait times. 8b. Establish counter rotation for plan checkers to accommodate over the counter plan check requests.	Action Plan 8a. Complete lean innovation project Determine average wait-time markers, for each division Develop policy and promote development of division procedures 8b. Create schedule that can accommodate an equitable rotation plan Method to Measure Performance Completed: Yes/No	ACHIEVED
	9	9a. Maintain current level of customer service by providing next day inspections. 9b. Fill all vacant positions in order to fully staff the Building Division.	Action Plan Evaluate FY18 inspection data to establish baseline. Determine feasibility to mainta a 90% threshold next day service (NDS) goal. If applicable, set stretch goals to meet 90% NDS Staff all vacant positions. Method to Measure Performance Completed: Yes/No	ACHIEVED Recruitments are underway. Inspection time frames will remain consistent with these positions. Pending projects may require additional inspectors if construction schedules dictate, an option would be to utilize the Enhanced Inspection Policy where inspectors are paid for by the developer/ contactor.

Division	#	FY 2019 Goals	FY 2019 Measures	Status
Planning	10	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 10. a, b, c (In Progress) Complete RFP selection and award process. Execute contract. Project manage nexus study. Adopt ordinance update. Method to Measure Performance Completed: Yes/No	COMPLETED Action Plan 1-2 IN PROGRESS Action Plan 3-4
	11	Complete development of a Downtown Specific Plan and Code (GP Program LU-4) and Downtown Parking Management Plan (GP Program M-21).	Action Plan Public Review Draft Specific Plan & Code Due Summer 2018 Final EIR & Mitigation Monitoring Plan Due Summer 2018 Hearing Draft Specific Plan & Code Due Fall 2018 Final Specific Plan, Code & EIR for Adoption Due Winter 2018 Final Adopted Specific Plan Due Winter 2018 Method to Measure Performance Completed: Yes/No	ACHIEVED Anticipated Adoption April 2019
	12	Complete comprehensive update of the Industrial Zoning District regulations (General Plan Program LU-11).	Action Plan Complete update Due Fall 2018 Method to Measure Performance Completed: Yes/No	ACHIEVED Anticipated Adoption May 2019

Division	#	FY 2019 Goals	FY 2019 Measures	Status
Planning	13	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 Issue RFP Incorporate completed DWTSP, Goal # 13 into process RFP Review and Award Process Contract Consulting Firm Due Winter 2019 Method to Measure Performance Completed: Yes/No	COMPLETED Action Plan 1-4 IN PROGRESS Code Updates
	14	Develop a Density Bonus Ordinance brochure to encourage developers to take advantage of that ordinance, which will result in more affordable housing construction (GP Program H-9).	Action Plan Create marketing materials to engage developers Partner with Affordable Housing Manger to develop, tools to provide transparent economic thresholds to define affordability Partner with CIO to create outward facing communication, to include web content Partner with IT (GIS) to create density mapping Due Fall 2018 Method to Measure Performance Completed: Yes/No	ON-HOLD

FY 2020 KEY SERVICE GOALS AND METRICS

Division	#	FY 2020 Goals	FY 2020 Measures
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
	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
	3	Develop and implement DSD Employee Engagement Plan.	Action Develop engagement plan Develop implementation plan Adopt new Department Policy Implement Engagement Plan Method to Measure Performance Completed: Yes/No

Division	#	FY 2020 Goals	FY 2020 Measures
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
	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
	6	Maintain a combined customer service level of Exceeds or Met Expectations, at 61% 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 Method to Measure Performance Completed: Yes/No

Division	#	FY 2020 Goals	FY 2020 Measures
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 1) Complete Seismic Soft-Story Retrofit Program 2) Assess to determine potential rent stabilization impact 3) No impact, update ordinances 4) Impact, re-evaluate Method to Measure Performance Completed: Yes/No
	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

Division	#	FY 2020 Goals	FY 2020 Measures
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
	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
	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

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2020

1. Delete 1.0 FTE Deputy Director of Development Services
2. Add 1.0 FTE Management Analyst I/II
3. Add 1.0 FTE Junior Landscape Architect
4. Increase Building Division Dues & Publications Appropriation additional $20K for code books (one-time request)
5. Increase Appropriation for Bank Charges expenditure in Building Division from $25K to $50K

All Funds Summary - By Category

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
General Fund Revenue	$ 8,702,853	$ 9,312,017	$ 7,780,000	$ 7,669,045
Park Districts	1,943,890	3,123,127	2,235,906	2,235,906
Energy Efficiency Conservation Block Grant	—	—	—	—
	$ 10,646,743	**$ 12,435,144**	**$ 10,015,906**	**$ 9,904,951**
(Contribution)/Use of Fund Balance				
Park District Funds	(1,943,890)	(3,117,475)	402,910	402,910
	$ (1,943,890)	**$ (3,117,475)**	**$ 402,910**	**$ 402,910**
Fund Subsidy				
General Fund Subsidy	557,682	(347,326)	1,036,933	2,251,742
Total Revenues	**$ 9,260,535**	**$ 8,970,344**	**$ 11,455,749**	**$ 12,559,603**
EXPENDITURES				
Expenditures				
Salary				
Regular	4,283,667	4,470,852	5,044,901	5,204,708
Overtime	35,814	24,841	2,700	2,700
Target Savings	—	—	(353,258)	(36,267)
Benefits				
Fringe Benefits	941,029	928,311	1,193,973	1,166,039
Retiree Medical	79,707	76,781	78,917	71,360
PERS	1,010,680	936,948	1,133,445	1,292,063
Charges (to)/from other programs	(316,910)	(673,577)	(494,800)	(494,800)
Net Staffing Expense	**$ 6,033,988**	**$ 5,764,156**	**$ 6,605,878**	**$ 7,205,803**
Maintenance & Utilities	33,018	45,527	50,800	50,800
Supplies & Services	2,238,145	2,275,591	3,784,482	3,842,982
Internal Service Fees	955,384	885,070	1,014,589	1,460,018
Capital	—	—	—	—
Projects	—	—	—	—
Net Operating Expense	**$ 3,226,547**	**$ 3,206,188**	**$ 4,849,871**	**$ 5,353,800**
Transfers Out to Other Funds	**—**	**—**	**—**	**—**
Total Expenditures	**$ 9,260,535**	**$ 8,970,344**	**$ 11,455,749**	**$ 12,559,603**

All Funds Summary - By Program

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Administration	$ —	$ —	$ —	$ —
Building	6,001,086	5,592,077	5,883,000	5,436,000
Planning	1,045,105	873,966	796,500	731,000
Code Enforcement	1,656,661	2,845,974	1,100,500	1,502,045
Energy Efficiency Conservation Block Grant	—	—	—	—
Park Districts	1,943,890	3,123,127	2,235,906	2,235,906
	$ 10,646,743	**$ 12,435,144**	**$ 10,015,906**	**$ 9,904,951**
(Contribution)/Use of Fund Balance				
Park District Funds	(1,943,890)	(3,117,475)	402,910	402,910
	$ (1,943,890)	**$ (3,117,475)**	**$ 402,910**	**$ 402,910**
Fund Subsidy				
General Fund Subsidy	557,682	(347,326)	1,036,933	2,251,742
Total Revenues	**$ 9,260,535**	**$ 8,970,344**	**$ 11,455,749**	**$ 12,559,603**
EXPENDITURES				
Expenditures				
Administration	795,530	689,972	882,159	775,445
Building	4,256,113	4,113,765	3,671,193	4,214,460
Planning	2,470,943	2,673,443	2,499,875	2,912,117
Code Enforcement	1,737,949	1,662,511	1,763,706	2,018,765
Park Districts	—	5,653	2,638,816	2,638,816
Total Expenditures	**$ 9,260,535**	**$ 9,145,344**	**$ 11,455,749**	**$ 12,559,603**

General Fund Summary

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Licenses & Permits	$ 4,212,602	$ 3,462,800	$ 3,622,000	$ 3,500,000
Fees & Service Charges	2,877,210	3,083,500	3,021,500	2,733,045
Code Enforcement Fees	519,015	902,425	350,000	500,000
Rental Inspection Fees	1,094,025	1,863,293	650,000	900,000
Other Revenue	1	—	136,500	36,000
Total Revenues	**$ 8,702,853**	**$ 9,312,017**	**$ 7,780,000**	**$ 7,669,045**
EXPENDITURES				
Expenditures				
Salary				
Regular	4,283,667	4,470,852	5,044,901	5,204,708
Overtime	35,814	24,841	2,700	2,700
Target Savings	—	—	(353,258)	(36,267)
Benefits				
Fringe Benefits	941,029	928,311	1,193,973	1,166,039
Retiree Medical	79,707	76,781	78,917	71,360
PERS	1,010,680	936,948	1,133,445	1,292,063
Charges (to)/from other programs	(316,910)	(673,577)	(500,000)	(500,000)
Net Staffing Expense	**$ 6,033,988**	**$ 5,764,156**	**$ 6,600,678**	**$ 7,200,603**
Maintenance & Utilities	33,018	45,527	50,800	50,800
Supplies & Services	2,238,145	2,269,939	1,150,866	1,209,366
Internal Service Fees	955,384	885,070	1,014,589	1,460,018
Capital	—	—	—	—
Transfer Out	—	—	—	—
Net Operating Expense	**$ 3,226,547**	**$ 3,200,536**	**$ 2,216,255**	**$ 2,720,184**
Total Expenditures	**$ 9,260,535**	**$ 8,964,692**	**$ 8,816,933**	**$ 9,920,787**
General Fund Subsidy	**557,682**	**(347,326)**	**1,036,933**	**2,251,742**

Administration - General Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Other Revenue	$ —	$ —	$ —	$ —
Total Revenues	**$ —**	**$ —**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	522,488	467,539	580,232	488,703
Overtime	—	—	—	—
Benefits				
Fringe Benefits	73,785	61,199	111,146	79,458
Retiree Medical	6,540	6,300	7,775	6,943
PERS	124,131	99,573	125,845	120,038
Charges (to)/from other programs	(16,208)	—	—	—
Net Staffing Expense	**$ 710,736**	**$ 634,611**	**$ 824,998**	**$ 695,142**
Maintenance & Utilities	—	—	—	—
Supplies & Services	39,309	17,719	16,040	27,440
Internal Service Fees	45,485	37,641	41,121	52,863
Capital	—	—	—	—
Net Operating Expense	**$ 84,794**	**$ 55,360**	**$ 57,161**	**$ 80,303**
Total Expenditures	**$ 795,530**	**$ 689,972**	**$ 882,159**	**$ 775,445**
General Fund Subsidy	**795,530**	**689,972**	**882,159**	**775,445**

Building - General Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Licenses & Permits	$ 4,212,602	$ 3,462,800	$ 3,622,000	$ 3,500,000
Fees & Service Charges	1,788,483	2,129,277	2,225,000	1,900,000
Other Revenue	1	—	36,000	36,000
Total Revenues	**$ 6,001,086**	**$ 5,592,077**	**$ 5,883,000**	**$ 5,436,000**
EXPENDITURES				
Expenditures				
Salary				
Regular	1,596,423	1,644,864	1,918,889	1,938,485
Overtime	18,050	12,337	2,200	2,200
Target Savings	—	—	(251,190)	(36,267)
Benefits				
Fringe Benefits	395,992	398,608	505,200	489,067
Retiree Medical	31,883	30,713	30,323	30,087
PERS	377,050	344,502	438,014	497,728
Charges (to)/from other programs	(14,865)	(16,737)	—	—
Net Staffing Expense	**$ 2,404,533**	**$ 2,414,286**	**$ 2,643,436**	**$ 2,921,301**
Maintenance & Utilities	2,836	5,562	6,000	6,000
Supplies & Services	1,393,852	1,279,631	536,661	579,861
Internal Service Fees	454,892	414,286	485,096	707,298
Capital	—	—	—	—
Net Operating Expense	**$ 1,851,580**	**$ 1,699,479**	**$ 1,027,757**	**$ 1,293,159**
Total Expenditures	**$ 4,256,113**	**$ 4,113,765**	**$ 3,671,193**	**$ 4,214,460**
General Fund Subsidy	**1,744,973**	**1,478,312**	**2,211,807**	**1,221,541**

Planning - General Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Fees & Service Charges	$ 1,045,105	$ 873,966	$ 696,000	$ 731,000
Other Revenue	—	—	100,500	—
Total Revenues	**$ 1,045,105**	**$ 873,966**	**$ 796,500**	**$ 731,000**
EXPENDITURES				
Expenditures				
Salary				
Regular	1,218,462	1,401,131	1,550,823	1,780,124
Overtime	3,368	972	500	500
Target Savings	—	—	(30,760)	—
Benefits				
Fringe Benefits	241,776	269,795	328,179	362,692
Retiree Medical	23,299	22,444	23,714	17,358
PERS	284,826	297,318	347,316	422,222
Charges (to)/from other programs	(285,837)	(656,840)	(500,000)	(500,000)
Net Staffing Expense	**$ 1,485,895**	**$ 1,334,821**	**$ 1,719,772**	**$ 2,082,896**
Maintenance & Utilities	191	776	600	600
Supplies & Services	715,501	897,621	493,470	491,970
Internal Service Fees	269,356	265,225	286,033	336,651
Capital	—	—	—	—
Transfer Out	—	175,000	—	—
Net Operating Expense	**$ 985,048**	**$ 1,338,623**	**$ 780,103**	**$ 829,221**
Total Expenditures	**$ 2,470,943**	**$ 2,673,443**	**$ 2,499,875**	**$ 2,912,117**
General Fund Subsidy	**1,425,838**	**1,799,477**	**1,703,375**	**2,181,117**

Park Districts - Special Revenue Fund

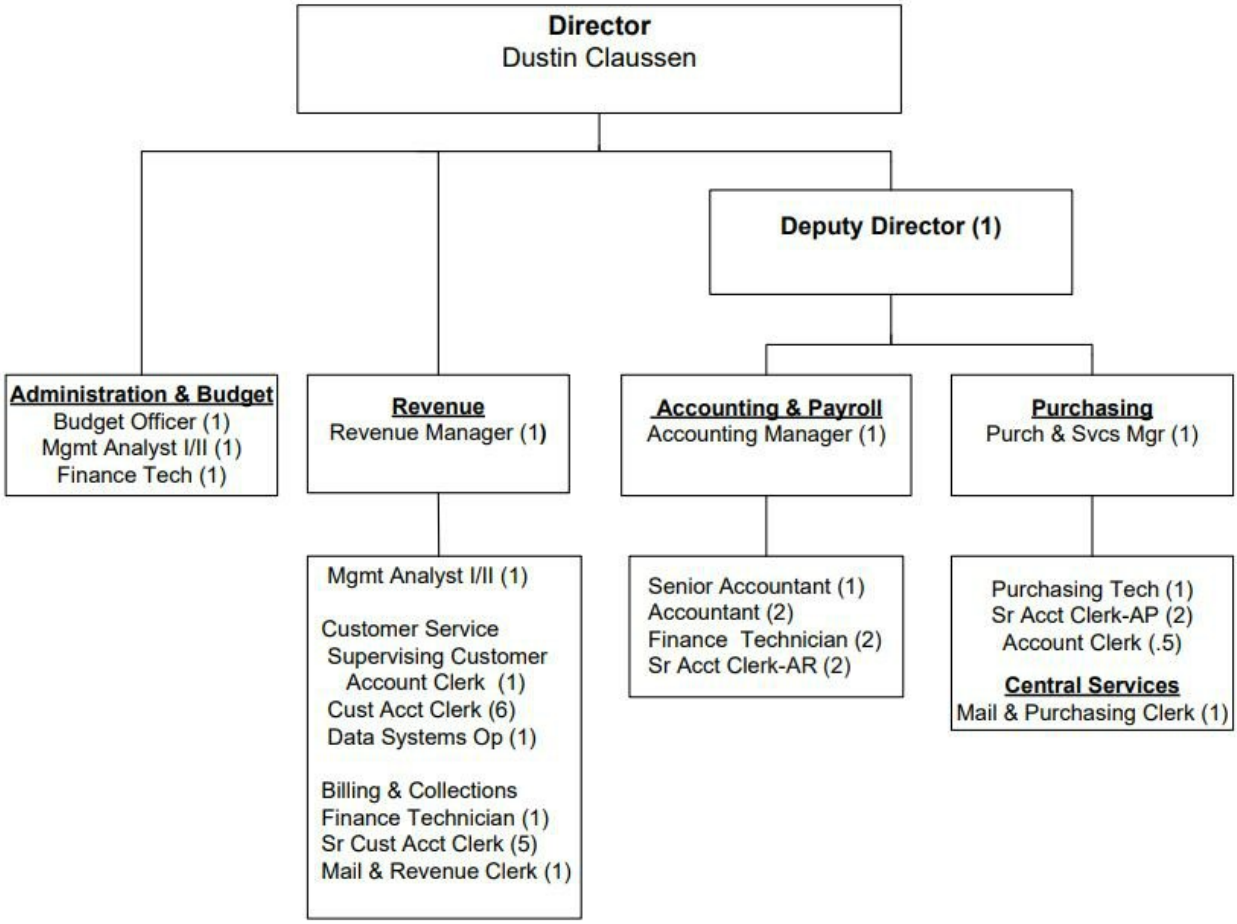
	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Beginning Working Capital Balance	**$ 2,174,347**	**$ 4,118,237**	**$ 7,235,712**	**$ 6,832,802**
REVENUES				
Revenue				
Interest and Rents	—	—	—	—
Other Revenue	1,943,890	3,123,127	2,235,906	2,235,906
Total Revenues	**$ 1,943,890**	**$ 3,123,127**	**$ 2,235,906**	**$ 2,235,906**
EXPENDITURES				
Expenditures				
Salary				
Regular	—	—	—	—
Overtime	—	—	—	—
Benefits				
Fringe Benefits	—	—	—	—
Retiree Medical	—	—	—	—
PERS	—	—	—	—
Charges (to)/from other programs	—	—	5,200	5,200
Net Staffing Expense	**$ —**	**$ —**	**$ 5,200**	**$ 5,200**
Supplies & Services	—	5,653	2,633,616	2,633,616
Net Operating Expense	**$ —**	**$ 5,653**	**$ 2,633,616**	**$ 2,633,616**
Total Expenditures	**$ —**	**$ 5,653**	**$ 2,638,816**	**$ 2,638,816**
Net Change	**1,943,890**	**3,117,475**	**(402,910)**	**(402,910)**
Ending Fund Balance	**4,118,237**	**7,235,712**	**6,832,802**	**6,429,892**

Code Enforcement - General Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Code Enforcement Fees	$ 519,015	$ 902,425	$ 350,000	$ 500,000
Miscellaneous Fees	43,622	80,256	100,500	102,045
Rental Inspection Fees	1,094,025	1,863,293	650,000	900,000
Total Revenues	**$ 1,656,661**	**$ 2,845,974**	**$ 1,100,500**	**$ 1,502,045**
EXPENDITURES				
Expenditures				
Salary				
Regular	946,294	957,318	994,957	997,396
Overtime	14,396	11,532	—	—
Target Savings	—	—	(71,308)	—
Benefits				
Fringe Benefits	229,476	198,708	249,448	234,822
Retiree Medical	17,985	17,325	17,105	16,972
PERS	224,674	195,555	222,270	252,075
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 1,432,824**	**$ 1,380,438**	**$ 1,412,472**	**$ 1,501,264**
Maintenance & Utilities	29,991	39,188	44,200	44,200
Supplies & Services	89,482	74,968	104,695	110,095
Internal Service Fees	185,651	167,918	202,339	363,206
Capital	—	—	—	—
Net Operating Expense	**$ 305,124**	**$ 282,074**	**$ 351,234**	**$ 517,501**
Total Expenditures	**$ 1,737,949**	**$ 1,662,511**	**$ 1,763,706**	**$ 2,018,765**
General Fund Subsidy	**81,287**	**(1,183,462)**	**663,206**	**516,720**

FY 2020 STAFFING
35.5 FTE

Finance Department



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 citizens 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 2019 KEY SERVICE GOALS AND METRICS

Division	#	FY 2019 Goals	FY 2019 Measures	Status
Administration and Budget	1	Update City's Cost Allocation Plan.	Complete during FY 2019	ACHIEVED
	2	Increase engagement with City Departments and the public.	Launch two public informational videos on the status of City finances	ONGOING
	3	Launch OpenGov Budget Builder to enhance the budget process transparency and increase staff involvement.	Complete implementation, and launch for FY 2020 budget process	ACHIEVED
Payroll and Accounting	4	Meet federal, state and local financial reporting deadlines.	100% of the time	ACHIEVED
	5	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	ACHIEVED CAFR goals and Single Audit goal will be met
	6	Provide timely payment of City obligations, including payroll, benefits, taxes, contracts, vendors and debt service.	100% of the time	ACHIEVED
Revenue Billing and Collections	7	Implement credit-debit card surcharge for in-person transactions.	Defray burden on General Fund	ONGOING
	8	Implement the AMI customer web portal that will provide consumers with a view of their water usage online.	A 90% overall satisfactory rating in the ongoing Revenue Division customer service survey in one-year evaluation period	ONGOING
	9	Implement enhancements to the Revenue phone and in-person queue systems.	Ratio of number of customer complaints received to number of customers served during a one-year evaluation period does not exceed 10%	ACHIEVED

Revenue Billing and Collections	10	Maintain high collection rate with collection account ratio averaging greater than 90%.	A 10% decrease in the total amount of accounts received referred to an outside collection agency	ACHIEVED
	11	Maintain a record of 100% timely mailing of bills and collection notices.	Cost per account billed and collected	ACHIEVED
Purchasing, Accounts Payable and General Services	12	Generate invoice and reimbursement payments from paper checks to electronic payments (ACH).	Complete implementation by Q4 of FY 2019	IN PROGRESS
	13	Finalize and implement Emergency Procurement Policies & Guidelines.	Complete implementation by Q2 of FY 2019	IN PROGRESS
	14	Finalize and implement the Accounts Payable and Purchasing Policies and Guidelines.	Complete implementation by Q2 of FY 2019	IN PROGRESS
	15	Clean up the vendor database for duplicates.	Complete project by Q4 of FY 2019	ONGOING

FY 2020 KEY SERVICE GOALS AND METRICS

Division	#	FY 2020 Goals	FY 2020 Measures
Administration and Budget	1	Increase engagement with City Departments and the public.	Launch two public informational videos on the status of City finances
	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.
Payroll and Accounting	3	Meet federal, state and local financial reporting deadlines.	100% of the time
	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
	5	Provide timely payment of City obligations, including payroll, benefits, taxes, contracts, vendors and debt service.	100% of the time
Revenue Billing and Collections	6	Provide customers with a timely mailing of bills and collection notices.	100% of the time
	7	Maintain high collection rate with collection account ratio averaging greater than 90%.	Based upon outstanding receivables
	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
	9	Enhance HSS with new features, including E-check capabilities and general invoice payment options.	Complete implementation by Q4 of FY 2020
	10	Complete a change in provider of our merchant service electronic payment processing.	Complete implementation by Q4 of FY 2020
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
	12	Provide timely payment of City obligations including vendors, retiree medical and employee reimbursements.	100% of the time
	13	Finalize and implement the Emergency Procurement, Accounts Payable, Central Services and Purchasing Policies & Guidelines.	Complete implementation by Q4 of FY 2020

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2020

1. None.

All Funds Summary - By Category

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue and Transfers In From Other Funds				
General Fund Revenue	$ 951,417	$ 1,062,855	$ 985,440	$ 1,185,978
	$ 951,417	**$ 1,062,855**	**$ 985,440**	**$ 1,185,978**
Fund Subsidy				
General Fund Subsidy	3,577,186	3,659,816	3,954,170	4,148,778
Water Fund Subsidy	$ 1,364,379	$ 1,465,714	$ 1,756,968	$ 1,835,718
	$ 4,941,565	**$ 5,125,530**	**$ 5,711,138**	**$ 5,984,496**
Total Revenues	**$ 5,892,982**	**$ 6,188,384**	**$ 6,696,578**	**$ 7,170,474**
EXPENDITURES				
Expenditures By Category				
Salary				
Regular	2,928,443	3,108,366	3,248,913	3,323,731
Overtime	11,410	1,744	(6,000)	(6,000)
Targeted Savings	—	—	(179,380)	—
Benefits				
Fringe Benefits	545,806	568,302	628,323	640,532
Retiree Medical	56,652	55,440	54,736	54,310
PERS	644,106	619,711	758,817	870,324
Charges (to)/from other programs	(840)	—	—	—
Net Staffing Expense	**$ 4,185,576**	**$ 4,353,563**	**$ 4,505,409**	**$ 4,882,897**
Maintenance & Utilities	1,353	1,913	4,308	4,308
Supplies & Services	1,193,015	1,330,712	1,634,384	1,688,726
Internal Service Fees	515,470	502,682	552,477	594,543
Capital	—	—	—	—
Net Operating Expense	**$ 1,709,837**	**$ 1,835,307**	**$ 2,191,169**	**$ 2,287,577**
Total Expenditures	**$ 5,895,413**	**$ 6,188,870**	**$ 6,696,578**	**$ 7,170,474**
Net Change	**(2,431)**	**(486)**	**—**	**—**

All Funds Summary - By Program

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
General Fund	$ 951,417	$ 1,062,855	$ 985,440	$ 1,185,978
	$ 951,417	**$ 1,062,855**	**$ 985,440**	**$ 1,185,978**
Fund Subsidy				
General Fund Subsidy	3,577,186	3,659,816	3,954,170	4,148,778
Water Fund Subsidy	1,364,379	1,465,714	1,756,968	1,835,718
	$ 4,941,565	**$ 5,125,530**	**$ 5,711,138**	**$ 5,984,496**
Total Revenues	**$ 5,892,982**	**$ 6,188,384**	**$ 6,696,578**	**$ 7,170,474**
EXPENDITURES				
Expenditures By Program				
Administration	1,391,219	1,578,754	1,541,897	1,835,207
Accounting	1,376,092	1,412,166	1,513,980	1,554,441
Purchasing	807,565	782,337	769,575	804,517
Revenue	953,727	949,413	1,114,158	1,140,591
Utility Billing	1,366,811	1,466,200	1,756,968	1,835,718
Total Expenditures	**$ 5,895,413**	**$ 6,188,870**	**$ 6,696,578**	**$ 7,170,474**
Net Change	**(2,431)**	**(486)**	**—**	**—**

Finance - General Fund Summary

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Fees & Charges for Service	$ 164,148	$ 157,597	$ 162,000	$ 170,096
Intergovernmental	467,550	502,194	443,700	452,574
Bus Tax Technology Fee	—	101,049	70,000	90,000
Fines & Forfeitures	123,023	129,960	132,600	300,000
Licenses & Permits	117,165	132,184	142,140	138,308
Other Revenue	79,531	39,871	35,000	35,000
Total Revenues	**$ 951,417**	**$ 1,062,855**	**$ 985,440**	**$ 1,185,978**
EXPENDITURES				
Expenditures				
Salary				
Regular	2,166,708	2,300,448	2,414,370	2,457,141
Overtime	5,477	1,486	(12,000)	(12,000)
Targeted Savings	—	—	(179,380)	—
Benefits				
Fringe Benefits	367,335	376,888	423,637	432,337
Retiree Medical	38,749	38,194	37,709	37,415
PERS	473,279	457,586	553,682	632,972
Charges (to)/from other programs	(840)	—	—	—
Net Staffing Expense	**$ 3,050,708**	**$ 3,174,602**	**$ 3,238,018**	**$ 3,547,865**
Maintenance & Utilities	838	828	2,250	2,250
Supplies & Services	1,022,894	1,151,606	1,269,290	1,323,632
Internal Service Fees	454,164	395,635	430,052	461,009
Capital	—	—	—	—
Net Operating Expense	**$ 1,477,895**	**$ 1,548,068**	**$ 1,701,592**	**$ 1,786,891**
Total Expenditures	**$ 4,528,603**	**$ 4,722,670**	**$ 4,939,610**	**$ 5,334,756**
General Fund Subsidy	**3,577,186**	**3,659,816**	**3,954,170**	**4,148,778**

Administration - General Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Fees & Charges for Service	$ 152,994	$ 149,236	$ 150,000	$ 150,000
Intergovernmental	71,223	84,769	71,400	72,828
Licenses & Permits	113,364	113,859	123,600	127,308
Other Revenue	54,803	11,642	3,000	3,000
Total Revenues	**$ 392,384**	**$ 359,506**	**$ 348,000**	**$ 353,136**
EXPENDITURES				
Expenditures				
Salary				
Regular	515,585	533,377	634,438	667,382
Overtime	—	495	—	—
Targets Savings	—	—	(179,380)	—
Benefits				
Fringe Benefits	78,068	67,085	95,725	98,195
Retiree Medical	7,766	7,560	7,464	7,406
PERS	100,260	102,215	137,116	156,046
Charges (to)/from other programs	(840)	—	—	—
Net Staffing Expense	**$ 700,838**	**$ 710,732**	**$ 695,363**	**$ 929,029**
Maintenance & Utilities	—	788	500	500
Supplies & Services	634,821	813,127	784,540	838,882
Internal Service Fees	55,559	54,107	61,494	66,796
Capital	—	—	—	—
Net Operating Expense	**$ 690,380**	**$ 868,022**	**$ 846,534**	**$ 906,178**
Total Expenditures	**$ 1,391,219**	**$ 1,578,754**	**$ 1,541,897**	**$ 1,835,207**
General Fund Subsidy	**998,835**	**1,219,248**	**1,193,897**	**1,482,071**

Accounting - General Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Other Revenue	$ 5,755	$ 6,177	$ 2,000	$ 2,000
Total Revenues	**$ 5,755**	**$ 6,177**	**$ 2,000**	**$ 2,000**
EXPENDITURES				
Expenditures				
Salary				
Regular	749,699	803,192	812,000	809,092
Overtime	761	17	2,000	2,000
Benefits				
Fringe Benefits	159,839	166,770	178,413	189,027
Retiree Medical	13,080	12,600	12,440	12,343
PERS	175,577	166,078	188,399	211,368
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 1,098,956**	**$ 1,148,656**	**$ 1,193,252**	**$ 1,223,829**
Maintenance & Utilities	403	—	500	500
Supplies & Services	152,980	143,035	188,050	188,050
Internal Service Fees	123,754	120,475	132,178	142,062
Net Operating Expense	**$ 277,136**	**$ 263,510**	**$ 320,728**	**$ 330,612**
Total Expenditures	**$ 1,376,092**	**$ 1,412,166**	**$ 1,513,980**	**$ 1,554,441**
General Fund Subsidy	**1,370,337**	**1,405,990**	**1,511,980**	**1,552,441**

Purchasing and Central Services - General Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Other Revenue	$ —	$ —	$ —	$ —
Total Revenues	**$ —**	**$ —**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	449,471	481,097	471,388	479,042
Overtime	110	14	—	—
Benefits				
Fringe Benefits	34,754	44,596	46,083	45,291
Retiree Medical	8,175	8,663	8,553	8,486
PERS	95,834	92,585	110,234	129,711
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 588,345**	**$ 626,955**	**$ 636,258**	**$ 662,530**
Maintenance & Utilities	435	40	1,250	1,250
Supplies & Services	66,602	7,271	(21,500)	(21,500)
Internal Service Fees	152,183	148,072	153,567	162,237
Net Operating Expense	**$ 219,220**	**$ 155,382**	**$ 133,317**	**$ 141,987**
Total Expenditures	**$ 807,565**	**$ 782,337**	**$ 769,575**	**$ 804,517**
General Fund Subsidy	**807,565**	**782,337**	**769,575**	**804,517**

Revenue - General Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Licenses & Permits	$ 3,801	$ 18,325	$ 18,540	$ 11,000
Fees & Charges for Service	11,154	8,361	12,000	20,096
Intergovernmental	396,327	417,425	372,300	379,746
Bus Tax Technology Fee	—	101,049	70,000	90,000
Fines & Forfeiture	123,023	129,960	132,600	300,000
Other Revenue	18,973	22,052	30,000	30,000
Total Revenues	**$ 553,278**	**$ 697,172**	**$ 635,440**	**$ 830,842**
EXPENDITURES				
Expenditures				
Salary				
Regular	451,952	482,782	496,544	501,625
Overtime	4,605	961	(14,000)	(14,000)
Benefits				
Fringe Benefits	94,674	98,437	103,416	99,825
Retiree Medical	9,728	9,371	9,252	9,180
PERS	101,609	96,707	117,933	135,847
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 662,569**	**$ 688,259**	**$ 713,145**	**$ 732,477**
Maintenance & Utilities	—	—	—	—
Supplies & Services	168,490	188,173	318,200	318,200
Internal Service Fees	122,668	72,981	82,813	89,914
Capital	—	—	—	—
Net Operating Expense	**$ 291,158**	**$ 261,154**	**$ 401,013**	**$ 408,114**
Total Expenditures	**$ 953,727**	**$ 949,413**	**$ 1,114,158**	**$ 1,140,591**
General Fund Subsidy	**400,449**	**252,241**	**478,718**	**309,749**

Utility Billing - Enterprise Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Deposits and Other Revenue	$ 2,431	$ 486	$ —	$ —
Total Revenues	**$ 2,431**	**$ 486**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	761,735	807,918	834,543	866,591
Overtime	5,933	258	6,000	6,000
Benefits				
Fringe Benefits	178,471	191,414	204,686	208,194
Retiree Medical	17,903	17,246	17,027	16,895
PERS	170,827	162,125	205,135	237,352
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 1,134,868**	**$ 1,178,961**	**$ 1,267,391**	**$ 1,335,032**
Maintenance & Utilities	515	1,085	2,058	2,058
Supplies & Services	170,121	179,107	365,094	365,094
Internal Service Fees	61,306	107,047	122,425	133,534
Net Operating Expense	**$ 231,942**	**$ 287,239**	**$ 489,577**	**$ 500,686**
Total Expenditures	**$ 1,366,811**	**$ 1,466,200**	**$ 1,756,968**	**$ 1,835,718**
Water Fund Subsidy	**1,364,379**	**1,465,714**	**1,756,968**	**1,835,718**

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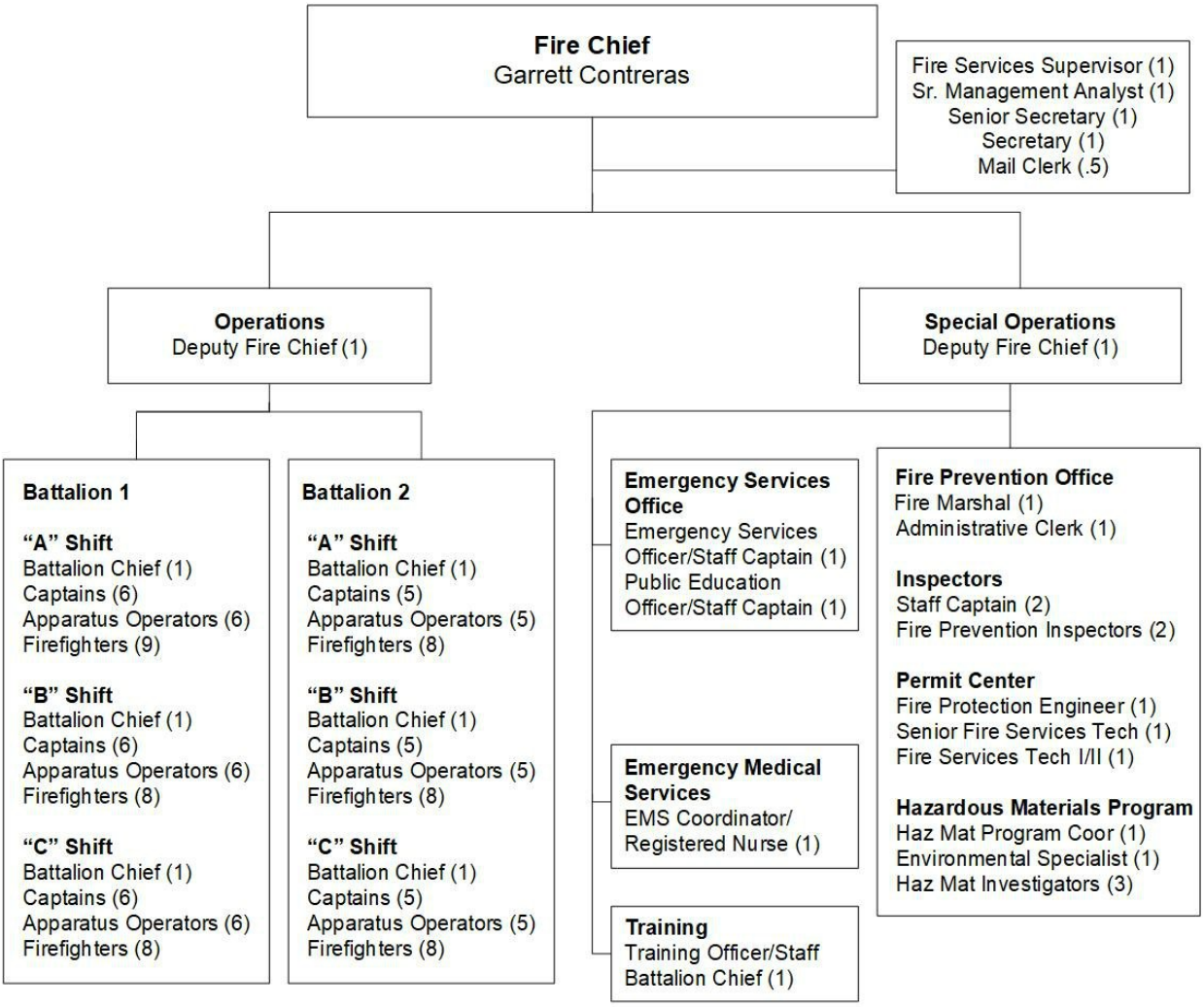
FY 2020 STAFFING
146.5 FTE

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 2019 KEY SERVICE GOALS AND METRICS

Division	#	FY 2019 Goals	FY 2019	Status
Administration	1	Create a timeline and interdepartmental staff team to work towards Center for Public Safety Excellence (CPSE) Accreditation.	Percent of milestones reached by deadline	CONTINUED EFFORT NEEDED 6-month delay, expected completion in 2021
	2	Track data and implement improvements to work towards Insurance Service Office (ISO) reclass.	Percent of milestones reached by deadline	ONGOING On track, expected reassessment in 2020
	3	Pursue partnership with the Chabot-Las Positas Community College District for the Fire Training Center.	Percent of milestones reached by deadline	ACHIEVED Milestones completed, including MOU executed
	4	Implement tenant improvements to the Firehouse Clinic.	Percent of milestones reached by deadline	ACHIEVED Milestones completed, including all security upgrades
Operations	5	Deliver emergency response to emergency calls for service within 5:50 minutes 90% of the time for first arriving.	Response times	ONGOING 91.7% of response times less than 5:50
	6	Ensure Advanced Life Support delivery by staffing a paramedic on every apparatus 24 hours a day.	Percent of hours with paramedic staffed per apparatus	ACHIEVED 100% of hours
	7	Conduct 144 hours of mandatory and elective training for each operations employee.	Hours of training per employee	ACHIEVED At least 114 hours of training per employee
	8	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	CONTINUED EFFORT NEEDED Slight delay, with expected demolition in 2019

Division	#	FY 2019 Goals	FY 2019	Status
Operations	9	Reduce overtime usage to maintain budget neutrality and regularly monitor progress.	Non-mutual aid overtime cost	ONGOING Estimated non-mutual aid OT is down 32% from FY18 and 43% from FY19
	10	Research and propose replacement for the station alerting system.	Percent of milestones reached by deadline	CONTINUED EFFORT NEEDED Research conducted, proposal pending
Special Operations	11	Implement assess and refer pilot for non-emergency calls.	Percent of incidents referred	ACHIEVED 34 referrals in first two months
	12	Conduct 100 hours of mandatory and elective training for each regulatory employee.	Hours of training per employee	ACHIEVED At least 100 hours of training per employee
	13	Conduct fire and hazardous material inspections to the requirements of the Office of the State Fire Marshal.	Percent of State requirements met	ACHIEVED 2,921, including 800 additional buildings in 2018
	14	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	ACHIEVED Industry standards met
	15	Develop a program to integrate Neighborhood Emergency Response Teams (NERT) and host at least two Community Emergency Response Team (CERT) sessions.	Percent of Hayward residents trained in CERT or NERT	ACHIEVED 166 residents in 2018
	16	Research and propose tech platform for fire building inspections.	Percent of milestones reached by deadline	CONTINUED EFFORT NEEDED Research conducted, proposal pending
	17	Increase the frequency of Personal Emergency Preparedness (PEP) classes.	Number of class attendees per year	CONTINUED EFFORT NEEDED Additional outreach is being conducted
	18	Roll out 3Di web-based weed abatement inspection program to streamline inspections	Number of staff hours spent each year	ACHIEVED Roll out complete, with the number of administration hours reduced by 60%

FY 2020 KEY SERVICE GOALS AND METRICS

Division	#	FY 2020 Goals	FY 2020 Measures
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
	2	Continue to work towards Insurance Service Office (ISO) reclass, with the expected reassessment date in 2020.	Percent of milestones reached by deadline
Operations	3	Deliver emergency response to emergency calls for service within 5:50 minutes 90% of the time	Response times
	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
	5	Reduce overtime usage to maintain budget neutrality and regularly monitor progress.	Non-mutual aid overtime cost
	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
	7	Continue to work towards replacement for the station alerting system.	Percent of milestones reached by deadline
Special Operations	8	Continue to implement assess and refer program for non-emergency calls.	Percent of incidents referred
	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
	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
	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
	12	Increase the number of community members who are signed up for emergency alerts	Percent of residents signed up
	13	Continue to work towards launching a tech platform for fire building inspections	Percent of milestones reached by deadline

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2020

1. The Fire Department seeks to add a new Emergency Services Division, with the following resource changes:
   - Delete 1.0 FTE Firefighter
   - Add 1.0 FTE Staff Captain (Emergency Services Officer)
   - Add 1.0 FTE Emergency Services Specialist position
   - $50,000 in supplies and services, primarily for City-wide training and drills.

2. The Fire Department seeks an increase to its Supplies and Services budget to account for additional City and County requirements:
   - $29,000 for the annual contract with an on-call doctor, as required by the County for First Responder Advanced Life Support (FRALS) agencies.
   - $16,000 for emergency medical supplies that are no longer supplied by the County's ambulance provider.
   - $8,000 for annual implicit-bias and diversity training for all Firefighters.

3. The Fire Department is reducing the following revenue sources:
   - The City is no longer receiving FRALS reimbursement from the County's ambulance provider, per the new ambulance contract executed in 2018 ($300,000).

Fire - General Fund Summary

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Licenses & Permits	$ 1,414,125	$ 1,370,356	$ 1,678,900	$ 1,621,413
Fees & Service Charges	1,498,835	1,332,646	1,368,432	1,395,801
Fairview FPD Reimbursement	2,847,984	2,955,884	2,904,267	2,991,395
EMS Reimbursement	385,592	523,537	306,000	—
Mutual Aid Reimbursement	438,184	1,741,685	734,400	749,088
Mt Eden Fire Services	—	—	—	—
Other Revenue	284	3,300	—	—
Total Revenues	**$ 6,585,004**	**$ 7,927,409**	**$ 6,991,999**	**$ 6,757,697**
EXPENDITURES				
Expenditures				
Salary				
Regular	18,875,279	19,069,004	21,013,988	21,407,016
Overtime	3,707,446	4,900,416	96,075	96,075
Targeted Savings	—	—	(923,000)	(249,210)
Benefits				
Other Benefits	4,672,591	4,537,945	4,950,569	5,077,116
Retiree Medical	808,973	816,625	835,791	853,076
PERS	6,593,657	7,009,749	8,359,913	9,963,777
Charges (to)/from other programs	(1,267)	(173,425)	—	—
Net Staffing Expense	**$ 34,656,680**	**$36,160,315**	**$34,333,336**	**$37,147,851**
Maintenance & Utilities	37,169	45,200	45,200	101,500
Supplies & Services	566,726	695,313	758,272	807,971
Internal Service Fees	3,649,923	3,109,351	3,323,189	4,303,602
Capital	—	—	—	—
Net Operating Expense	**$ 4,253,819**	**$ 3,849,863**	**$ 4,126,661**	**$ 5,213,073**
Total Expenditures	**$ 38,910,498**	**$40,010,179**	**$38,459,997**	**$42,360,924**
General Fund Subsidy	**32,325,495**	**32,082,770**	**31,467,998**	**35,603,227**

General Fund - Summary By Program

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Administration	$ —	$ —	$ —	$ —
Special Operations	2,913,244	2,706,302	3,047,332	3,017,214
Operations	3,671,760	5,221,106	3,944,667	3,740,483
Total Revenues	**$ 6,585,004**	**$ 7,927,409**	**$ 6,991,999**	**$ 6,757,697**
EXPENDITURES				
Expenditures				
Administration	986,296	957,264	1,018,091	1,044,091
Special Operations	3,592,885	3,496,946	3,971,110	4,424,012
Operations	34,331,318	35,555,969	33,470,796	36,892,822
Total Expenditures	**$38,910,498**	**$40,010,179**	**$38,459,997**	**$42,360,924**
General Fund Subsidy	**32,325,495**	**32,082,770**	**31,467,998**	**35,603,227**

Administration - General Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Other Revenue	$ —	$ —	$ —	$ —
Total Revenues	**$ —**	**$ —**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	585,783	574,277	618,129	628,634
Overtime	2,601	2,316	—	—
Targeted Savings	—	—	(30,760)	(26,256)
Benefits				
Other Benefits	110,290	125,010	128,714	132,961
Retiree Medical	165,128	158,193	187,320	215,717
PERS	—	—	—	—
Net Staffing Expense	**$ 887,268**	**$ 843,845**	**$ 915,905**	**$ 933,530**
Maintenance & Utilities	—	—	—	—
Supplies & Services	25,536	48,503	30,100	32,800
Internal Service Fees	73,492	64,915	72,086	77,761
Capital	—	—	—	—
Net Operating Expense	**$ 99,028**	**$ 113,419**	**$ 102,186**	**$ 110,561**
Total Expenditures	**$ 986,296**	**$ 957,264**	**$ 1,018,091**	**$ 1,044,091**
General Fund Subsidy	**986,296**	**957,264**	**1,018,091**	**1,044,091**

Special Operations General Fund

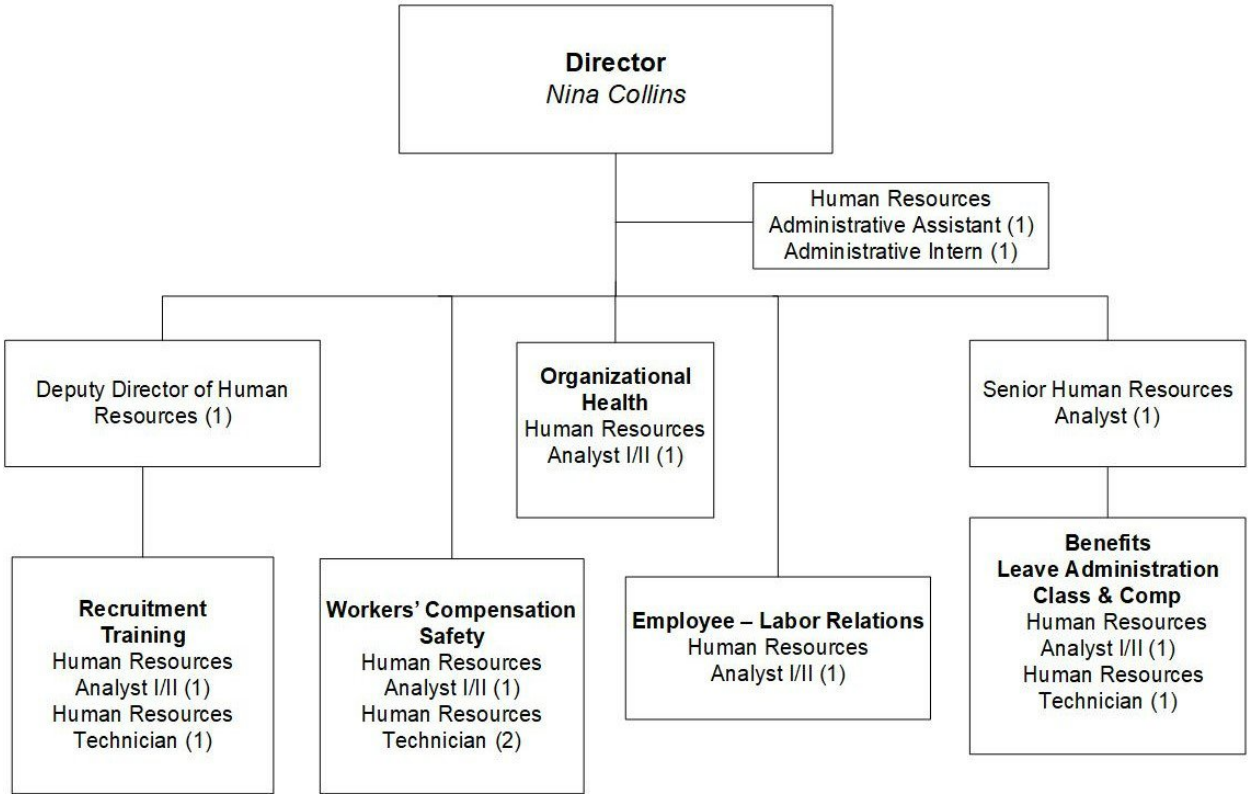
	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Licenses & Permits	$ 1,414,125	$ 1,370,356	$ 1,678,900	$ 1,621,413
Fees & Service Charges	1,498,835	1,332,646	1,368,432	1,395,801
Other Revenue	284	3,300	—	—
Total Revenues	**$ 2,913,244**	**$ 2,706,302**	**$ 3,047,332**	**$ 3,017,214**
EXPENDITURES				
Expenditures				
Salary				
Regular	1,883,364	1,986,328	2,185,665	2,307,822
Overtime	185,012	187,013	35,000	35,000
Benefits				
Other Benefits	494,963	500,185	561,929	601,562
Retiree Medical	57,004	59,281	61,711	59,035
PERS	616,856	661,496	725,375	891,261
Charges (to)/from other programs	(1,267)	(173,425)	—	—
Net Staffing Expense	**$ 3,235,932**	**$ 3,220,879**	**$ 3,569,680**	**$ 3,894,680**
Maintenance & Utilities	—	—	—	—
Supplies & Services	69,009	36,777	52,330	205,400
Internal Service Fees	287,943	239,290	349,100	323,932
Net Operating Expense	**$ 356,952**	**$ 276,067**	**$ 401,430**	**$ 529,332**
Total Expenditures	**$ 3,592,885**	**$ 3,496,946**	**$ 3,971,110**	**$ 4,424,012**
General Fund Subsidy	**679,641**	**790,644**	**923,778**	**1,406,798**

Operations - General Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Local Agency Reimbursement	$ 2,847,984	$ 2,955,884	$ 2,904,267	$ 2,991,395
EMS Reimbursement	385,592	523,537	306,000	—
Mutual Aid Reimbursement	438,184	1,741,685	734,400	749,088
Other Revenue	—	—	—	—
Total Revenues	**$ 3,671,760**	**$ 5,221,106**	**$ 3,944,667**	**$ 3,740,483**
EXPENDITURES				
Expenditures				
Salary				
Regular	16,406,133	16,508,399	18,210,194	18,470,560
Overtime	3,519,833	4,711,087	61,075	61,075
Targeted Savings	—	—	(892,241)	(222,954)
Benefits				
Other Benefits	4,052,047	3,936,577	4,255,199	4,372,576
Retiree Medical	743,794	749,469	766,305	781,585
PERS	5,811,673	6,190,060	7,447,218	8,856,799
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	$ 30,533,480	$ 32,095,591	$ 29,847,751	$ 32,319,642
Maintenance & Utilities	37,169	45,200	45,200	101,500
Supplies & Services	472,181	610,033	675,842	569,771
Internal Service Fees	3,288,488	2,805,146	2,902,003	3,901,909
Capital	—	—	—	—
Net Operating Expense	$ 3,797,838	$ 3,460,378	$ 3,623,045	$ 4,573,180
Total Expenditures	**$34,331,318**	**$35,555,969**	**$ 33,470,796**	**$36,892,822**
General Fund Subsidy	**30,659,558**	**30,334,863**	**29,526,129**	**33,152,339**

FY 2020 STAFFING
14.0 FTE

Human Resources Department



HUMAN RESOURCES DEPARTMENT

MISSION STATEMENT

The Human Resources Department strives to support City Council priorities and organizational business goals through continued partnerships with City of Hayward employees, bargaining units, and City leadership utilizing strategies designed to attract, develop, motivate, train, support and retain a diverse and efficient workforce within a transparent, flexible, safe, healthy, and productive service environment.

DEPARTMENT OVERVIEW

The Human Resources team serves the Hayward community's need for a diverse, well qualified, innovative, and high performing workforce through the development and implementation of strategies designed to maximize individual and organizational potential and promote a safe, healthy, and productive work environment. The Department serves as a strategic business partner to its internal and external customers and provides leadership, expertise, support, and guidance in the areas of Benefits Administration, Employee and Labor Relations, Workplace Safety, Workers Compensation, Employee Development and Training, Recruitment and Selection, and Classification and Compensation. The team prides itself on its honesty, flexibility, commitment to values and providing excellent customer service.

DIVISION/PROGRAM SUMMARIES

Benefits Administration

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

Employee and Labor Relations

The Human Resources Department develops and maintains solid working relationships between the City's leadership, supervisors and managers, bargaining units, and employees. The Director serves as the Chief Negotiator for the City with all employee groups. In addition, the Human Resources team, in coordination with the Finance Department, provides essential and on-going support to the City Manager during contract negotiations including costing of contracts, development of contract language, high level analytical support, and process coordination. The Department is also responsible for performance management oversight, consultant support for matters related to employee discipline, and management support for matters related to the grievance process.

Workers Compensation and Leave Administration

This Section provides oversight of the City's Worker's Compensation and Leave Programs, which includes supporting and coordinating employee benefits, ensuring the City is in compliance with State and Federal law, facilitating training, ensuring injured employees receive timely and quality access to medical care, returning recovered employees to productive work in a sensitive, timely and productive manner, and providing efficient and high-quality service to employees.

Workplace Safety

This Section involves oversight and development of the City's Health and Wellness Program and the Injury and Illness Prevention and Protection Program and provides support and coordination with the various City Departments to develop and implement workplace safety initiatives.

Employee Development and Training

This Section provides organizational support related to identifying training needs and providing organization development opportunities. HR staff provides oversight and tracking of compliance training, coordinates and facilitates City-sponsored training events and administers the Educational Reimbursement Program, and succession planning efforts.

Recruitment and Selection

Through this Section, HR is responsible for assuring that a high-quality, technically competent pool of candidates is available to all hiring entities in the City in a timely and professional manner. The Section maintains a comprehensive program designed to provide support for internal and external recruitment efforts. It includes administration of online recruitment tools related to applicant tracking, test selection procedures, background checks, oversight and negotiation of job offers, new hire orientation, and an outreach program designed to attract and retain a diverse group of highly talented employees.

Classification and Compensation

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

Organizational Health

This Section researches, develops, recommends and implements strategies that promote overall organizational heath. This includes work-life balance, employee heath and wellness, employee engagement, racial and gender equity, cultural awareness and diversity in employment policies and practices.

FY 2019 KEY SERVICE GOALS AND METRICS

Division	#	FY 2019 Goals	Status
Employee and Labor Relations	1	Update and revise the Personnel Rules. Informational report to update City Council on the FY 2018 and FY 2019 Personnel Commission Goals and Objectives.	IN PROGRESS Update to Council scheduled for April 30, 2018. Personnel Rules have been reviewed by the Commission and will be brought to the Unions for meet and confer.
	2	Facilitate cross departmental employee-management retreat.	IN PROGRESS
Training and Development	3	Complete Citywide Training Needs Assessment.	IN PROGRESS
Health and Wellness/Safety	4	In partnership with Public Works implement the recommendations of the 2017 Safety Gap Analysis.	IN PROGRESS
	5	Update the City's Illness, Injury Prevention Program.	IN PROGRESS
Recruitment and Selection	6	Complete a diversity analysis of current citywide staffing.	ACHIEVED Will be presented to Council on April 30.

FY 2019 ADDITIONAL ACCOMPLISHMENTS

1. Successfully negotiated terms to resolve outstanding PERB dispute with SEIU
2. Facilitated new employee check in meetings and implemented recommendations from previous discussions
3. Facilitated Public Service Employee Recognition Week and Service Awards

FY 2020 KEY SERVICE GOALS AND METRICS

Division	#	FY 2020 Goals	FY 2020 Measures
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.
	2	Update Unrepresented Salary and Benefits Resolution.	Resolution is updated to include recent changes in policy and practice.
	3	Personnel Rule Update.	Meet and confer with bargaining unit. Revised Document to Council by June 2020.
Organizational Health	4	2019 Employee Engagement Survey.	Launch survey in Fall 2019 Partner with CM and Executive Team to communicate results and develop action plan for addressing feedback.
	5	Develop and implement action items from FY 2019 diversity statistics discussion.	Action items incorporated in work plan and steps to implement initiated.
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.
Classification and Compensation	7	Complete negotiated Salary Surveys for bargaining units and Unrepresented employees	Surveys completed and implemented by agreed upon timeline.
	8	Merit Based Compensation for Executive Employees	Recommend a merit based compensation structure for executive employees by June 2020

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2020

1. Add 1.0 FTE Human Resources Analyst
   - The Human Resources Department is requesting the addition of a Human Resources Analyst. This position will support essential programs and projects including the employee engagement survey, workers compensation program assessment, study and recommendation of parental leave benefits, and implementation of the Safety Gap analysis recommendations.

All Funds Summary - By Category

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue and Transfers In from Other Funds				
General Fund Revenue	$ 29	$ —	$ 30,600	$ 31,212
Worker's Compensation Fund	7,514,691	7,492,857	7,997,229	7,597,229
Employee Benefits Fund	3,227,731	4,165,475	5,409,784	6,067,691
	$ 10,742,450	**$ 11,658,332**	**$ 13,437,613**	**$ 13,696,132**
(Contributions)/Use of Fund Balance				
Worker's Compensation	(1,656,990)	(2,878,498)	(949,609)	(962,861)
Employee Benefits	(298,806)	(111,558)	(2,000,000)	—
	$ (1,955,795)	**$ (2,990,056)**	**$ (2,949,609)**	**$ (962,861)**
Fund Subsidy				
General Fund Subsidy	1,711,749	1,791,180	2,079,633	2,116,096
Total Revenues	**$ 10,498,404**	**$ 10,459,456**	**$ 12,567,637**	**$ 14,849,367**
EXPENDITURES				
Expenditures By Expense Category				
Salary				
Regular	1,165,675	1,346,546	1,410,673	1,510,173
Overtime	145	2,353	—	—
Benefits				
Fringe Benefits	174,190	205,281	377,872	354,184
Retiree Medical	17,985	17,325	18,663	20,058
PERS	266,567	269,281	294,862	364,540
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 1,624,561**	**$ 1,840,786**	**$ 2,087,594**	**$ 2,248,955**
Worker's Compensation Expense	3,304,268	3,411,038	5,121,723	5,121,723
Retiree Medical Benefits	2,928,925	4,053,917	3,409,784	6,067,691
Maintenance & Utilities	912	912	1,000	1,000
Supplies & Services	2,407,143	925,332	1,690,638	1,130,638
Internal Service Fees	222,493	217,346	244,795	265,441
Capital	—	—	—	—
Net Operating Expense	**$ 8,863,741**	**$ 8,608,546**	**$ 10,467,940**	**$ 12,586,493**
Transfers Out To Other Funds	10,101	10,124	12,103	13,919
Total Expenditures	**$ 10,498,404**	**$ 10,459,456**	**$ 12,567,637**	**$ 14,849,367**
Net Change	—	—	—	—

All Funds Summary - By Program

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue and Transfers In from Other Funds				
General Fund	$ 29	$ —	$ 30,600	$ 31,212
Worker's Compensation Fund	7,514,691	7,492,857	7,997,229	7,597,229
Employee Benefits Fund	3,227,731	4,165,475	5,409,784	6,067,691
	$ 10,742,450	**$ 11,658,332**	**$ 13,437,613**	**$ 13,696,132**
(Contributions)/Use of Fund Balance				
Worker's Compensation	(1,656,990)	(2,878,498)	(949,609)	(962,861)
Employee Benefits	(298,806)	(111,558)	(2,000,000)	—
	$ (1,955,795)	**$ (2,990,056)**	**$ (2,949,609)**	**$ (962,861)**
Fund Subsidy				
General Fund Subsidy	1,711,749	1,791,180	2,079,633	2,116,096
Total Revenues	**$ 10,498,404**	**$ 10,459,456**	**$ 12,567,637**	**$ 14,849,368**
EXPENDITURES				
Expenditures and Transfer Out to Other Funds By Program				
HR - General Fund	1,711,778	1,791,180	2,110,233	2,147,308
Worker's Compensation	5,857,701	4,614,359	7,047,620	6,634,368
Employee Benefits	2,928,925	4,053,917	3,409,784	6,067,691
Total Expenditures	**$ 10,498,404**	**$ 10,459,456**	**$ 12,567,637**	**$ 14,849,367**
Net Change				

Human Resources - General Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Medicare Part D Subsidy	$ 29	$ —	$ 30,600	$ 31,212
Total Revenues	**$ 29**	**$ —**	**$ 30,600**	**$ 31,212**
EXPENDITURES				
Expenditures				
Salary				
Regular	791,347	887,332	918,182	971,634
Overtime	145	1,676	—	—
Benefits				
Fringe Benefits	126,561	138,762	294,533	284,132
Retiree Medical	12,753	11,891	13,295	13,192
PERS	183,291	175,481	189,179	231,140
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 1,114,096**	**$ 1,215,143**	**$ 1,400,713**	**$ 1,500,099**
Maintenance & Utilities	912	912	1,000	1,000
Supplies & Services	411,150	394,361	503,138	423,138
Internal Service Fees	185,619	180,764	205,382	223,071
Capital Outlay	—	—	—	—
Net Operating Expense	**$ 597,681**	**$ 576,037**	**$ 709,520**	**$ 647,209**
Total Expenditures	**$ 1,711,778**	**$ 1,791,180**	**$ 2,110,233**	**$ 2,147,308**
General Fund Subsidy	**1,711,749**	**1,791,180**	**2,079,633**	**2,116,096**

Worker's Compensation - Internal Service Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Beginning Working Capital Balance	**$(4,070,651)**	**$(2,413,661)**	**$ 464,837**	**$ 1,414,446**
REVENUES				
Revenue				
Worker's Compensation Premium	7,514,691	7,492,857	7,597,229	7,597,229
	$ 7,514,691	**$ 7,492,857**	**$ 7,597,229**	**$ 7,597,229**
Fund Transfers In from				
General Fund / Enterprise Funds	—	—	400,000	—
Total Transfers In	**$ —**	**$ —**	**$ 400,000**	**$ —**
Total Revenues	**$ 7,514,691**	**$ 7,492,857**	**$ 7,997,229**	**$ 7,597,229**
EXPENDITURES				
Fund Expenditures				
Salary				
Regular	374,327	459,214	492,491	538,538
Overtime	—	677	—	—
Benefits				
Fringe Benefits	47,629	66,520	83,339	70,052
Retiree Medical	5,232	5,434	5,368	6,866
PERS	83,276	93,800	105,683	133,400
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 510,465**	**$ 625,643**	**$ 686,881**	**$ 748,856**
Worker's Compensation Expense	3,304,268	3,411,038	5,121,723	5,121,723
Maintenance & Utilities	—	—	—	—
Supplies & Services	1,995,993	530,971	1,187,500	707,500
Internal Service Fees	36,874	36,582	39,413	42,370
Net Operating Expense	**$ 5,337,135**	**$ 3,978,591**	**$ 6,348,636**	**$ 5,871,593**
Fund Transfers Out to				
General Fund - Cost Allocation	—	—	—	—
Liability Insurance Premium	10,101	10,124	12,103	13,919
Total Transfers Out	**$ 10,101**	**$ 10,124**	**$ 12,103**	**$ 13,919**
Total Expenditures	**$ 5,857,701**	**$ 4,614,359**	**$ 7,047,620**	**$ 6,634,368**
Net Change	**1,656,990**	**2,878,498**	**949,609**	**962,861**
Ending Working Capital Balance*	**(2,413,661)**	**464,837**	**1,414,446**	**2,377,307**

**Unfunded actuarial liability is included in balance*

Employee Benefits - Internal Service Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Beginning Working Capital Balance	**$ 2,429,189**	**$ 2,727,995**	**$ 2,839,552**	**$ 4,839,552**
REVENUES				
Revenue				
Interest	28,830	23,802	—	—
Other Revenue	150	—	—	—
Retiree Medical Premium	3,227,581	3,165,475	3,409,784	3,494,691
	$ 3,227,731	**$ 3,165,475**	**$ 3,409,784**	**$ 3,494,691**
Fund Transfers In				
Transfer from General Fund	—	1,000,000	2,000,000	2,573,000
Total Revenues	**$ 3,227,731**	**$ 4,165,475**	**$ 5,409,784**	**$ 6,067,691**
EXPENDITURES				
Expenditures				
Police	1,487,759	1,932,937	1,718,665	1,794,446
Fire	729,855	1,118,376	879,819	829,546
Misc	711,311	1,002,604	811,300	870,699
Unfunded Liability Expense	—	—	—	2,573,000
Retiree Medical Expense	**$ 2,928,925**	**$ 4,053,917**	**$ 3,409,784**	**$ 6,067,691**
Total Expenditures	**$ 2,928,925**	**$ 4,053,917**	**$ 3,409,784**	**$ 6,067,691**
Net Change	**298,806**	**111,558**	**2,000,000**	**—**
Ending Working Capital Balance	**2,727,995**	**2,839,552**	**4,839,552**	**4,839,552**

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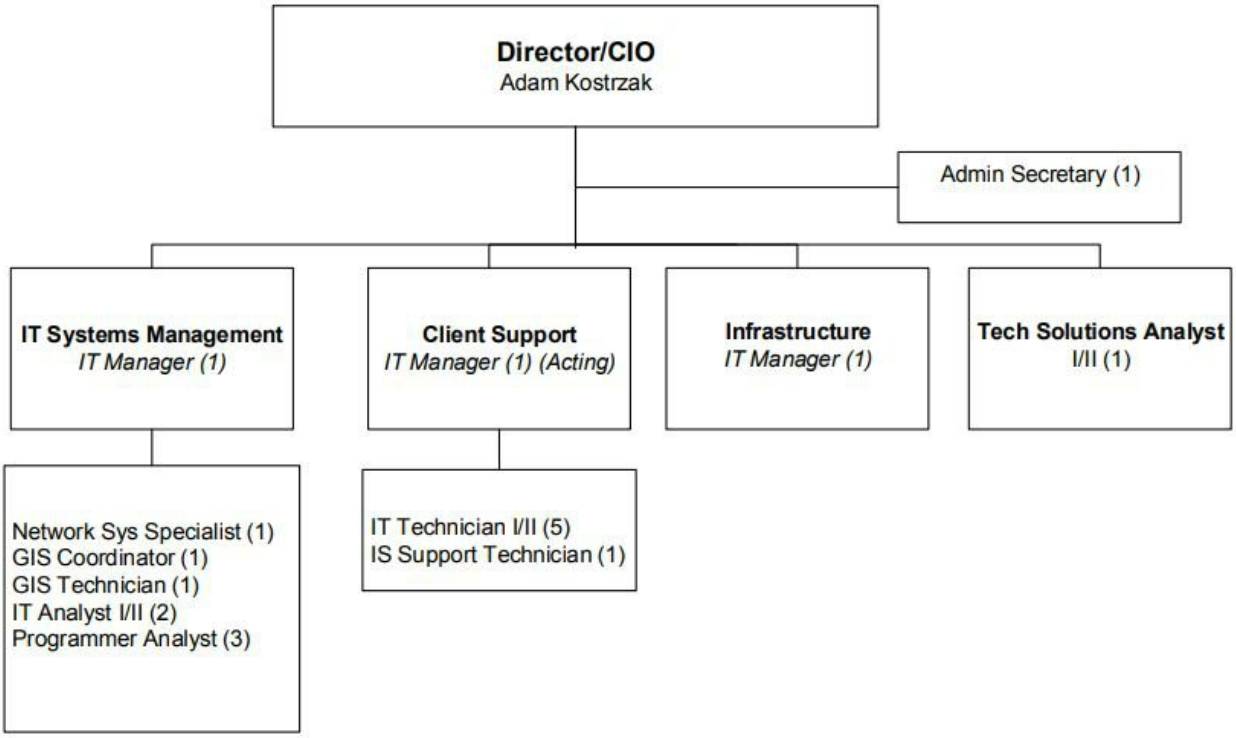
FY 2020 STAFFING
20.0 FTE

Information Technology Department



INFORMATION TECHNOLOGY DEPARTMENT

MISSION STATEMENT

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

The Department's mission is: c*onnecting 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.

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 2019 KEY SERVICE GOALS AND METRICS

Division	#	FY 2019 Goals	FY 2019 Measures	Status
Client Support	1	Upgrade ruggedized MDCs for Police Department vehicles.	% Complete	COMPLETE the intent was to replace the end of life modems in police department.
	2	Replace 50 traditional desktop computers with mobile solutions.	# Completed	IN PROGRESS 10 Completed
	3	Deploy TechTeam ticket creation feature to internal City staff to empower user base and improve communication regarding ticket status.	% Complete	IN PROGRESS internally released the ticketing system.
	4	Publish 25 TechTeam knowledge base articles so that users may find answers to top tech team related issues.	# Completed	IN PROGRESS 15 Complete
	5	Conduct interdepartmental cross training to include Library systems.	% Complete	COMPLETE
Systems Management	6	Upgrade Computer Aided Dispatch (CAD) to current vendor platform.	% Complete	IN PROGRESS Build Team deployed; Go-Live scheduled by close of FY19
	7	Create a GIS roadmap to prepare for and identify opportunities to improve applications and services.	% Complete	IN PROGRESS 50% Complete Internal inventory ongoing; document framework complete
	8	Update Munis to version 11.3 to enhance the current solution set and leverage new product features and tools.	% Complete	COMPLETE
Infrastructure	9	Develop Office 365 Current State report to target opportunities to increase efficiency and productivity.	% Complete	COMPLETE
	10	Execute 5-year server upgrade cycle.	Replace 20% of servers	COMPLETE
	11	Analyze and assess existing application workloads for cost or performance improvements. Build Cloud Adoption Roadmap with findings.	% Complete	IN PROGRESS 50% Analysis and assessment complete.

FY 2020 KEY SERVICE GOALS AND METRICS

Division	#	FY 2020 Goals	FY 2020
Client Support	1	Continue with the 5-year replacement cycle of desktop computers replacing like for like with a mobile solution.	# Complete
	2	Upgrade Council Chambers to install additional tablet computers to far dais.	% Complete
	3	Review, test and identify next generation of mobile data computers for public safety vehicles.	# 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
	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
	6	Evaluate digital document management applications and tools to aide in City-wide document storage and sharing.	% Complete
Infrastructure	7	Increase Internet bandwidth through ACOE and upgrade networking equipment to support 1 GBPS.	% Complete
	8	Migrate voicemail and auto attendants off of Microsoft Unified Messaging to Cisco Unity.	% Complete
	9	Upgrade backup solution.	% Complete

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2020

1. Increase of $450k in licensing, software and application costs.

Information Technology - Internal Service Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Information Technology Internal Srv Fee	$ 6,538,462	$ 6,417,138	$ 7,708,214	$ 8,540,703
Fund Interest	19,545	8,818	6,000	6,000
PEG Revenue	301,773	289,536	220,000	220,000
Other Revenue	20,700	20,700	32,000	32,000
Total Revenue	**$ 6,880,480**	**$ 6,736,192**	**$ 7,966,214**	**$ 8,798,703**
Fund Transfers In from				
General Fund	—	—	—	—
Total Transfers In	$ —	$ —	$ —	$ —
Total Revenues	**$ 6,880,480**	**$ 6,736,192**	**$ 7,966,214**	**$ 8,798,703**
EXPENDITURES				
Expenditures				
Salary				
Regular	2,025,831	1,970,113	2,448,015	2,438,513
Overtime	110,423	111,512	90,000	90,000
Benefits				
Fringe Benefits	375,577	328,338	527,132	551,570
Retiree Medical	34,335	28,350	34,210	35,487
PERS	464,197	413,865	534,001	597,036
Charges (to)/from other programs	(273,613)	(877,646)	—	—
Net Salary & Benefits	**$ 2,736,750**	**$ 1,974,533**	**$ 3,633,358**	**$ 3,712,606**
Maintenance & Utilities	2,116,651	2,179,153	1,756,826	2,216,326
Supplies & Services	436,108	405,698	1,140,229	1,140,229
Internal Service Fees	144,371	130,798	132,044	136,958
Debt Service CAD/RMS/ERP/Cisco	159,891	—	—	—
Capital	—	—	—	—
Net Operating Expense	**$ 2,857,021**	**$ 2,715,649**	**$ 3,029,099**	**$ 3,493,513**
Transfers Out to				
General Fund - Cost Allocation	—	—	—	—
Information Tech Capital Fund	614,719	622,104	630,000	756,000
Liability Insurance Premium	78,996	79,052	87,165	87,867
Net Transfers Out	**$ 693,715**	**$ 701,156**	**$ 717,165**	**$ 843,867**
Total Expenditures	**$ 6,287,486**	**$ 5,391,338**	**$ 7,379,622**	**$ 8,049,986**

Information Technology - Internal Service Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Net Change	**592,995**	**1,344,854**	**586,592**	**748,717**
Other Dept Operating Costs (City Manager's Department)	**(350,786)**	**(185,780)**	**(331,969)**	**(340,571)**
Net IT Department Expenditures	**$ 5,936,700**	**$ 5,205,558**	**$ 7,047,653**	**$ 7,709,415**

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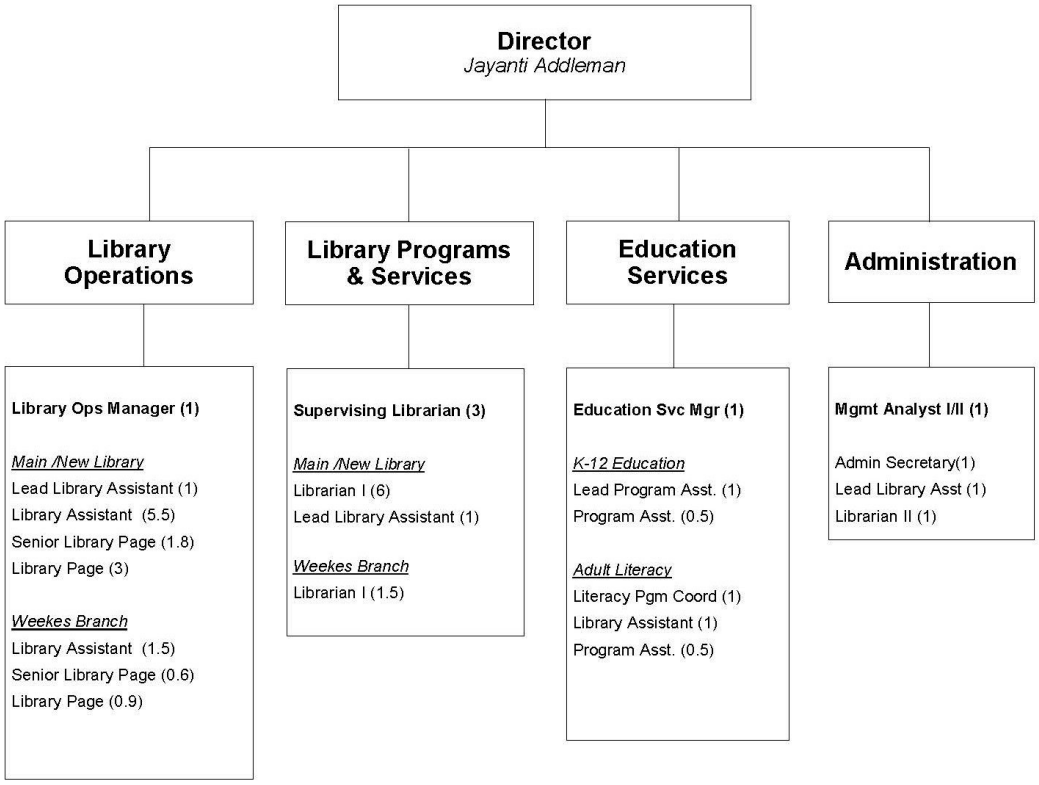
FY 2020 STAFFING
36.8 FTE

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 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 2019 KEY SERVICE GOALS AND METRICS

Division	#	FY 2019 Goals	FY 2019 Measures	Status
Library	1	Complete final phase of the 21st Century Library; open the new library/ learning center facility for public use; implement strategic operating plan for the new facility; achieve and sustain LEED Platinum and Net Zero Energy environmental performance certifications.	Complete during FY 2019	CONSTRUCTION DELAY - 21st Century Library opening delayed. Complete during FY 2020
	2	Continue staff development and succession planning efforts through focusing on training and development of all staff to prepare for more substantive projects and leadership roles; leverage and maximize the community benefit of the new library/learning center and plaza; adapt to evolving funding priorities and processes at the federal, state, and local levels; and achieve multi-agency coordination to effectively address major regional issues like homelessness and housing affordability.	Complete during FY 2019	CONSTRUCTION DELAY - New library/learning center and plaza opening delayed; Department Changes: Community Services function moved to CMO
	3	Lead and coordinate the City organization's role in the multi-agency effort to develop, finance, build, and sustainably operate a new South Hayward Family Center facility to replace the outdated City-owned Eden Youth and Family Center facility. Coordinate closely with relevant stakeholders including the City Manager's Office, counterparts in Alameda County and H.A.R.D., facility operator, community-based organizations, and community members to achieve a successful and sustainable outcome for the South Hayward community, consistent with Council's core values and goals for thriving, complete communities.	Complete during FY 2019	ONGOING - project in part of the Community Services Division which moved to the City Manager's Office in FY 2019.
	4	Meet or exceed department service delivery outcomes 100% of the time.	100% of the time	ONGOING - No access to service data at this time. Developing service tracking for Library Services.
	5	Secure external funding and volunteer resources of a total value at least 15% of total department General Fund budget.	15%	ONGOING - Waiting for final grant amounts
	6	Receive feedback from the community that reflects above average customer satisfaction with department services 90% of the time.	90% of the time	ONGOING - No access to service data at this time. Developing service tracking for Library Services.

FY 2020 KEY SERVICE OBJECTIVES AND METRICS

Division	#	FY 2020 Goals	FY 2020 Measures
Library	1	Create and implement strategic plan for Library Services and the new 21Century Library facility operations.	Complete during 2020
	2	Achieve LEED Platinum and Net Zero Energy environmental performance certifications for the new 21st Century Library.	Complete during 2020
	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
	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
	5	Establish baseline customer satisfaction rating based on community survey feedback.	Complete during 2020
	6	Secure external funding and volunteer resources totaling at least 6% of department's total General Fund budget.	6% of Budget

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2020

1. Add 1.0 FTE Librarian II (Technology Librarian)
2. Participation in local area consortium (BALIS/PLP) and professional organizations (ALA, CLA, CALIFA) (increase of $7,000 to current dues & subscriptions budget)
3. Funding to complete strategic plan ($50,000)
4. Funding for revamp of library webpage ($15,000)

All Funds Summary - By Category

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue and Transfers In From Other Funds				
General Fund Revenue	$ 57,764	$ 51,342	$ 84,896	$ 86,594
Community Development Block Grant	1,247,728	1,187,816	—	—
Housing Authority Fund	706,456	544,543	—	—
Affordable Housing Monitoring Fund	223,557	135,947	—	—
HOME Investment Prtnrshp Block Grant Prog	345,913	154,163	—	—
Paratransit Program Measure B	900,093	967,760	—	—
Paratransit Program Measure BB	788,756	850,839	—	—
	$4,270,267	**$3,892,410**	**$ 84,896**	**$ 86,594**
(Contribution)/Use of Fund Balance				
Community Development Block Grant	222,926	166,204	—	—
Housing Authority Fund	(460,103)	(431,911)	—	—
Affordable Housing Monitoring Fund	(46,483)	207,392	—	—
HOME Investment Prtnrshp Block Grant Prog	(15,064)	59,089	—	—
Paratransit Program Measure B	(86,214)	(231,280)	—	—
Paratransit Program Measure BB	(587,047)	(681,069)	—	—
	$ (971,986)	**$ (911,574)**	**$ —**	**$ —**
Fund Subsidy				
General Fund Subsidy	5,541,479	5,788,991	5,670,867	6,062,910
Total Revenues	**$8,839,760**	**$8,769,827**	**$ 5,755,763**	**$6,149,504**
EXPENDITURES				
Expenditures				
Salary				
Regular	3,886,486	3,996,015	2,686,271	2,590,134
Overtime	5,602	1,955	—	—
Targeted Savings	—	—	(38,600)	(32,733)
Benefits				
Fringe Benefits	546,450	544,975	504,172	634,279
Retiree Medical	61,212	70,463	52,560	55,236
PERS	750,267	735,784	601,868	661,360
Charges (to)/from other programs	271,913	—	(92,489)	(92,489)
Net Staffing Expense	**$5,521,930**	**$5,349,193**	**$ 3,713,782**	**$3,815,787**
Maintenance & Utilities	70,103	42,499	138,800	138,800
Supplies & Services	1,605,846	1,380,655	541,499	681,722
Grants	1,549,407	1,616,200	—	—

All Funds Summary - By Category

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Internal Service Fees	845,422	960,646	1,361,682	1,513,195
Capital	—	—	—	—
Net Operating Expense	**$4,070,778**	**$4,000,000**	**$ 2,041,981**	**$2,333,717**
Transfers to Other Funds	95,684	73,563	—	—
Total Expenditures	**$9,688,392**	**$9,422,755**	**$ 5,755,763**	**$6,149,504**
Net Change	**(848,631)**	**(652,929)**	**—**	**—**

All Funds Summary - By Program

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue and Transfers in from Other Funds				
General Fund Revenue	$ 57,764	$ 51,342	$ 84,896	$ 86,594
Community Development Block Grant	1,247,728	1,187,816	—	—
Housing Authority Fund	706,456	544,543	—	—
Affordable Housing Monitoring Fund	223,557	135,947	—	—
HOME Investment Prtnrshp Block Grant Prog	345,913	154,163	—	—
Paratransit Program Measure B	900,093	967,760	—	—
Paratransit Program Measure BB	788,756	850,839	—	—
	$ 4,270,267	**$ 3,892,410**	**$ 84,896**	**$ 86,594**
(Contribution)/Use of Fund Balance				
Community Development Block Grant	(27,460)	166,203	—	—
Housing Authority Fund	(460,103)	(431,911)	—	—
Affordable Housing Monitoring Fund	(46,483)	207,392	—	—
HOME Investment Prtnrshp Block Grant Prog	(15,064)	59,089	—	—
Paratransit Program Measure B	(86,214)	(231,280)	—	—
Paratransit Program Measure BB	(587,047)	(681,069)	—	—
	$(1,222,372)	**$ (911,575)**	**$ —**	**$ —**
Fund Subsidy				
General Fund Subsidy	5,541,479	5,788,991	5,670,867	6,062,910
Total Revenues	**$ 8,589,374**	**$ 8,769,826**	**$ 5,755,763**	**$ 6,149,504**
EXPENDITURES				
Expenditures and Transfers Out to Other Funds				
Administration	938,654	727,030	764,604	831,928
Library Services	3,827,929	3,477,910	4,441,913	4,702,312
Community Services	722,776	686,240	—	—
Education Services	2,462	838,667	549,246	615,264
Community Development Block Grant	1,220,267	1,354,020	—	—
Housing Authority Fund	246,353	112,632	—	—
Affordable Housing Monitoring Fund	177,074	343,339	—	—
HOME Investment Prtnrshp Block Grant Prog	330,849	213,252	—	—
Paratransit Program Measure B	813,880	736,480	—	—
Paratransit Program Measure BB	201,709	169,770	—	—
Total Expenditures	**$ 8,481,953**	**$ 8,659,341**	**$ 5,755,763**	**$ 6,149,504**
Net Change	**107,422**	**110,485**	**—**	**—**

Library - General Fund Summary

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Library Fines	$ 57,764	$ 51,342	$ 84,896	$ 86,594
Grants	—	—	—	—
Other Revenue	—	—	—	—
Total Revenues	**$ 57,764**	**$ 51,342**	**$ 84,896**	**$ 86,594**
EXPENDITURES				
Expenditures				
Salary				
Regular	2,553,800	2,722,590	2,686,271	2,590,134
Overtime	5,602	1,955	—	—
Targeted Savings	—	—	(38,600)	(32,733)
Benefits				
Fringe Benefits	487,219	496,382	504,172	634,279
Retiree Medical	51,503	56,701	52,560	55,236
PERS	642,846	633,173	601,868	661,360
Charges (to)/from other programs	—	—	(92,489)	(92,489)
Net Staffing Expense	**$3,740,971**	**$3,910,801**	**$ 3,713,782**	**$3,815,787**
Maintenance & Utilities	69,306	42,011	138,800	138,800
Supplies & Services	459,933	475,701	541,499	681,722
Grants	540,557	526,955	—	—
Internal Service Fees	788,476	884,864	1,361,682	1,513,195
Capital				
Net Operating Expense	**$1,858,272**	**$1,929,531**	**$ 2,041,981**	**$2,333,717**
Total Expenditures	**$5,599,243**	**$5,840,333**	**$ 5,755,763**	**$6,149,504**
General Fund Subsidy	**5,541,479**	**5,788,991**	**5,670,867**	**6,062,910**

Administration - General Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Grants	$ —	$ —	$ —	$ —
Total Revenues	**$ —**	**$ —**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	524,176	441,662	471,857	443,936
Overtime	851	—	—	—
Benefits				
Fringe Benefits	132,397	95,728	97,705	122,309
Retiree Medical	10,628	7,088	6,220	6,172
PERS	123,089	83,163	104,000	111,728
Charges (to)/from other programs	—	—	(92,489)	(92,489)
Net Staffing Expense	**$ 791,141**	**$ 627,641**	**$ 587,293**	**$ 591,656**
Maintenance & Utilities	1,403	1,500	1,500	1,500
Supplies & Services	66,100	49,112	101,083	180,633
Internal Service Fees	80,010	48,777	74,728	58,139
Net Operating Expense	**$ 147,513**	**$ 99,389**	**$ 177,311**	**$ 240,272**
Total Expenditures	**$ 938,654**	**$ 727,030**	**$ 764,604**	**$ 831,928**
General Fund Subsidy	**938,654**	**727,030**	**764,604**	**831,928**

Library Services - General Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Library Fines	$ 57,764	$ 51,342	$ 84,896	$ 86,594
Grants	—	—	—	—
Other Revenue	—	—	—	—
Total Revenues	**$ 57,764**	**$ 51,342**	**$ 84,896**	**$ 86,594**
EXPENDITURES				
Expenditures				
Salary				
Regular	1,884,649	1,885,871	1,852,265	1,798,433
Overtime	4,628	4,751	—	—
Targeted Savings	—	—	—	(32,733)
Benefits				
Fringe Benefits	336,636	327,102	324,464	401,132
Retiree Medical	37,605	34,650	42,452	41,350
PERS	411,410	365,050	412,580	457,614
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$2,675,052**	**$2,614,628**	**$ 2,631,761**	**$2,665,796**
Maintenance & Utilities	67,903	40,511	137,300	137,300
Supplies & Services	129,477	138,184	132,416	183,849
Books & Materials	264,356	288,405	308,000	317,240
Internal Service Fees	691,142	396,182	1,232,436	1,398,127
Net Operating Expense	**$1,152,878**	**$ 863,282**	**$ 1,810,152**	**$2,036,516**
Total Expenditures	**$3,827,929**	**$3,477,910**	**$ 4,441,913**	**$4,702,312**
General Fund Subsidy	**3,770,165**	**3,426,568**	**4,357,017**	**4,615,718**

Education Services - General Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
None	$ —	$ —	$ —	$ —
Total Revenues	**$ —**	**$ —**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	1,910	297,318	362,149	347,765
Overtime			—	—
Targeted Savings	—	—	(38,600)	—
Benefits				
Fringe Benefits	459	52,818	82,003	110,838
Retiree Medical	—	3,938	3,888	7,714
PERS	92	61,715	85,288	92,018
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 2,462**	**$ 415,789**	**$ 494,728**	**$ 558,335**
Maintenance & Utilities	—	—	—	—
Supplies & Services	—	—	—	—
Internal Service Fees	—	422,878	54,518	56,929
Net Operating Expense	**$ —**	**$ 422,878**	**$ 54,518**	**$ 56,929**
Total Expenditures	**$ 2,462**	**$ 838,667**	**$ 549,246**	**$ 615,264**
General Fund Subsidy	**2,462**	**838,667**	**549,246**	**615,264**

Community Services - General Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
None	$ —	$ —	$ —	$ —
Total Revenues	**$ —**	**$ —**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	143,064	97,740	—	—
Overtime	—	—	—	—
Benefits				
Fringe Benefits	17,727	20,734	—	—
Retiree Medical	3,270	3,150	—	—
PERS	834	20,634	—	—
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 164,895**	**$ 142,258**	**$ —**	**$ —**
Maintenance & Utilities	—	—	—	—
Supplies & Services	—	—	—	—
Internal Service Fees	17,324	17,027	—	—
Grants	540,557	526,955	—	—
Net Operating Expense	**$ 557,881**	**$ 543,982**	**$ —**	**$ —**
Total Expenditures	**$ 722,776**	**$ 686,240**	**$ —**	**$ —**
General Fund Subsidy	**722,776**	**686,240**	**—**	**—**

Community Development Block Grant - By Category - Special Revenue Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Beginning Working Capital Balance	**$2,755,304**	**$2,532,378**	**$ 2,366,174**	**$2,366,174**
REVENUES				
Revenue				
Grants	964,711	544,705		
Delayed Loan Payments	149,314	193,894		
Principal Payments	84,282	150,000		
Interest Earned	11,396	257,757		
Other Revenue	38,025	41,460		
	$1,247,728	**$1,187,816**	**$ —**	**$ —**
Total Revenues	**$1,247,728**	**$1,187,816**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	114,946	182,624		
Overtime				
Benefits				
Fringe Benefits		25,381		
Retiree Medical				
PERS	27,716	28,942		
Charges (to)/from other programs	272,239			
Net Staffing Expense	**$ 414,901**	**$ 236,947**	**$ —**	**$ —**
Maintenance & Utilities				
Supplies & Services	33,435	27,829		
Internal Service Fees				
Grants	1,008,850	1,089,245		
Net Operating Expense	**$1,042,285**	**$1,117,074**	**$ —**	**$ —**
Fund Transfers Out to				
Cost Allocation to General Fund				
Liability Insurance Premium	13,468			
Net Transfers Out	**$ 13,468**	**$ —**	**$ —**	**$ —**
Total Expenditures	**$1,470,654**	**$1,354,020**	**$ —**	**$ —**
Net Difference Gain (Use) of Fund Bal	**(222,926)**	**(166,204)**	**—**	**—**
Ending Working Capital Balance	**2,532,378**	**2,366,174**	**2,366,174**	**2,366,174**

Community Development Block Grant - By Program - Special Revenue Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Beginning Working Capital Balance	**$2,755,304**	**$2,782,764**	**$ 2,616,561**	**$2,616,561**
REVENUES				
Revenue				
Community Development Block Grant	971,286	952,686	—	—
Revolving Loan Program	187,979	238,083		
Small Business Revolving Loan	88,462	(2,952)		
Total Revenues	**$1,247,727**	**$1,187,817**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Community Development Block Grant	971,281	1,235,816	—	—
Revolving Loan Program	48,973	98,204		
Small Business Revolving Loan	200,013	20,000	—	—
Total Expenditures	**$1,220,267**	**$1,354,020**	**$ —**	**$ —**
Net Difference Gain (Use) of Fund Bal	**27,460**	**(166,203)**	**—**	**—**
Ending Working Capital Balance	**2,782,764**	**2,616,561**	**2,616,561**	**2,616,561**

Measure B - Paratransit Program - Special Revenue Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Beginning Working Capital Balance	**$1,112,178**	**$1,198,392**	**$ 1,429,672**	**$1,429,672**
REVENUES				
Revenue				
Interest	—	—	—	—
Measure B	877,330	951,835	—	—
Measure BB	—	—	—	—
Other Revenue	22,764	15,925	—	—
Total Revenues	**$ 900,093**	**$ 967,760**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	221,038	130,734	—	—
Overtime	—	—	—	—
Benefits				
Fringe Benefits	42,151	22,383	—	—
Retiree Medical	4,905	4,725	—	—
PERS	51,677	26,933	—	—
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 319,771**	**$ 184,776**	**$ —**	**$ —**
Maintenance & Utilities	796	487	—	—
Supplies & Services	387,988	443,020	—	—
Internal Service Fees	46,440	58,755	—	—
Capital	—	—	—	—
Net Operating Expense	**$ 435,224**	**$ 502,262**	**$ —**	**$ —**
Fund Transfers Out				
Cost Allocation to General Fund	48,784	39,319	—	—
Liability Insurance Premium	10,101	10,124	—	—
Net Transfers Out	**$ 58,885**	**$ 49,443**	**$ —**	**$ —**
Total Expenditures	**$ 813,880**	**$ 736,480**	**$ —**	**$ —**
Net Difference Gain (Use) of Fund Balance	**86,214**	**231,280**	**—**	**—**
Ending Working Capital Balance	**1,198,392**	**1,429,672**	**1,429,672**	**1,429,672**

Measure BB - Paratransit Program - Special Revenue Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Beginning Working Capital Balance	**$ 533,996**	**$1,121,043**	**$ 1,802,112**	**$1,802,112**
REVENUES				
Revenue				
Interest	12,222	7,395	—	—
Measure BB	776,534	843,444	—	—
Other Revenue	—	—	—	—
Total Revenues	**$ 788,756**	**$ 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	201,709	169,770	—	—
Internal Service Fees	—	—	—	—
Capital	—	—	—	—
Net Operating Expense	**$ 201,709**	**$ 169,770**	**$ —**	**$ —**
Fund Transfers Out				
Cost Allocation to General Fund	—	—	—	—
Liability Insurance Premium	—	—	—	—
Net Transfers Out	**$ —**	**$ —**	**$ —**	**$ —**
Total Expenditures	**$ 201,709**	**$ 169,770**	**$ —**	**$ —**
Net Difference Gain (Use) of Fund Balance	**587,047**	**681,069**	**—**	**—**
Ending Working Capital Balance	**1,121,043**	**1,802,112**	**1,802,112**	**1,802,112**

Housing Authority Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Beg Working Capital Balance	**$7,261,535**	**$7,721,638**	**$ 8,153,549**	**$8,153,549**
REVENUES				
Revenue				
Fund Interest	87,674	10,000	—	—
Interest Income	290,422	83,404		
Principal Income	328,085	450,410	—	—
Other Revenue	275	729	—	—
	$ 706,456	**$ 544,543**	**$ —**	**$ —**
Fund Transfers In From				
Rt 238 Admin Fund	—	—	—	—
Successor Agency	—	—	—	—
Total Transfers In	**$ —**	**$ —**	**$ —**	**$ —**
Total Revenues	**$ 706,456**	**$ 544,543**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	12,122	34,863	—	—
Overtime	—	—	—	—
Benefits				
Fringe Benefits	1,534	5,888	—	—
PERS	2,877	7,100	—	—
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 16,534**	**$ 47,851**	**$ —**	**$ —**
Supplies & Services	226,278	60,884	—	—
Grants & Loans	—	—	—	—
Net Operating Expense	**$ 226,278**	**$ 60,884**	**$ —**	**$ —**
Fund Transfers Out				
General Fund-Cost Allocation	3,541	3,897	—	—
Net Transfers Out	$ 3,541	$ 3,897	$ —	$ —
Total Expenditures	**$ 246,353**	**$ 112,632**	**$ —**	**$ —**
Net Difference Gain (Use) of Fund Bal	**460,103**	**431,911**	**—**	**—**
Ending Working Capital Balance	**7,721,638**	**8,153,549**	**8,153,549**	**8,153,549**

Affordable Housing Monitoring Fund

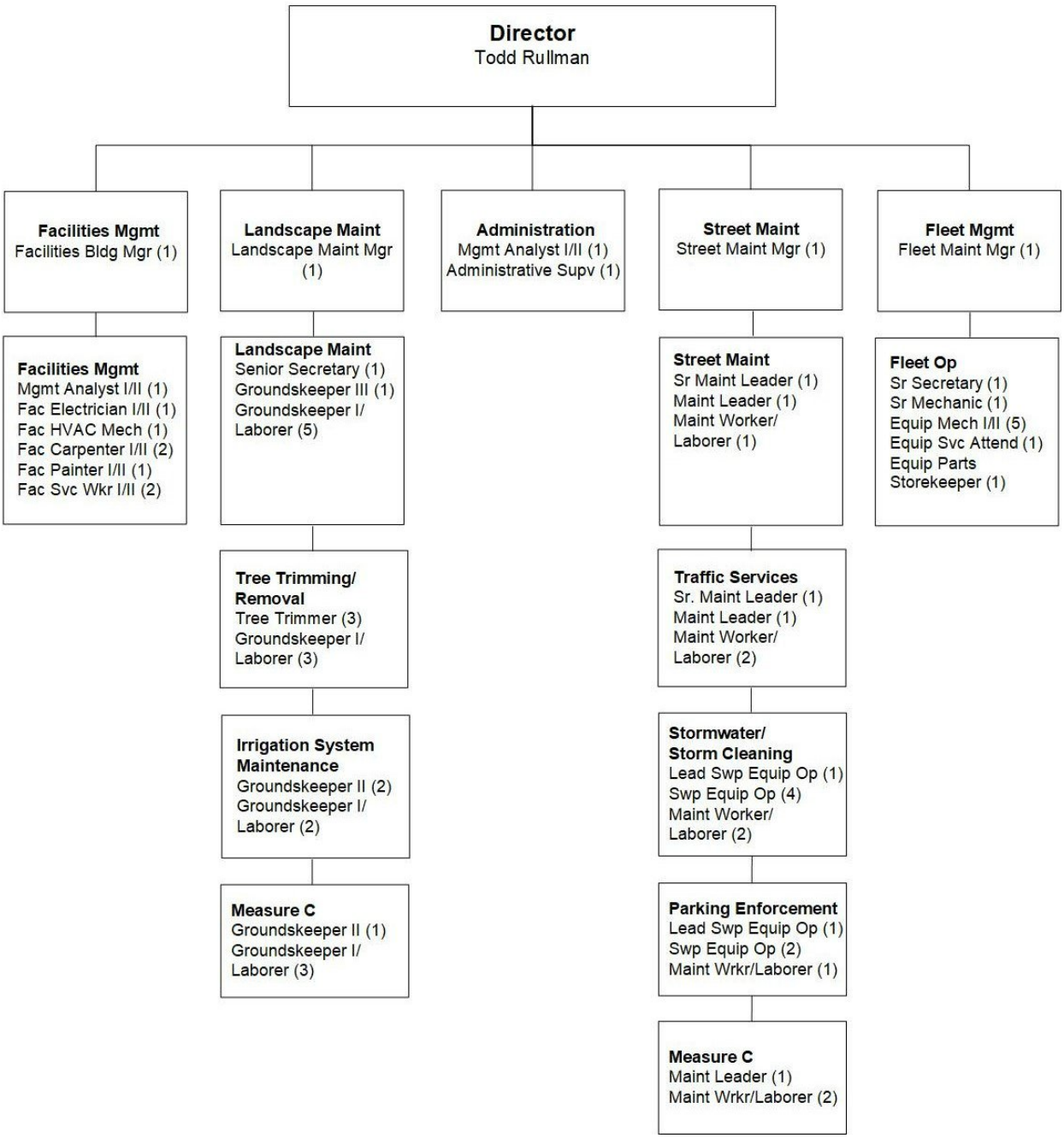
	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Beg Working Capital Balance	**$ 931,317**	**$ 977,800**	**$ 770,408**	**$ 770,408**
REVENUES				
Revenue				
Interest Income	13,701	5,574	—	—
Mortgage Bonds Admin Fee	209,856	130,373	—	—
Total Revenues	**$ 223,557**	**$ 135,947**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	78,707	189,714	—	—
Overtime		—	—	—
Benefits				
Fringe Benefits	12,465	21,631	—	—
Retiree Medical	3,270	3,150	—	—
PERS	18,976	38,044	—	—
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 113,418**	**$ 252,540**	**$ —**	**$ —**
Supplies & Services	33,360	53,550	—	—
Internal Service Fees	10,506	17,027	—	—
Net Operating Expense	**$ 43,866**	**$ 70,577**	**$ —**	**$ —**
Fund Transfers Out				
General Fund-Cost Allocation	13,056	13,474	—	—
Liability Insurance Premium	6,734	6,749	—	—
MISC Transfer Out to Other Depts	—	—	—	—
Total Transfers Out	**$ 19,790**	**$ 20,223**	**$ —**	**$ —**
Total Expenditures	**$ 177,074**	**$ 343,339**	**$ —**	**$ —**
Net Difference Gain (Use) of Fund Bal	**46,483**	**(207,392)**	**—**	**—**
Ending Working Capital Balance	**977,800**	**770,408**	**770,408**	**770,408**

HOME Investment Partnerships Block Grant Program

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Beg Working Capital Balance	**$ (67,985)**	**$ (52,921)**	**$ (112,010)**	**$ (112,010)**
REVENUES				
Revenue				
Grants	—	—	—	—
Program Income	335,521	145,997	—	—
Interest Income	10,392	8,166	—	—
Total Fund Revenue	**$ 345,913**	**$ 154,163**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	25,416	7,380	—	—
Overtime	—	—	—	—
Benefits				
Fringe Benefits	3,080	829	—	—
Retiree Medical	—	—	—	—
PERS	6,175	1,592	—	—
Charges (to)/from other programs	(326)	—	—	—
Net Staffing Expense	**$ 34,344**	**$ 9,801**	**$ —**	**$ —**
Grants & Loans	—	—	—	—
Supplies & Services	296,504	203,451	—	—
Transfer Out		—	—	—
Net Operating Expense	**$ 296,504**	**$ 203,451**	**$ —**	**$ —**
Total Expenditures	**$ 330,849**	**$ 213,252**	**$ —**	**$ —**
Net Change	**15,064**	**(59,089)**	**—**	**—**
Ending Working Capital Balance	**(52,921)**	**(112,010)**	**(112,010)**	**(112,010)**

FY 2020 STAFFING
66.0 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 2019 KEY SERVICE GOALS AND METRICS

Division	#	FY 2019 Goals	FY 2019 Measures	Status
Street Maintenance	1	Respond to all Access Hayward requests for illegal dumping and graffiti in a timely and thorough manner.	Respond to and remove illegally dumped items and graffiti within 72 hours, 90% of time.	ACHIEVED Responded to and removed illegally dumped items and graffiti within 72 hours, 96% of the time. In FY19 staff responded to 3,946 requests for illegally dumped items and graffiti.
	2	Expand No Parking- Street Sweeping program by adding 25 new streets as requested by the community.	Add restrictive signage to 25 new streets.	ACHIEVED Added 27 new streets with restrictive signage for street sweeping.
	3	Upgrade 20 grates with new bicycle-safe grates as part of a long-term stormwater inlet replacement project. The new grates are designed for bicycle friendly passing and meet all Caltrans specifications.	Upgrade 20 grates in the Longwood area. The Longwood Grate Project is on-going and is scheduled for completion in FY21.	ACHIEVED Installed 20 Caltrans specified grates.
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 3 community planting events.	ACHIEVED Completed 3 community planting events. 1) Sept. 2018- Completed project with KHCG in the Tennyson Corridor Project area. 2) Mar. 2019- Completed project with IDES Hall at Portuguese Park. 3) May 2019- Completed project with KHCG at Mt Eden High School.

Division	#	FY 2019 Goals	FY 2019 Measures	Status
Landscape Maintenance	5	Begin 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 2 medians on Tennyson Rd. incorporating weather-based irrigation controllers, new plant material, and bark mulch.	ACHIEVED 2 medians on Tennyson Ave. were upgraded (from Pacific to Whitman, and Whitman to Leidig). The medians received new trees, shrubs, pavers, irrigation, mulch, and a new weather-based controller.
	6	Install a total of 4 weather-based irrigation controllers to conserve water usage in City maintained landscapes.	Install 4 weather-based irrigation controllers - 2 on West A St., and 2 as part of the Tennyson Corridor project.	ACHIEVED Installed 13 weather-based irrigation controllers. 2 - on West A Street, 2 - as part of the Tennyson Corridor Project, 3 - on Tennyson Rd. medians at -Dixon St., -Whitman St., -Ruus Rd., 1 - on Harder median at Bryn Mawr Ave., 2 - at Twin Bridges LLAD on Mission Bl. and Industrial 3 - at Eden Shores MD2 along buffer canal.
Fleet Management	7	Ensure the Police (HPD) and Fire (HFD) departments have their established, minimum baseline of emergency vehicles in service at all times.	Maintain patrol program vehicle readiness by ensuring 80% of the total patrol fleet is in-service at all times. Maintain fire protection program vehicle readiness by ensuring HFD will have either a front-line or reserve apparatus in-service at all times.	ACHIEVED Priority is placed on public safety vehicles. Fleet has increased the number of mechanics that are receiving training and certification for fire apparatus. As a result, there are more mechanics available to perform maintenance and repair on fire apparatus.

MAINTENANCE SERVICES DEPARTMENT

Division	#	FY 2019 Goals	FY 2019 Measures	Status
Fleet Management	8	Purchase replacements for aging fleet vehicles with a priority on expanding the City's green fleet where possible, within budget, and in accordance with the fleet ten-year capital replacement plan.	Purchase 38 replacement vehicles in accordance with the fleet ten-year capital replacement plan. A minimum of 6 currently gas-powered vehicles will be replaced with green, hybrid models.	ONGOING A reduced General Fund contribution to fleet resulted in the acquisition of 35 vehicles in total. Purchases include 5 hybrids and 4 full EV motorcycles.
	9	Reduce the number of vehicles past due for their preventative maintenance (PM) service by 15% from FY18.	Reduce the number of vehicles on the PM service past due list by 15%.	ONGOING A Fleet Service Attendant was added as a permanent position in FY19 to focus on preventative maintenance services. Staff will continue to monitor service efficiency in FY20.
Facility Management	10	Complete Facility Condition Assessment (FCA) and software installation project. Begin work to identify long-term facility component replacement costs and funding.	Complete FCA and provide long-term funding requirement recommendations. Complete software implementation and begin recording all work using the software.	ONGOING FCA has been completed. Staff is completing the accompanying long-term capital replacement pla n with funding requirements needed to implement an effective long-term capital asset replacement and repair plan for 35 facilities. A soft launch of our work order/PM software with our Fire and Police Departments was completed in March and rolled-out citywide in April.

Division	#	FY 2019 Goals	FY 2019 Measures	Status
Facility Management	11	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 an aggressive cleaning and maintenance schedule for solar panels and glass windows.	ONGOING Due to construction delays which have delayed the opening of the facility, we have not been able to accurately track, measure or assess anything related to the new Library building. Facilities staff will continue to work with the builder to ensure we are prepared to adequately maintain this ZNE facility once it opens.
	12	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 Staff has completed initial research and analysis to identify potential projects for FY20 and beyond.

FY 2019 ADDITONAL ACCOMPLISHMENTS

1. Landscape Maintenance - Completed a capital improvement project at Eden Shores Landscape and Lighting District to resurface three tennis courts and improve the courts' interior fencing.

2. Landscape Maintenance - Completed a weed abatement RFP and hired contract services to abate weeds along the Route 238 Cal Trans surplus properties.
3. Landscape Maintenance - Accepted maintenance responsibility for the newly renovated Industrial Blvd median (from I-880 to Hesperian). Completed a landscape maintenance RFP and hired contract services to maintain the landscaping. The new landscape contract will maintain the City's $600,000 investment in landscape improvements.

4. Landscape Maintenance - Accepted maintenance responsibility for Blackstone Landscape and Lighting District. Completed a landscape maintenance RFP and hired contract services to maintain the landscaping at Blackstone. This benefit district includes a new park and perimeter landscaping that benefits both residents and the public.

5. Street Maintenance - Assisted in the development of plans for the creation of a homeless Navigation Center to open in FY20.

6. Streets Maintenance - Completed over 50 abatements of homeless camps along Union Pacific Railroad property at the request of the community.

7. Street Maintenance/Facilities Management - Maintained 10 surplus parcel groups from the route 238 property disposition to ensure adequate conditions for tenants and the surrounding community.

8. Facilities Management - Completed securing the 3rd level of the Watkins parking garage for City vehicles and employee's personal vehicles.

9. Facilities Management - Completed the consolidation of the Development Services Department offices and creation of a new conference room on the 1st floor of City Hall.

10. Facilities Management - Completed numerous space planning and renovation projects to promote collaborative work spaces on the 4th floor for Public Information Office and Deputy City Manager.

11. Fleet Management - Completed transition from carbon diesel fuel to renewable diesel (RD) at City-owned fuel locations.

12. Fleet Management - Updated the telematics provider, which has provided better online reporting features at a lower price. The robust nature of the online dashboard enables improved diagnostics for Fleet staff and helpful tools for operational managers to view and manage their fleet assets.

FY 2020 KEY SERVICE GOALS AND METRICS

Division	#	FY 2020 Goals	FY 2020 Measures
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.
	2	Expand number of streets with No Parking-Street Sweeping restrictive signage as requested by the community.	Add restrictive signage to 25 new streets.
	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.
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.
	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.
	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.
	7	Continue to grow our Urban Forrest through tree plantings.	Plant 400 new trees.

Division	#	FY 2020 Goals	FY 2020 Measures
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.
	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.
	10	Continue Fleet database upgrade to further our efforts to become a "paperless shop".	Complete items identified in the outside consultant database review.
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.
	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.
	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.
	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.
	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.

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2020

1. **Measure C** - Litter Removal Program - Add (2.0) FTE - The passage of Measure C created a two-person litter crew to remove litter in identified "hot-spots", city medians, and thoroughfares. While this program has been successful, the community has expressed a desire to see it expanded to include all medians and thoroughfares. To adequately provide this expanded service in a manner consistent with what the current program provides, staff is requesting to add a supervisory lead position (Groundskeeper II) and 1 Groundskeepers. The proposed staffing update is in direct support of Council's priorities and the overall messaging of both Measure C.

2. **General Fund - Street Sweeping Program** - Add (1.0) FTE - City streets are swept bi-weekly to keep the City looking clean and to help reduce contaminants into the stormwater inlets. In order to meet the growing service demand from the community requesting street sweeping enforcement, staff is requesting that the program include supervisory leads. The 2 supervisory leads will provide supervision to both parts of the program (sweeping and enforcement), the cost of which is offset by the reduction of a Maintenance Worker and citation revenue, which has substantially increased over the years.

3. **General Fund - Landscape Maintenance Contract** - A new landscape renovation was completed for the Hesperian median (from West A Street to Winton Avenue). The area will be maintained by contracted landscape maintenance. The new landscape maintenance contract will maintain the City's $500,000 investment in landscape improvements.

4. **Facilities Fund - Facilities Management Program** - Add (1.0) FTE - Adding a Senior Secretary to the Facilities Management Program will provide direct support to the Facilities Manager for processing invoices and direct support to skilled staff by ordering parts. Currently, skilled Carpenters, Electricians, and HVAC Mechanics are regularly required to leave their worksite to go to local vendors to procure parts, which is an inefficient use of staffing resources.

All Funds Summary - By Category

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
General Fund Revenue	$ 1,512,387	$ 1,579,179	$ 1,594,140	$ 1,607,861
Stormwater Revenue	1,495	1,095	—	—
Facilities Revenue	3,911,566	3,748,165	3,904,709	4,112,192
Fleet Revenue	4,374,911	3,597,773	4,341,762	4,110,000
S. Hayward B.A.R.T. JPA Rev	57,206	70,119	50,000	—
LLD/MD	1,062,939	1,003,389	1,014,312	—
	$10,920,504	**$ 9,999,720**	**$10,904,923**	**$ 9,830,053**
(Contribution)/Use of Fund Balance				
Facilities	200,056	62,961	111,850	136,409
Fleet Management	(291,866)	523,883	(106,527)	158,086
LLD/MD	(204,132)	(152,030)	221,586	—
	$ (295,942)	**$ 434,813**	**$ 226,909**	**$ 294,495**
Fund Subsidy				
Gen Fund Subsidy - Maint Svc	3,256,499	2,850,920	3,574,707	3,673,056
Gen Fund Subsidy - Facilities				
Measure C Fund Subsidy	572,105	669,750	794,524	1,057,073
S. Hayward B.A.R.T. JPA Sub	(14,920)	10,325	(30,000)	—
Stormwater Fund Sub - Streets	1,502,592	1,602,425	1,731,530	1,598,144
Water Fund Sub - Landscape	791,139	921,918	1,027,314	1,065,380
	$ 6,107,414	**$ 6,055,337**	**$ 7,098,075**	**$ 7,393,653**
Transfers In From Other Funds				
Total Revenues	**$16,731,976**	**$16,489,871**	**$18,229,907**	**$17,518,201**
EXPENDITURES				
Expenditures				
Salary				
Regular	4,555,439	4,932,787	5,004,791	5,456,694
Overtime	601,885	612,150	449,778	449,778
Targeted Savings	—	—	(29,025)	—
Benefits				
Fringe Benefits	1,677,217	1,754,626	1,886,901	2,006,652
Retiree Medical	98,099	96,075	99,441	95,661
PERS	1,035,048	1,049,630	1,221,720	1,486,252
Charges (to)/from other programs	(180,319)	(212,544)	3,813	(54,090)
Net Staffing Expense	**$ 7,787,370**	**$ 8,232,725**	**$ 8,637,419**	**$ 9,440,947**
Maintenance & Utilities	3,031,096	3,419,435	3,993,410	3,052,268

All Funds Summary - By Category

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Supplies & Services	2,581,091	2,532,547	2,879,391	2,741,780
Internal Service Fees	1,871,971	1,355,627	1,967,556	1,535,673
Debt Service	1,050,288	847,636	654,207	646,707
Capital Outlay	—	14,514	—	—
Net Operating Expense	**$ 8,534,447**	**$ 8,169,759**	**$ 9,494,564**	**$ 7,976,428**
Transfers Out to Other Funds	410,159	87,387	97,924	100,826
Total Expenditures	**$16,731,975**	**$16,489,871**	**$18,229,907**	**$17,518,201**
Net Change	—	—	—	—

All Funds Summary - By Program

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Administration - General Fund	$ —	$ —	$ —	$ —
Landscape - General Fund	26	—	—	—
Streets - General Fund	1,512,361	1,579,179	1,594,140	1,607,861
Streets - Stormwater	1,495	1,095	—	—
Facilities - Internal Svc Fund	3,911,566	3,748,165	3,904,709	4,112,192
Fleet Management - Internal Svc Fund	4,374,911	3,597,773	4,341,762	4,110,000
S. Hayward B.A.R.T. JPA Fund	57,206	70,119	50,000	—
LLD/MD - Special Revenue Fund	1,062,939	1,003,389	1,014,312	—
	$10,920,504	**$ 9,999,720**	**$10,904,923**	**$ 9,830,053**
(Contribution)/Use of Fund Balance				
Facilities	200,056	62,961	111,850	136,409
Fleet Management	(291,866)	523,883	(106,527)	158,086
LLD/MD	(204,132)	(152,030)	221,586	—
	$ (295,942)	**$ 434,813**	**$ 226,909**	**$ 294,495**
Fund Subsidy				
Gen Fund Subsidy - Maint Svc	3,256,499	2,850,920	3,574,707	3,673,056
Gen Fund Subsidy - Facilities				
Measure C Fund Subsidy	572,105	669,750	794,524	1,057,073
S. Hayward B.A.R.T. JPA Sub	(14,920)	10,325	(30,000)	—
Transfers In - Fleet Management				
Water Fund Sub - Landscape	791,139	921,918	1,027,314	1,065,380
Stormwater Subsidy - Streets	1,502,592	1,602,425	1,731,530	1,598,144
	$ 6,107,414	**$ 6,055,337**	**$ 7,098,075**	**$ 7,393,653**
Total Revenues	**$16,731,976**	**$16,489,871**	**$18,229,907**	**$17,518,201**
EXPENDITURES				
Expenditures				
Administration - Gen Fund	95,514	116,407	102,115	132,863
Landscape - Gen Fund	2,464,676	2,289,345	2,906,318	2,671,053
Landscape - Water Fund	791,139	921,918	1,027,314	1,065,380
Streets - Gen Fund	2,208,696	2,024,347	2,160,414	2,477,001
Streets - Stormwater Fund	1,504,087	1,603,520	1,731,530	1,598,144
Measure C Programs	572,105	669,750	794,524	1,057,073
S. Hayward B.A.R.T. JPA Sub	42,285	80,444	20,000	—
Facilities	4,111,622	3,811,126	4,016,559	4,248,601
Fleet	4,083,045	4,121,656	4,235,235	4,268,086
LLD/MD	858,807	851,359	1,235,898	—
Total Expenditures	**$16,731,976**	**$16,489,871**	**$18,229,907**	**$17,518,201**
Net Change	—	—	—	—

Maintenance Services - General Fund Summary

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Interest & Rents	$ —	$ —	$ —	$ —
Fines & Forfeitures	1,486,239	1,559,156	1,591,640	1,607,861
Fees & Service Charges	15,682	17,631	—	—
Other Revenue	10,466	2,392	2,500	—
Total Revenues	**$ 1,512,387**	**$ 1,579,179**	**$ 1,594,140**	**$ 1,607,861**
EXPENDITURES				
Expenditures				
Salary				
Regular	1,597,691	1,813,432	1,747,659	2,059,504
Overtime	419,034	404,690	265,778	265,778
Targeted Savings	—	—	(29,025)	—
Benefits				
Fringe Benefits	582,916	646,498	614,365	704,687
Retiree Medical	35,266	36,398	36,604	34,885
PERS	364,330	359,216	427,120	561,028
Charges (to)/from other programs	(223,897)	(257,516)	(54,090)	(54,090)
Net Staffing Expense	**$ 2,775,339**	**$ 3,002,718**	**$ 3,008,411**	**$ 3,571,792**
Maintenance & Utilities	238,474	273,046	345,000	386,000
Supplies & Services	528,791	428,069	474,979	496,979
Internal Service Fees	1,226,281	726,265	1,340,457	826,146
Capital Outlay	—	—	—	—
Net Operating Expense	**$ 1,993,546**	**$ 1,427,380**	**$ 2,160,436**	**$ 1,709,125**
Total Expenditures	**$ 4,768,885**	**$ 4,430,098**	**$ 5,168,847**	**$ 5,280,917**
General Fund Subsidy	**3,256,499**	**2,850,920**	**3,574,707**	**3,673,056**

Administration - General Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
None	$ —	$ —	$ —	$ —
Total Revenues	**$ —**	**$ —**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	58,901	79,819	58,858	76,149
Overtime	416	92	—	—
Benefits				
Fringe Benefits	10,933	11,917	11,544	14,333
Retiree Medical	703	693	886	679
PERS	13,430	12,941	12,450	18,179
Charges (to)/from other programs	(28,365)	(28,952)	(27,045)	(27,045)
Net Staffing Expense	**$ 56,018**	**$ 76,511**	**$ 56,693**	**$ 82,295**
Maintenance & Utilities	—	—	—	—
Supplies & Services	5,896	7,170	7,703	9,429
Internal Service Fees	33,600	32,726	37,719	41,139
Net Operating Expense	**$ 39,496**	**$ 39,896**	**$ 45,422**	**$ 50,568**
Total Expenditures	**$ 95,514**	**$ 116,407**	**$ 102,115**	**$ 132,863**
General Fund Subsidy	**95,514**	**116,407**	**102,115**	**132,863**

Street Maintenance - General Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Fines & Forfeitures	$ 1,486,239	$ 1,559,156	$ 1,591,640	$ 1,607,861
Fees & Service Charges	15,682	17,631	—	—
Other Revenue	10,440	2,392	2,500	—
Total Revenues	**$ 1,512,361**	**$ 1,579,179**	**$ 1,594,140**	**$ 1,607,861**
EXPENDITURES				
Expenditures				
Salary				
Regular	680,340	761,429	722,276	924,882
Overtime	335,831	288,101	204,778	204,778
Benefits				
Fringe Benefits	264,705	309,011	261,014	345,135
Retiree Medical	12,115	14,081	14,135	13,793
PERS	154,219	152,596	177,980	253,171
Charges (to)/from other programs	(155,509)	(119,754)	—	—
Net Staffing Expense	**$ 1,291,700**	**$ 1,405,465**	**$ 1,380,183**	**$ 1,741,759**
Maintenance & Utilities	22,988	23,491	21,500	22,000
Supplies & Services	277,393	275,899	370,540	363,800
Internal Service Fees	616,614	319,492	388,191	349,442
Capital Outlay	—	—	—	—
Net Operating Expense	**$ 916,995**	**$ 618,882**	**$ 780,231**	**$ 735,242**
Total Expenditures	**$ 2,208,696**	**$ 2,024,347**	**$ 2,160,414**	**$ 2,477,001**
General Fund Subsidy	**696,334**	**445,168**	**566,274**	**869,140**

Landscape Maintenance - General Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Fees & Service Charges	$ —	$ —	$ —	$ —
Other Revenue	26	—	—	—
Total Revenues	**$ 26**	**$ —**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	858,450	972,183	966,525	1,058,473
Overtime	82,787	116,498	61,000	61,000
Targeted Savings			(29,025)	
Benefits				
Fringe Benefits	307,278	325,569	341,807	345,218
Retiree Medical	22,448	21,625	21,583	20,413
PERS	196,681	193,679	236,690	289,678
Charges (to)/from other programs	(40,023)	(108,811)	(27,045)	(27,045)
Net Staffing Expense	**$ 1,427,621**	**$ 1,520,743**	**$ 1,571,535**	**$ 1,747,738**
Maintenance & Utilities	215,486	249,555	323,500	364,000
Supplies & Services	245,501	145,000	96,736	123,750
Internal Service Fees	576,067	374,047	914,547	435,565
Capital Outlay	—	—	—	—
Net Operating Expense	**$ 1,037,055**	**$ 768,602**	**$ 1,334,783**	**$ 923,315**
Total Expenditures	**$ 2,464,676**	**$ 2,289,345**	**$ 2,906,318**	**$ 2,671,053**
General Fund Subsidy	**2,464,650**	**2,289,345**	**2,906,318**	**2,671,053**

Landscape Maintenance (Water Fund) - Enterprise Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
None	$ —	$ —	$ —	$ —
Total Revenues	**$ —**	**$ —**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	289,935	326,596	330,032	345,393
Overtime	10,240	11,275	6,000	6,000
Benefits				
Fringe Benefits	123,605	127,532	144,582	149,474
Retiree Medical	7,210	6,946	6,858	6,804
PERS	66,827	65,945	81,800	94,953
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 497,817**	**$ 538,295**	**$ 569,272**	**$ 602,624**
Maintenance & Utilities	195,673	290,840	354,100	354,100
Supplies & Services	11,794	11,872	20,200	20,200
Internal Service Fees	85,856	80,912	83,742	88,456
Capital Outlay	—	—	—	—
Net Operating Expense	**$ 293,322**	**$ 383,624**	**$ 458,042**	**$ 462,756**
Total Expenditures	**$ 791,139**	**$ 921,918**	**$ 1,027,314**	**$ 1,065,380**
Water Fund Subsidy	**791,139**	**921,918**	**1,027,314**	**1,065,380**

Street Maintenance (Stormwater Fund) - Enterprise Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Other Revenue	$ —	$ —	$ —	$ —
Interest and Rents	1,495	1,095	—	—
Total Revenues	**$ 1,495**	**$ 1,095**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	663,529	724,485	784,496	683,227
Overtime	33,054	23,451	33,000	33,000
Benefits				
Fringe Benefits	255,609	269,807	317,060	281,975
Retiree Medical	15,746	15,167	15,472	14,859
PERS	152,420	145,683	191,648	187,616
Charges (to)/from other programs	(1,090)	—	—	—
Net Staffing Expense	**$ 1,119,269**	**$ 1,178,593**	**$ 1,341,676**	**$ 1,200,677**
Maintenance & Utilities	29,408	44,013	11,867	11,867
Supplies & Services	66,233	81,441	126,000	126,000
Internal Service Fees	289,177	299,473	251,987	259,600
Capital Outlay	—	—	—	—
Net Operating Expense	**$ 384,818**	**$ 424,927**	**$ 389,854**	**$ 397,467**
Total Expenditures	**$ 1,504,087**	**$ 1,603,520**	**$ 1,731,530**	**$ 1,598,144**
Stormwater Fund Subsidy	**1,502,592**	**1,602,425**	**1,731,530**	**1,598,144**

Facilities Management - Internal Service Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Facilities Service Fee	$ 3,709,292	$ 3,519,664	$ 3,723,104	$ 3,930,587
Interest & Rents	44,337	44,583	39,347	39,347
Other Revenue	157,937	183,918	142,258	142,258
General Fund Subsidy	—	—	—	—
	3,911,566	3,748,165	3,904,709	4,112,192
Total Revenues	**$ 3,911,566**	**$ 3,748,165**	**$ 3,904,709**	**$ 4,112,192**
EXPENDITURES				
Expenditures				
Salary				
Regular	846,258	819,067	908,578	964,334
Overtime	70,606	57,485	45,000	45,000
Benefits				
Fringe Benefits	278,609	248,447	301,922	313,553
Retiree Medical	15,336	14,774	14,741	15,244
PERS	189,375	165,115	218,419	257,956
Charges (to)/from other programs	(3,669)	(2,065)	—	—
Net Staffing Expense	**$ 1,396,514**	**$ 1,302,823**	**$ 1,488,660**	**$ 1,596,086**
Maintenance	168,202	143,337	137,545	137,545
Utilities	949,280	1,015,366	932,256	932,256
Supplies & Services	960,225	1,059,369	1,117,601	1,190,601
Internal Service Fees	110,320	88,537	127,182	187,319
Debt Service Payments	167,442	167,401	175,639	168,138
Net Operating Expense	**$ 2,355,469**	**$ 2,474,010**	**$ 2,490,223**	**$ 2,615,859**
Fund Transfers Out to				
General Fund - Cost Allocation	—	—	—	—
Liability Insurance Premium	34,639	34,293	37,676	36,656
Transfer to Capital	325,000	—	—	—
Net Transfers Out	**$ 359,639**	**$ 34,293**	**$ 37,676**	**$ 36,656**
Total Expenditures	**$ 4,111,622**	**$ 3,811,126**	**$ 4,016,559**	**$ 4,248,601**
Net Change	**(200,056)**	**(62,961)**	**(111,850)**	**(136,409)**

Fleet Management - Internal Service Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Vehicle Maint/Operating Rate	$ 4,331,762	$ 3,529,741	$ 4,331,762	$ 4,100,000
Interest	14,072	5,546	10,000	10,000
Other Revenue	29,077	62,487	—	—
Total Revenues	**$ 4,374,911**	**$ 3,597,773**	**$ 4,341,762**	**$ 4,110,000**
EXPENDITURES				
Expenditures				
Salary				
Regular	794,464	889,099	897,150	928,699
Overtime	68,937	64,501	90,000	90,000
Benefits				
Fringe Benefits	285,918	297,741	335,531	310,227
Retiree Medical	15,483	14,915	17,991	16,154
PERS	183,417	181,980	219,450	251,930
Charges (to)/from other programs	(10,531)	—	—	—
Net Staffing Expense	**$ 1,337,688**	**$ 1,448,236**	**$ 1,560,122**	**$ 1,597,010**
Maintenance & Utilities	182,684	185,020	202,000	229,000
Supplies & Services	229,050	194,157	178,258	209,500
Fuel	732,951	876,585	1,050,000	1,000,000
Auto Parts	541,755	544,656	575,000	550,000
Internal Service Fees	125,551	125,159	131,039	139,837
Debt Service Payments	882,846	680,235	478,568	478,569
Capital	—	14,514	—	—
Net Operating Expense	**$ 2,694,837**	**$ 2,620,326**	**$ 2,614,865**	**$ 2,606,906**
Fund Transfers Out to				
Liability Insurance Premium	50,520	53,094	60,248	64,170
Misc. Trans to Fleet Mgmt Cap	—	—	—	—
General Fund - Cost Allocation	—	—	—	—
Net Transfers Out	**$ 50,520**	**$ 53,094**	**$ 60,248**	**$ 64,170**
Total Expenditures	**$ 4,083,045**	**$ 4,121,656**	**$ 4,235,235**	**$ 4,268,086**
Net Change	**291,866**	**(523,883)**	**106,527**	**(158,086)**

Landscape & Lighting and Maint. Districts Summary-Special Rev

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Beginning Working Capital Balance	**$ 2,832,413**	**$ 3,036,545**	**$ 3,188,575**	**$ 2,966,989**
Fund Revenue				
Special Assessments	1,026,074	1,003,389	1,005,137	—
Interest and Rents	36,865	—	9,175	—
Total Revenues	**$ 1,062,939**	**$ 1,003,389**	**$ 1,014,312**	**$ —**
Fund Expenditures				
Salary				
Regular	22,109	993	—	—
Overtime		31,276	—	—
Benefits				
Fringe Benefits	2,227	8,660	—	—
Retiree Medical	—	—	—	—
PERS	162	218	—	—
Charges (to)/from other programs	58,869	47,037	57,903	—
Net Staffing Expense	**$ 83,367**	**$ 88,184**	**$ 57,903**	**$ —**
Maintenance & Utilities	532,957	589,728	959,142	—
Supplies & Services	242,483	173,447	218,853	—
Net Operating Expense	**$ 775,440**	**$ 763,175**	**$ 1,177,995**	**$ —**
Total Expenditures	**$ 858,807**	**$ 851,359**	**$ 1,235,898**	**$ —**
Net Change	**204,132**	**152,030**	**(221,586)**	**—**
Ending Working Capital Balance	**3,036,545**	**3,188,575**	**2,966,989**	**2,966,989**

Measure C Programs - Measure C Fund

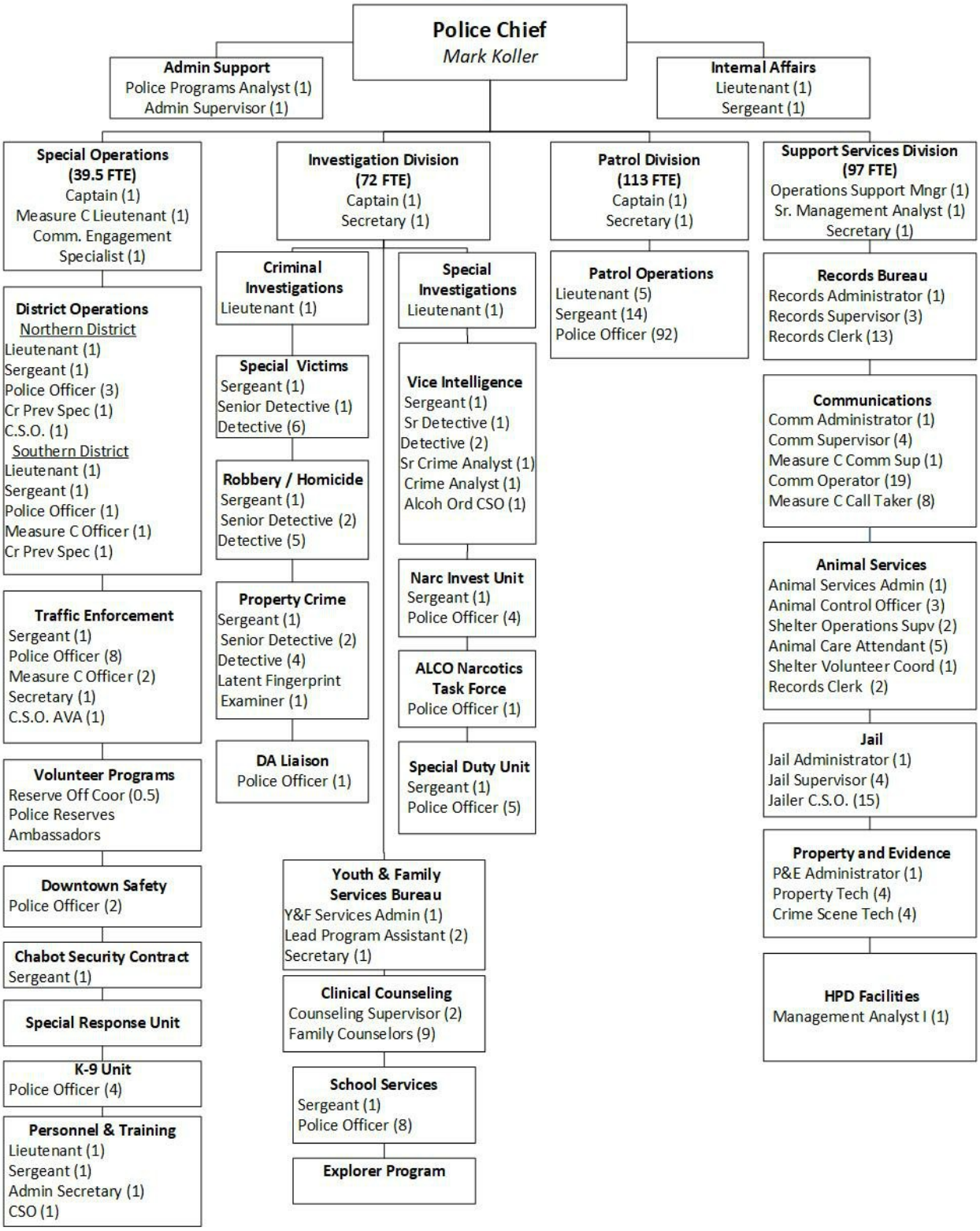
	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
None	$ —	$ —	$ —	$ —
Total Revenues	**$ —**	**$ —**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	313,758	329,776	336,876	475,537
Overtime	13	4,745	10,000	10,000
Benefits				
Fringe Benefits	141,192	146,329	173,441	246,736
Retiree Medical	8,175	7,875	7,775	7,715
PERS	71,952	125,359	83,283	132,770
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 535,090**	**$ 614,084**	**$ 611,375**	**$ 872,758**
Maintenance & Utilities	1,468	1,500	1,500	1,500
Supplies & Services	760	18,885	148,500	148,500
Internal Service Fees	34,786	35,281	33,149	34,315
Capital Outlay	—	—	—	—
Net Operating Expense	**$ 37,014**	**$ 55,666**	**$ 183,149**	**$ 184,315**
Total Expenditures	**$ 572,105**	**$ 669,750**	**$ 794,524**	**$ 1,057,073**
Measure C Fund Subsidy	**572,105**	**669,750**	**794,524**	**1,057,073**

South Hayward B.A.R.T. JPA

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Fines and Forfeiture	$ 57,206	$ 70,119	$ 50,000	$ —
Total Revenues	**$ 57,206**	**$ 70,119**	**$ 50,000**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	27,696	29,339	—	—
Overtime	—	14,727	—	—
Benefits				
Fringe Benefits	7,141	9,612	—	—
Retiree Medical	883	—	—	—
PERS	6,565	6,114	—	—
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 42,285**	**$ 59,792**	**$ —**	**$ —**
Maintenance & Utilities	—	—	—	—
Supplies & Services	—	20,652	20,000	—
Internal Service Fees	—	—	—	—
Capital Outlay	—	—	—	—
Net Operating Expense	**$ —**	**$ 20,652**	**$ 20,000**	**$ —**
Total Expenditures	**$ 42,285**	**$ 80,444**	**$ 20,000**	**$ —**
S. Hwrd B.A.R.T. JPA Fund Subsidy	**14,920**	**(10,325)**	**30,000**	**—**

FY 2020 STAFFING
326.5 FTE

Police Department



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.

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.

- 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, twenty-two elementary 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 Division is also responsible for auxiliary assignments such as Facility, Fleet, Finance and Information Technology.

- 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.

FY 2019 KEY SERVICE GOALS AND METRICS

Division	#	FY 2019 Goals	FY 2019 Measures	Status
Office of the Chief	1	Improve community engagement and awareness	Establish and hold at least three Chief's Advisory Panel meetings	ONGOING Framework established; Community Recruitment Open
	2	Support Council Strategic Initiatives, Complete Communities, Complete Streets, Tennyson Corridor	Departmental Employee Participation in implementation of initiative plans	ONGOING participation by HPD staff; Obtained STEP grant to assist traffic safety for Complete Streets Initiative; YFSB additional grants to assist with diversion & life skills for Complete Communities.
	3	Begin to update Department Strategic Plan	Hold two internal & two external workshops	ACHIEVED Adjustments made to Strategic Plan; two internal & one external meetings completed
	4	Continue Departmental efficiency reviews	Reallocate or reassign staff to more effectively meet service demands	ONGOING Analysis complete; implementation ongoing
	5	Continue to increase employee satisfaction and inclusion	Hold management and supervisor interviews, as well as a minimum of eight employee engagement events	ONGOING Monthly meetings with labor groups, sworn and professional staff
	6	Increase awareness and support for Police Administration Building (PAB) funding for replacement of PAB	Identification of potential funding sources & location	ONGOING Conversations on sites and key meetings with City staff regarding funding are ongoing; potential site identified; conducted a needs assessment.

Division	#	FY 2019 Goals	FY 2019 Measures	Status
Patrol Division	7	Hold a Division supervisor/ management meeting with the goal of providing training, sharing information, and improving the Division functionality and effectiveness.	Biannual	ACHEIVED; expanding to quarterly meetings
	8	Continue the participation of Patrol managers, supervisors, and officers in all community meetings or neighborhood partnership programs to enhance policy/ community relations.	Collaborate with department divisions & Patrol attendance at all community events. Goal = 50 meetings	ACHIEVED
	9	Hold an inhouse supervisors' academy with goal of improving division functionality and consistency.	Biannual	ACHIEVED
	10	Enhance employee safety and efficiency through training, the acquisition of equipment, and/or the use of technology.	Develop training protocols to improve Patrol responses	ACHEIVED; expanded camera program. Received grant funding
	11	Continue to direct pro-active enforcement activities in targeted areas where clusters of crimes are occurring by utilizing intelligence led policing strategies.	Collaborate with Crime Analysis Unit & identify various technology	ACHIEVED; on going. Improved intelligence led policing capabilities.
Special Operations Division	12	SRU Emergency Vehicle Replacement	Purchased	ACHIEVED; on going. Received new Mobile Command Vehicle. Acquisition of ERV In process.
	13	Development of strategic community engagement program following critical incidents aimed at reducing the fear of crime.	Develop protocol	ONGOING; held series of meetings to develop protocol.
	14	Expand recruitment efforts to address staffing vacancies and increase recruitment diversity	Fill 17 sworn vacancies & 5 professional staff vacancies	ONGOING; Doubled size of recruitment team, contract with recruiting company, development of recruiting plan.

Division	#	FY 2019 Goals	FY 2019 Measures	Status
Special Operations Division	15	Increase community engagement efforts	New programs	ONGOING; Critical incident community briefings; implementation of new programs; facilitated youth summit; partnered with City Youth Commission for Public Safety Project.
Investigations Division	16	Obtain Delinquency Prevention Network (DPN) funding through the Alameda County Juvenile Probation Dept. designed to reduce youth involvement in the Juvenile Justice System	Review funding options	ACHIEVED; received $750,000 in two DPN grants.
	17	Develop Clinical Supervisor position in YFSB to create more sufficient support and management of our program of 10 employees at 11 sites under 3 contracts.	Review funding options - Potentially use DPN grant funds to support this.	ACHIEVED; recruitment in process.
	18	Conduct quarterly inspection of all cannabis related businesses.	Conduct quarterly inspection of businesses.	ONGOING; no permits authorized to current date.
	19	Improve the City of Hayward's clearance rate in Part 1 Crimes.	Compare FY2018 to FY2019 statistics.	ONGOING; approx.14% Increase in clearance of Part 1 Crimes.
Support Services Division	20	Develop a Records position in handling the Body Worn Camera PRAs.	Working with HR, to finalize a cost neutral records Supervisor Position.	ONGOING; FY2020 budget process - proposing supervisor position for FY2020 due to new laws SB1421/ AB748
	21	Replace the Department's outdated and inoperable security cameras.	Coordinating with IT and Facility as to finding a vendor.	ONGOING; Facilities is managing the project.

Division	#	FY 2019 Goals	FY 2019 Measures	Status
Support Services Division	22	Develop a build team for the Enterprise upgrade of the Computer Aided Dispatch system.	Working with IT as to timeline and installation of project.	ACHIEVED; Project started in January 2019 and expected to be completed by end of 2019.
	23	To permanently staff a dedicated facility project coordinator for the Police Department.	Working with HR as to recruitment to fill the position.	ACHIEVED

FY 2020 KEY SERVICE GOALS AND METRICS

Division	#	FY 2020 Goals	FY 2020 Measures
Office of the Chief	1	Improve communication with the community	Recruit & select Chief's Advisory Panel members and hold first meeting.
	2	Enhance Organizational Accountability and Standards.	Maintain annual recertification process with CALEA
	3	Enhance internal flow of communication	Develop digital bulletin board program
	4	Continue to increase employee satisfaction and inclusion	Hold monthly management and supervisor meetings
Patrol Division	5	Improve police facilities to keep pace with space and needs	Remodel / reconfigure police facilities as needed
	6	Reduce crime and the fear of crime	Increase the use of technology and information
	7	Align patrol structure to meet service demands	Reevaluate patrol division deployment
	8	Enhance internal flow of communication	Quarterly Lieutenant and Sergeants meetings
Special Operations Division	9	Development of strategic community engagement program following critical incidents aimed at reducing the fear of crime.	Finalize protocol and implementation.
	10	Continue and enhance community policing outreach	Development and implementation of community engagement specialist position.
	11	Focus on employee communication skills	Incorporate ICAT and other mental health related instruction into mandated force options training.
	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.

Division	#	FY 2020 Goals	FY 2020 Measures
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
	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
	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
	16	Implement succession program to maintain and increase Investigations Division unit continuity	Create (6) Indefinite Term Detective positions in vital units
Support Services Division	17	Complete Enterprise upgrade on CAD	Train staff and evaluate any ongoing New World issues.
	18	Remodel of Records Section	Work with vendor and Facilities for implementation.
	19	Improve communication with employees	1:1 meetings with all staff employees.
	20	Propose Record Supervisor position due to SB 1421	Fill position.

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2020

1. 1.0 FTE Records Supervisor for Senate Bill 1421 and AB748

All Funds Summary - By Category

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue and Trans in from Other Funds				
General Fund Revenue	$ 4,097,606	$ 3,453,892	$ 3,674,571	$ 3,625,870
Community Oriented Policing Grant	—	—	—	—
Byrnes Grant	—	—	—	—
Narc Asset Seizure-Spec Rev Fund	79,852	28,691	—	—
	$ 4,177,458	**$ 3,482,583**	**$ 3,674,571**	**$ 3,625,870**
(Contribution)/Use of Fund Balance				
Community Oriented Policing Grant	—	—	—	—
Byrnes Grant	—	—	—	—
Narcotic Asset Seizure	(79,852)	64,309	—	—
	$ (79,852)	**$ 64,309**	**$ —**	**$ —**
Fund Subsidy				
General Fund Subsidy	67,041,556	66,645,402	72,287,464	75,271,612
Measure C Fund Subsidy	1,793,135	1,935,133	2,686,402	2,813,338
	$ 68,834,691	**$ 68,580,535**	**$ 74,973,866**	**$ 78,084,950**
Total Revenues	**$ 72,932,297**	**$ 72,127,427**	**$ 78,648,437**	**$ 81,710,820**
EXPENDITURES				
Expenditures By Expense Category				
Salary				
Regular	35,122,800	35,813,773	38,104,972	39,217,618
Overtime	3,942,442	3,721,510	2,961,000	2,961,000
Vacancy Savings	—	—	(1,567,998)	(2,164,245)
Benefits				
Fringe Benefits	10,986,461	10,814,723	12,086,970	12,587,894
Retiree Medical	1,765,012	1,713,731	1,915,373	1,986,540
PERS	12,657,255	12,828,085	15,773,102	17,421,338
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 64,473,970**	**$ 64,891,823**	**$ 69,273,419**	**$ 72,010,144**
Maintenance & Utilities	399,235	329,038	497,601	542,101
Supplies & Services	1,940,825	2,016,817	2,126,720	2,145,720
Internal Service Fees	6,118,267	4,711,628	6,750,697	7,012,855
Capital	—	178,120	—	—
Net Operating Expense	**$ 8,458,327**	**$ 7,235,604**	**$ 9,375,018**	**$ 9,700,676**
Transfers to Other Funds	**—**	**—**	**—**	**—**
Total Expenditures	**$ 72,932,297**	**$ 72,127,427**	**$ 78,648,437**	**$ 81,710,820**
Net Change	**—**	**—**	**—**	**—**

All Funds Summary - By Program

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue and Transfers in from Other Funds				
Office of the Chief	$ —	$ —	$ —	$ —
Special Operations	177,511	314,937	515,380	521,873
Patrol Division	100,160	88,712	70,000	141,400
Investigations	2,105,793	1,965,923	1,727,131	1,854,105
Support Services	846,288	890,271	966,239	821,672
Special Programs	869,706	194,049	395,821	286,820
Community Oriented Policing Grant	—	—	—	—
Byrnes Grant	—	—	—	—
Narcotic Asset Seizure	79,852	28,691	—	—
	$ 4,179,311	**$ 3,482,583**	**$ 3,674,571**	**$ 3,625,870**
(Contribution)/Use of Fund Balance				
Community Oriented Policing Grant	—	—	—	—
Byrnes Grant	—	—	—	—
Narcotic Asset Seizure	(79,852)	64,309	—	—
	$ (79,852)	**$ 64,309**	**$ —**	**$ —**
Fund Subsidy				
General Fund Subsidy	67,041,556	66,645,402	72,287,464	75,271,612
Measure C Fund Subsidy	1,793,135	1,935,133	2,686,402	2,813,338
	$68,834,691	**$68,580,535**	**$74,973,866**	**$78,084,950**
Total Revenues	**$72,934,149**	**$72,127,427**	**$78,648,437**	**$81,710,820**
EXPENDITURES				
Expenditures and Transfer Out to Other Funds				
Office of the Chief - General Fund	1,374,611	1,554,364	1,600,631	1,677,439
Special Operations - General Fund	7,064,810	7,406,519	8,095,607	9,459,909
Patrol Division	30,828,459	29,715,523	32,031,127	32,655,387
Investigations	15,873,743	15,131,361	18,202,180	18,619,167
Support Services - General Services	13,024,525	13,454,696	13,167,020	13,489,687
Special Programs (Grants) - General Fund	2,973,014	2,836,830	2,865,470	2,995,893
Measure C Programs	1,793,135	1,935,133	2,686,402	2,813,338
Community Oriented Policing Grant	—	—	—	—
Byrnes Grant	—	—	—	—
Narc Asset Seizure-Spec Rev Fund	—	93,000	—	—
Total Expenditures	**$72,932,296**	**$72,127,427**	**$78,648,437**	**$81,710,820**
Net Change	**1,853**	**—**	**—**	**—**

Police - General Fund Summary

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Licenses & Permits	$ 397,601	$ 517,800	$ 459,439	$ 472,472
Photo Red Light	149,355	85,404	71,400	72,858
Fines & Forfeitures	53,249	50,262	41,000	41,820
Intergovernmental	2,803,462	1,959,457	2,112,832	2,125,407
Fees & Service Charges	640,309	769,581	914,500	836,805
Other Revenue	53,630	71,389	75,400	76,508
Total Revenues	**$ 4,097,606**	**$ 3,453,892**	**$ 3,674,571**	**$ 3,625,870**
EXPENDITURES				
Expenditures				
Salary				
Regular	34,183,199	34,734,078	36,600,217	37,682,269
Overtime	3,882,846	3,676,715	2,961,000	2,961,000
Vacancy Savings	—	—	(1,567,998)	(2,164,245)
Benefits				
Fringe Benefits	10,705,214	10,540,222	11,691,489	12,159,863
Retiree Medical	1,715,219	1,665,506	1,862,648	1,934,859
PERS	12,336,933	12,483,118	15,272,245	16,863,669
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$62,823,411**	**$63,099,638**	**$66,819,601**	**$69,437,415**
Maintenance & Utilities	393,675	292,515	439,463	483,963
Supplies & Services	1,895,352	1,987,771	2,082,590	2,101,590
Internal Service Fees	6,026,724	4,634,250	6,620,381	6,874,515
Capital	—	85,120	—	—
Net Operating Expense	**$ 8,315,751**	**$ 6,999,655**	**$ 9,142,434**	**$ 9,460,068**
Total Expenditures	**$71,139,162**	**$70,099,294**	**$75,962,035**	**$78,897,482**
General Fund Subsidy	**67,041,556**	**66,645,402**	**72,287,464**	**75,271,612**

Office of the Chief - General Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Intergovernmental	$ —	$ —	$ —	$ —
Other Revenue	—	—	—	—
Total Revenues	**$ —**	**$ —**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	782,334	888,604	854,142	867,921
Overtime	11,396	9,231	16,500	16,500
Benefits				
Fringe Benefits	177,474	191,561	209,685	217,285
Retiree Medical	20,809	20,175	22,475	30,275
PERS	260,079	317,535	354,007	385,317
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 1,252,091**	**$ 1,427,106**	**$ 1,456,809**	**$ 1,517,297**
Maintenance & Utilities	8,173	8,861	9,000	9,000
Supplies & Services	36,220	37,626	39,084	39,084
Internal Service Fees	78,127	80,772	95,738	112,058
Net Operating Expense	**$ 122,520**	**$ 127,259**	**$ 143,822**	**$ 160,142**
Total Expenditures	**$ 1,374,611**	**$ 1,554,364**	**$ 1,600,631**	**$ 1,677,439**
General Fund Subsidy	**1,374,611**	**1,554,364**	**1,600,631**	**1,677,439**

Special Operations - General Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Grants-Citizens' Option for Public Safety	$ —	$ —	$ 187,680	$ 187,680
Licenses and Permits	23,919	12,485	30,900	31,827
Photo Red Light	149,355	85,404	71,400	72,858
Intergovernmental	—	899	—	—
Fees & Service Charges	—	213,599	185,000	188,700
Other Revenue	4,237	2,550	40,400	40,808
Total Revenues	**$ 177,511**	**$ 314,937**	**$ 515,380**	**$ 521,873**
EXPENDITURES				
Expenditures				
Salary				
Regular	2,772,092	3,089,921	3,477,714	3,747,871
Overtime	494,136	620,851	243,500	243,500
Targeted Savings	—	—	(310,602)	(288,593)
Benefits				
Fringe Benefits	941,893	994,290	1,219,624	1,219,917
Retiree Medical	153,170	155,588	158,808	185,309
PERS	1,002,418	1,053,571	1,497,419	1,735,826
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 5,363,708**	**$ 5,914,220**	**$ 6,286,463**	**$ 6,843,830**
Maintenance & Utilities	16,590	27,096	30,000	30,000
Supplies & Services	783,463	867,262	913,604	913,604
Internal Service Fees	901,049	586,945	865,540	1,672,475
Capital	—	10,996	—	—
Net Operating Expense	**$ 1,701,101**	**$ 1,492,299**	**$ 1,809,144**	**$ 2,616,079**
Total Expenditures	**$ 7,064,810**	**$ 7,406,519**	**$ 8,095,607**	**$ 9,459,909**
General Fund Subsidy	**6,887,299**	**7,091,582**	**7,580,227**	**8,938,036**

Patrol Division - General Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Licenses and Permits	$ —	$ —	$ —	$ —
Intergovernmental	—	—	—	—
Fees & Service Charges	100,160	88,712	70,000	141,400
Other Revenue	—	—	—	—
Total Revenues	**$ 100,160**	**$ 88,712**	**$ 70,000**	**$ 141,400**
EXPENDITURES				
Expenditures				
Salary				
Regular	14,771,227	14,622,329	14,980,722	15,052,737
Overtime	1,215,792	1,264,486	1,215,000	1,215,000
Targeted Savings	—	—	(349,229)	(228,977)
Benefits				
Fringe Benefits	4,944,466	4,764,667	4,970,698	5,211,502
Retiree Medical	884,307	859,050	981,105	1,007,520
PERS	6,055,255	6,135,918	7,213,655	7,720,747
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$27,871,047**	**$27,646,450**	**$29,011,951**	**$29,978,529**
Maintenance & Utilities	—	—	—	—
Supplies & Services	30,235	50,432	57,784	57,784
Internal Service Fees	2,927,177	2,018,641	2,961,392	2,619,074
Capital	—	—	—	—
Net Operating Expense	**$ 2,957,412**	**$ 2,069,073**	**$ 3,019,176**	**$ 2,676,858**
Total Expenditures	**$30,828,459**	**$29,715,523**	**$32,031,127**	**$32,655,387**
General Fund Subsidy	**30,728,298**	**29,626,811**	**31,961,127**	**32,513,987**

Investigations - General Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Licenses & Permits	$ 120,440	$ 135,547	$ 144,200	$ 148,526
Intergovernmental	1,970,166	1,794,771	1,549,931	1,671,919
Fees & Service Charges	15,188	35,606	33,000	33,660
Other Revenue	—	—	—	—
Total Revenues	**$ 2,105,793**	**$ 1,965,923**	**$ 1,727,131**	**$ 1,854,105**
EXPENDITURES				
Expenditures				
Salary				
Regular	7,923,605	7,837,257	8,723,365	9,247,417
Overtime	759,197	336,142	1,100,000	1,100,000
Targeted Savings	—	—	(460,675)	(1,028,349)
Benefits				
Fringe Benefits	2,444,147	2,331,962	2,722,812	2,961,027
Retiree Medical	430,077	411,450	468,575	476,287
PERS	2,938,573	2,992,209	3,751,920	4,249,432
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$14,495,599**	**$13,909,019**	**$16,305,997**	**$17,005,814**
Maintenance & Utilities	43,812	31,495	81,000	81,000
Supplies & Services	352,471	345,580	382,684	382,684
Internal Service Fees	981,862	845,267	1,432,499	1,149,669
Capital	—	—	—	—
Net Operating Expense	**$ 1,378,145**	**$ 1,222,342**	**$ 1,896,183**	**$ 1,613,353**
Total Expenditures	**$15,873,743**	**$15,131,361**	**$18,202,180**	**$18,619,167**
General Fund Subsidy	**13,767,950**	**13,165,438**	**16,475,049**	**16,765,062**

Support Services - General Services

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Licenses & Permits	$ 253,242	$ 369,768	$ 284,339	$ 292,119
Intergovernmental	18,692	20,000	20,400	20,808
Fees & Service Charges	524,961	431,664	626,500	473,045
Other Revenue	49,393	68,839	35,000	35,700
Total Revenues	**$ 846,288**	**$ 890,271**	**$ 966,239**	**$ 821,672**
EXPENDITURES				
Expenditures				
Salary				
Regular	6,469,354	6,862,800	7,073,433	7,222,652
Overtime	1,224,574	1,296,219	386,000	386,000
Targeted Savings	—	—	(447,492)	(618,326)
Benefits				
Fringe Benefits	1,665,600	1,765,219	2,056,325	2,035,969
Retiree Medical	139,384	134,269	133,730	135,777
PERS	1,481,704	1,382,144	1,741,512	1,984,666
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$10,980,616**	**$11,440,651**	**$10,943,508**	**$11,146,739**
Maintenance & Utilities	325,101	225,063	319,463	363,963
Supplies & Services	583,024	614,884	641,434	660,434
Internal Service Fees	1,135,784	1,099,975	1,262,615	1,318,551
Capital	—	74,123	—	—
Net Operating Expense	**$ 2,043,908**	**$ 2,014,045**	**$ 2,223,512**	**$ 2,342,948**
Total Expenditures	**$13,024,525**	**$13,454,696**	**$13,167,020**	**$13,489,687**
General Fund Subsidy	**12,178,237**	**12,564,425**	**12,200,781**	**12,668,015**

Special Programs (Grants) - General Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Fines and Forfeitures	$ 53,249	$ 50,262	$ 41,000	$ 41,820
Grant Revenue	814,604	143,787	354,821	245,000
Rental Income	1,852		—	—
Total Revenues	**$ 869,706**	**$ 194,049**	**$ 395,821**	**$ 286,820**
EXPENDITURES				
Expenditures				
Salary				
Regular	1,464,588	1,433,167	1,490,841	1,543,671
Overtime	177,751	149,786	—	—
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	531,634	492,523	512,345	514,162
Retiree Medical	87,472	84,975	97,955	99,691
PERS	598,904	601,741	713,732	787,681
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 2,860,349**	**$ 2,762,193**	**$ 2,814,873**	**$ 2,945,205**
Maintenance & Utilities	—	—	—	—
Supplies & Services	109,940	71,987	48,000	48,000
Internal Service Fees	2,725	2,650	2,597	2,688
Capital	—	—	—	—
Net Operating Expense	**$ 112,665**	**$ 74,637**	**$ 50,597**	**$ 50,688**
Total Expenditures	**$ 2,973,014**	**$ 2,836,830**	**$ 2,865,470**	**$ 2,995,893**
General Fund Subsidy	**2,103,308**	**2,642,782**	**2,469,649**	**2,709,073**

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Beginning Working Capital Balance	$ 230,445	$ 230,445	$ 230,445	$ 230,445
REVENUES				
Revenue				
Interest	—	—	—	—
Intergovernmental	—	—	—	—
Total Revenues	$ —	$ —	$ —	$ —
EXPENDITURES				
Fund Transfers Out to				
Trsfr to General Fund	—	—	—	—
	$ —	$ —	$ —	$ —
Total Expenditures	$ —	$ —	$ —	$ —
Net Change	—	—	—	—
Ending Working Capital Balance	230,445	230,445	230,445	230,445

Byrne Justice Assistance Grant - Special Revenue Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Beginning Working Capital Balance	**$ 319**	**$ 319**	**$ 319**	**$ 319**
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	**319**	**319**	**319**	**319**

Narcotic Asset Seizure - Special Revenue Fund

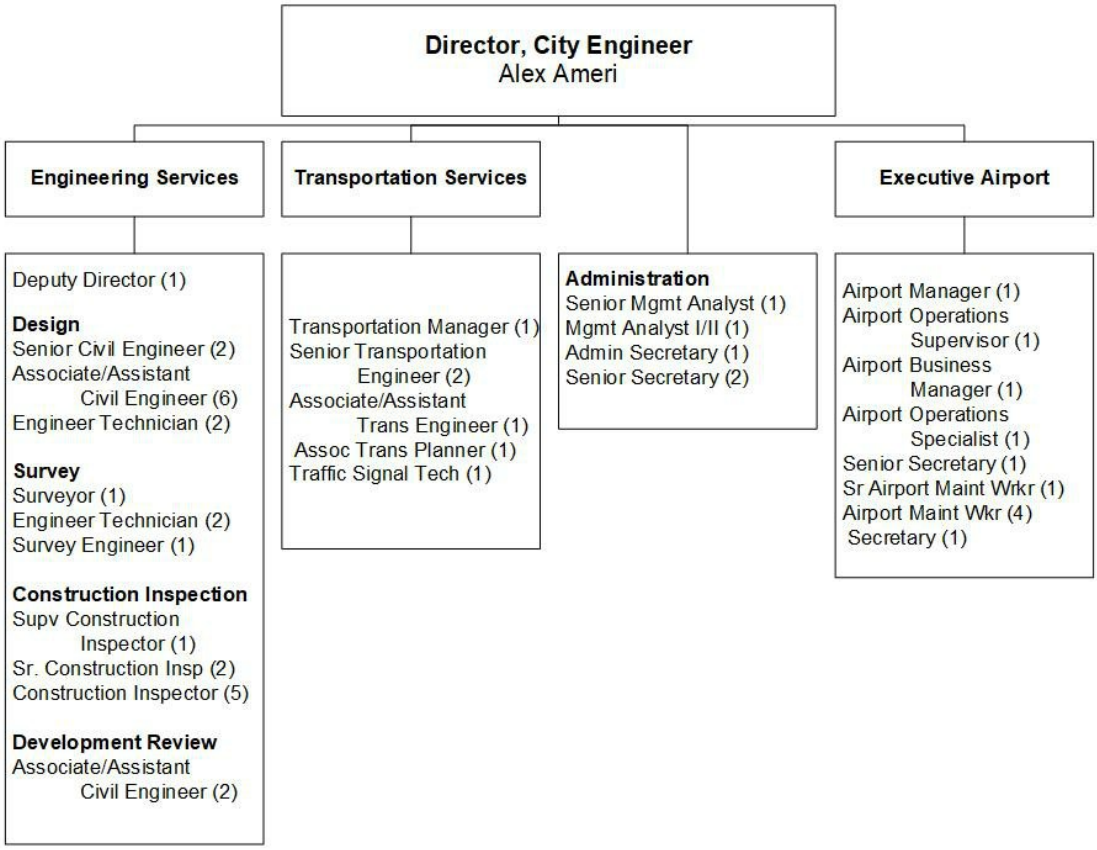
	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Beginning Working Capital Balance	**$ 350,200**	**$ 430,052**	**$ 365,744**	**$ 365,744**
REVENUES				
Revenue				
Fines & Forfeitures	70,993	24,733	—	—
Interest	8,859	3,958	—	—
Total Revenues	**$ 79,852**	**$ 28,691**	**$ —**	**$ —**
EXPENDITURES				
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	—	93,000	—	—
Net Operating Expense	$ —	$ 93,000	$ —	$ —
Fund Transfers Out				
Trsfr to Police Capital Projects	—	—	—	—
	$ —	$ —	$ —	$ —
Total Expenditures	**$ —**	**$ 93,000**	**$ —**	**$ —**
Net Diff Gain (Use) of Fund Balance	**79,852**	**(64,309)**	**—**	**—**
Ending Working Capital Balance	**430,052**	**365,744**	**365,744**	**365,744**

Measure C Program - Measure C Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Other Revenue	$ —	$ —	$ —	$ —
Total Revenues	**$ —**	**$ —**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	939,601	1,079,696	1,504,755	1,535,349
Overtime	59,596	44,795	—	—
Benefits				
Fringe Benefits	281,247	274,501	395,481	428,031
Retiree Medical	49,793	48,225	52,725	51,681
PERS	320,323	344,967	500,857	557,669
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 1,650,559**	**$ 1,792,185**	**$ 2,453,818**	**$ 2,572,730**
Maintenance & Utilities	5,560	36,523	58,138	58,138
Supplies & Services	45,472	29,047	44,130	44,130
Internal Service Fees	91,543	77,378	130,316	138,340
Capital	—	—	—	—
Net Operating Expense	**$ 142,576**	**$ 142,948**	**$ 232,584**	**$ 240,608**
Total Expenditures	**$ 1,793,135**	**$ 1,935,133**	**$ 2,686,402**	**$ 2,813,338**
Measure C Fund Subsidy	**1,793,135**	**1,935,133**	**2,686,402**	**2,813,338**

FY 2020 STAFFING
47.0 FTE

Public Works & Utilities Department
Engineering, Transportation, and Airport



PUBLIC WORKS 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 2019 KEY SERVICE GOALS AND METRICS

Division	#	FY 2019 Goals	FY 2019	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 2019	ACHIEVED
	3	Continue process to recover costs for knockdowns of street lights and traffic signals from insurers and private parties.	60% cost recovery on-going	CONTINUED EFFORT NEEDED On-going. Staff shortages have allowed for less time for cost recovery.
Design / Development Services	4	Complete construction of the Heritage Plaza and Arboretum.	Complete construction of 2.69-acre Heritage Plaza and Arboretum by Spring 2019.	CONTINUED EFFORT NEEDED Existing library building will be deconstructed in March 2019. Plaza work should be completed by Spring 2019.
	5	Substantially complete construction of Phase 2 and complete design and begin construction of Phase 3 of the Mission Boulevard Corridor Improvement Project.	June 2019	CONTINUED EFFORT NEEDED Phase 2 - substantial completion Nov 2019; Phase 3 design well underway.

PUBLIC WORKS DEPARTMENT - ENGINEERING, TRANSPORTATION & AIRPORT

Division	#	FY 2019 Goals	FY 2019	Status
Design / Development Services	6	Implement the FY19 street improvement paving repair projects as part of Gas Tax, Measures B/BB, VRF, and RRAA funding.	Improve an estimated 14 lane-miles in 35 streets by July 2019	ACHIEVED Construction to begin in March 2019 and completed by July 2019. Cost savings from bid results, more streets to be added once identified.
	7	Begin Construction of Fire Station 6 and Training Center supported by the passage of Measure C.	Spring 2019	CONTINUED EFFORT NEEDED Summer/Fall 2019 depending on FAA action.
	8	Design projects to rehabilitate and/or reconstruct pavement, sidewalk, and wheelchair ramps.	10 miles of pavement; 20,000 square feet of sidewalk; 100 wheelchair ramps by June 2019.	ACHIEVED Sidewalk rehab construction started in Feb. 2019 and will be completed by June 2019
Construction Services	9	Ensure a timely and complete inspection of all City construction projects, as well as subdivisions, grading/clearing permits, and Public Works encroachment permits.	Complete 11 open CIP and 38 private development projects.	ACHIEVED Ongoing
Survey	10	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 15 projects in the development pipeline.	ACHIEVED Ongoing
	11	Acknowledge requests for survey and property characteristics assistance from other departments within 24 hours; provide the requested data in a timely and efficient manner.	24-hour response.	ACHIEVED Ongoing

PUBLIC WORKS DEPARTMENT - ENGINEERING, TRANSPORTATION & AIRPORT

Division	#	FY 2019 Goals	FY 2019	Status
Transportation	12	Closely follow transportation-related legislation and potential available funding to ensure Hayward's interests are protected.	Complete / Ongoing.	ACHIEVED Ongoing
	13	Respond to community requests for traffic-calming assistance within 5 days of receiving the request.	5-day response.	ACHIEVED Ongoing
	14	Complete the City-wide Intersection Improvement Study	June 2019	CONTINUED EFFORT NEEDED Re-scoped to provide multi-modal approach; is currently slated to be completed by early 2020
Hayward Executive Airport	15	Complete design of Sulphur Creek Improvement project	April 2019	CONTINUED EFFORT NEEDED Underway, delayed to April 2020
	16	Determine tenant demand for Phase II of the Administration Building	October 2018	ACHIEVED Completed - not financially feasible
	17	Investigate the feasibility of US Customs service at the Airport	September 2018	ACHIEVED In progress, new program under review by FBOs
	18	Develop promotional materials for Airport	December 2018 and on-going	ACHIEVED On-going, Airport Manager attended conference in January 2019 and publicized Airport

Division	#	FY 2019 Goals	FY 2019	Status
Hayward Executive Airport	19	Commence construction of Sulphur Creek Improvement project	July 2019	CONTINUED EFFORT NEEDED Delayed until FY 2021
	20	Evaluate existing City-owned hangars at the Airport to determine condition and useful life	April 2019 (final report issued)	ACHIEVED
	21	Rehabilitate Taxiways Alpha and Foxtrot per the Airport's Pavement Management Program	June 2019 (design and construction)	CONTINUED EFFORT NEEDED Delayed until FY 2020 (design)
	22	Rehabilitate Taxiway Zulu pavement by milling the current surface and replacing it, full length and width	March 2019 (design)	CONTINUED EFFORT NEEDED Delayed until FY 2020 (design)
	23	Upgrade exterior hangar lights and parking ramp flood lights to LEDs	October 2018	CONTINUED EFFORT NEEDED Delayed until FY 2020
	24	Upgrade video surveillance cameras - this project will replace obsolete video surveillance cameras located at certain locations on the air operations area of the Airport	June 2019	ACHIEVED (in cooperation with Technology Services)

FY 2019 ADDITIONAL ACCOMPLISHMENTS

1. Implemented the FY19 new sidewalks project on Calhoun St., Muir St., & Walpert St., as part of Measures B/BB.
2. Route 238 Phase 1, 19 Parcels Abatement and Deconstruction completed.

FY 2020 KEY SERVICE GOALS AND METRICS

Division	#	FY 2020 Goals	FY 2020 Measures
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.
	2	Prepare and deliver for adoption the Capital Improvement Program on-time to Council and the public.	May 2020
	3	Continue process to recover costs for knockdowns of street lights and traffic signals from insurers and private parties.	Ongoing
Design / Development Services	4	South Hayward Youth and Family Center - Master Plan and Preliminary Design	Preliminary Design August 2019
	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 Spring 2020
	6	Implement the FY new sidewalks project as part of Measures B/BB.	Design completion Dec. 2019 Construction Spring 2020
	7	Design Projects to Rehabilitate and/or reconstruct, sidewalks and wheelchair ramps	Design completion December 2019 Construction Spring 2020
	8	La Vista Park	Design completion April 2020 Construction July 2020
	9	Route 238 Phase 2, 20 Parcels Abatement and Deconstruction	Report-August 2019 Advertise-November 2019 Award-January 2020
	10	Update City Standards to 2018 State Standards (Current)	Fall 2019
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.

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

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2020

1. Delete 1.0 FTE Management Analyst (Airport)
2. Add 1.0 FTE Airport Maintenance Worker

Public Works-Engineering, Transportation & Airport Department

All Funds Summary - By Category

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue and Transfers In from Other Funds				
General Fund Revenue	645,491	600,102	415,500	415,500
Airport Maint & Operation	3,538,315	3,473,748	3,512,054	3,512,054
	$ 4,183,806	**$ 4,073,850**	**$ 3,927,554**	**$ 3,927,554**
(Contribution)/Use of Fund Balance				
Airport Maint & Operation	(304,304)	163,764	90,441	642,097
	$ (304,304)	**$ 163,764**	**$ 90,441**	**$ 642,097**
Fund Subsidy				
General Fund Subsidy	2,066,550	1,759,988	2,281,647	2,981,972
Total Revenues	**$ 5,946,052**	**$ 5,997,602**	**$ 6,299,642**	**$ 7,551,623**
EXPENDITURES				
Expenditures By Expense Category				
Salary				
Regular	4,573,819	4,820,216	4,996,221	5,060,267
Overtime	128,437	139,471	33,150	33,150
Targeted Savings	—	—	(144,312)	(27,391)
Benefits				
Fringe Benefits	1,033,674	1,064,969	1,201,609	1,132,485
Retiree Medical	74,638	71,820	74,018	71,901
PERS	1,070,830	1,003,211	1,121,279	1,285,616
Charges (to)/from other prog	(3,526,184)	(4,108,503)	(3,860,608)	(3,860,608)
Net Staffing Expense	**$ 3,355,215**	**$ 2,991,185**	**$ 3,421,357**	**$ 3,695,420**
Maintenance & Utilities	227,453	243,607	227,351	227,351
Supplies & Services	382,305	549,509	442,394	621,147
Internal Service Fees	886,613	833,698	933,113	1,147,171
Capital	161,167	164,567	—	164,120
Net Operating Expense	**$ 1,657,537**	**$ 1,791,380**	**$ 1,602,858**	**$ 2,159,789**
Transfers Out to Other Funds	933,300	1,215,037	1,275,427	1,696,415
Total Expenditures	**$ 5,946,052**	**$ 5,997,602**	**$ 6,299,642**	**$ 7,551,623**
Net Change	—	—	—	—

Public Works-Engineering, Transportation & Airport Department

All Funds Summary - By Program

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue and Trans in from Other Funds				
General Fund Revenue	$ 645,491	$ 600,102	$ 415,500	$ 415,500
Hayward Executive Airport	3,538,315	3,473,748	3,512,054	3,512,054
	$ 4,183,806	**$ 4,073,850**	**$ 3,927,554**	**$ 3,927,554**
(Contri)/Use of Fund Balance				
Hayward Executive Airport	(304,304)	163,764	90,441	642,097
	$ (304,304)	**$ 163,764**	**$ 90,441**	**$ 642,097**
Fund Subsidy				
General Fund Subsidy	2,066,550	1,759,988	2,281,647	2,981,972
Total Revenues	**$ 5,946,052**	**$ 5,997,602**	**$ 6,299,642**	**$ 7,551,623**
EXPENDITURES				
Expend and Trans Out to Other Funds By Prog				
General Fund	2,712,041	2,360,089	2,697,147	3,397,472
Executive Airport	3,234,011	3,637,513	3,602,495	4,154,153
Total Expenditures	**$ 5,946,052**	**$ 5,997,602**	**$ 6,299,642**	**$ 7,551,623**
Net Change	—	—	—	—

Public Works-Engineering, Transportation & Airport Department

Engineering & Transportation - General Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Sales and Other Taxes	$ —	$ —	$ —	$ —
Interest and Rents	84,254	79,065	65,500	65,500
Fees & Service Charges	537,771	515,330	350,000	350,000
Other Revenue	23,466	5,707	—	—
Total Revenues	**$ 645,491**	**$ 600,102**	**$ 415,500**	**$ 415,500**
EXPENDITURES				
Expenditures				
Salary				
Regular	3,623,799	3,759,381	3,916,454	4,031,124
Overtime	92,082	87,270	6,400	6,400
Targeted Savings	—	—	(144,312)	(27,391)
Benefits				
Fringe Benefits	789,720	787,633	894,496	821,956
Retiree Medical	55,345	53,314	55,747	54,157
PERS	850,951	789,566	867,775	1,012,636
Charges (to)/from other prog	(3,526,184)	(4,108,241)	(3,860,608)	(3,860,608)
Net Staffing Expense	**$ 1,885,714**	**$ 1,368,922**	**$ 1,735,952**	**$ 2,038,274**
Maintenance & Utilities	2,816	1,609	3,846	3,846
Supplies & Services	140,658	368,726	246,640	418,893
Internal Service Fees	682,854	620,833	710,709	936,459
Capital	—	—	—	—
Net Operating Expense	**$ 826,327**	**$ 991,167**	**$ 961,195**	**$ 1,359,198**
Total Expenditures	**$ 2,712,041**	**$ 2,360,089**	**$ 2,697,147**	**$ 3,397,472**
General Fund Subsidy	**2,066,550**	**1,759,988**	**2,281,647**	**2,981,972**

Hayward Executive Airport - Enterprise Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Interest & Rents	$ 183,890	$ 175,661	$ 168,865	$ 168,865
Land Rent	1,893,190	1,766,319	1,753,903	1,753,903
Hangar Rent	1,141,777	1,168,120	1,253,376	1,253,376
Fees & Service Charges	705	666	8,000	8,000
Other Revenue	318,753	362,983	327,911	327,911
Total Revenue	**$ 3,538,315**	**$ 3,473,748**	**$ 3,512,054**	**$ 3,512,054**
Total Revenues	**$ 3,538,315**	**$ 3,473,748**	**$ 3,512,054**	**$ 3,512,054**
EXPENDITURES				
Expenditures				
Salary				
Regular	950,020	1,060,835	1,079,767	1,029,143
Overtime	36,354	52,201	26,750	26,750
Benefits				
Fringe Benefits	243,954	277,336	307,113	310,530
Retiree Medical	19,293	18,506	18,271	17,744
PERS	219,880	213,646	253,504	272,980
Charges (to)/from other prog	—	(263)	—	—
Net Staffing Expense	**$ 1,469,501**	**$ 1,622,263**	**$ 1,685,405**	**$ 1,657,147**
Maintenance & Utilities	224,637	241,998	223,505	223,505
Supplies & Services	241,647	180,783	195,754	202,254
Internal Service Fees	203,759	212,865	222,404	210,712
Capital - Debt Service	161,167	164,567	—	164,120
Net Operating Expense	**$ 831,210**	**$ 800,213**	**$ 641,663**	**$ 800,591**
Fund Transfers Out to				
Cost Allocation to General Fund	162,611	185,168	185,168	185,168
Liability Insurance Premium	70,689	66,869	69,259	65,247
Water Maint Fund for DS	—	—	—	—
Tech Services ERP	—	—	—	—
Airport Capital Fund	700,000	963,000	1,021,000	1,446,000
Total Transfers Out	**$ 933,300**	**$ 1,215,037**	**$ 1,275,427**	**$ 1,696,415**
Total Expenditures	**$ 3,234,011**	**$ 3,637,513**	**$ 3,602,495**	**$ 4,154,153**
Net Change	**304,304**	**(163,764)**	**(90,441)**	**(642,097)**

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FY 2020 STAFFING
111.5 FTE

Public Works & Utilities Department
Utilities and Environmental Services

Director
Alex Ameri

Assistant Director of Public Works

Utilities

Utilities Op & Maint
Util Op & Maint Mgr (1)
Senior Secretary (1)

Water Distribution
Util Field Svcs Supv (1)
Sr Utility Leader (1)
Utility Leader (3)
Util Wkr/Laborer (13)
Equip Operator (2)
Sr. Util Cust Svc Ldr (1)
Cross Conn Ctrl Sp (1)
Backflow/Cross Connect Tester (1)
Water Meter Mech (3)
Water Mtr Reader (2.5)
Storekeeper-Exp (1)
Secretary (1)

Utility Sys Maint
Util Op & Maint Supv (1)
Electrician I/II (3)
Utility Maint Mech (6)
Utility Service Worker (2)

Sewer Collection Maint System
Wastewater Collection System Supervisor (1)
Sr Util Leader-Sewer (1)
Utility Leader-Sewer (2)
Utility Worker/ Laborer – Sewer (6)

Utilities Admin/Planning/ Engineering
Water Resources Mgr (1)
Sr Water Resources Engineer (1)
Utilities Eng Mgr (1)
Sr Utilities Engineer (2)
Assoc Civil Engineer (3)
Sr Mgmt Analyst (1)
Mgmt Analyst I/II (1)
Dev. Review Specialist (1)
Admin Secretary (1)
Senior Secretary (1)

Water Pollution Control Facility (WPCF)
WPCF Manager (1)
WPCF O & M Manager (1)
WPCF Maint Supv (1)
WPCF Op Supv (1)
WPCF Lead Op (6)
WPCF Operator (6)
Operator In Training (2)
Electrician I/II (3)
Utility Maint Mech (4)
Equipment Operator (1)
Maint Wkr/Laborer (1)
Lab Supervisor (1)
Chemist (1)
Lab Technician (2)
Senior Secretary (1)
Admin Intern (0.5)

Environmental Services

Environmental Services
Environmental Services Manager (1)

Solid Waste Mgmt
Solid Waste Prog Mgr (1)
Mgmt Analyst I/II (1)
Sustainability Specialist (1)

Water Pollution Source Control (WPSC)/ Stormwater Mgmt
Water Pollution Control Administrator (1)
Senior WPSC Inspector (1)
WPSC Inspector (3)
Secretary (1)
Technical Intern (0.5)

PUBLIC WORKS 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 2019 KEY SERVICE GOALS AND METRICS

Division	#	FY 2019 Goals	FY 2019 Measures	Status
Administration, Planning, and Engineering	1	Complete the construction of Garin 2nd tank and pump station, and commission the system.	December 2018	ACHIEVED Estimated commission by June 2019.
	2	Complete the Water Pollution Control Facility Phase II Facilities Plan.	October 2018	CONTINUED EFFORT NEEDED In progress, expected to be completed by October 2019.
	3	Substantially complete the construction of Recycled Water storage and pump station.	May 2019	ACHIEVED Substantial completion by May 2019.
	4	Construction of the Recycled Water distribution pipeline.	50% completion by June 2019	ACHIEVED February 2019
	5	Initiate data collection and modeling efforts for the Groundwater Sustainability Plan in compliance with the Sustainable Groundwater Management Act.	June 2019	ACHIEVED
Water Distribution & Wastewater Collection O&M	6	Complete the deployment and commission of the Advanced Metering Infrastructure project.	December 2018	ACHIEVED 100% Meter installed and operational
	7	Implement Advanced Metering Infrastructure Customer Portal.	March 2019	CONTINUED EFFORT NEEDED Multi Divisions required for completion.
Water Pollution Control Facility	8	Complete the membrane Aerated Bio-Filter Reactor Pilot and assess its efficacy.	February 2019	ACHIEVED Project ongoing
	9	Place into service the East Bay Discharger Authority's renovated Hayward Effluent Pump Station.	May 2019	CONTINUED EFFORT NEEDED
	10	Complete the construction of a two-megawatt solar energy system at Water Pollution Control Facility.	April 2019	CONTINUED EFFORT NEEDED Phase A of the project is in construction.

Division	#	FY 2019 Goals	FY 2019 Measures	Status
Environmental Services	11	Reduce trash reaching the Bay.	85% reduction by July 2019	CONTINUED EFFORT NEEDED Efforts ongoing
	12	Increase participation in the bulky item collection program.	10% increase by June 2019	CONTINUED EFFORT NEEDED Achieved a 5.7% increase in the last two years (total for 2017 was 10,958 and total for 2018 was 11,588).
	13	Fully implement the Green Halo program, allowing builders to submit construction and demolition debris weigh tags electronically.	December 2018	CONTINUED EFFORT NEEDED Delayed due to other priorities.
	14	Promote East Bay Community Energy to maximize participation at the time of program launch.	December 2018	ACHIEVED

FY 2019 ADDITIONAL ACCOMPLISHMENTS

1. East Bay Community Energy was fully launched in November 2018. As of March 2019, Hayward's opt out rate was 3.33%, while the County average was 3.23%.
2. Administration, Planning and Engineering completed Water Main Replacement Project - Mission Boulevard under-budget, replacing 6,670 feet of water pipes, of which 4,400 linear feet was ductile iron pipe.
3. Wastewater Collection system won the California Water Environment Association-San Francisco Bay Section's 2018 Collection System of the Year award.
4. Water Pollution Control Facility won the California Water Environment Association-San Francisco Bay Section's 2018 Plant of the Year Award (Medium).
5. Water Pollution Control Facility won the California Water Environment Association-San Francisco Bay Section's 2018 Operator of the Year Award.
6. Completed the 8-mile long Recycled Water Pipeline project under budget and a full year ahead of schedule.

FY 2020 KEY SERVICE GOALS AND METRICS

Division	#	FY 2020 Goals	FY 2020 Measures
Administration, Planning, and Engineering	1	Complete Part I of the 2MW Solar Photovoltaic project at Water Pollution Control Facility (WPCF)	September 2019
	2	Complete WPCF Facilities Plan	September 2019
	3	Select an Engineering Consultant and begin the WPCF Nutrient Management project	December 2019
	4	Complete Sustainable Ground Water Plan to 50% level	June 2020
Water Distribution & Wastewater Collection O&M	5	Completion and acceptance of the Advanced Metering Infrastructure (AMI) project	August 2019
	6	Implementation AMI Customer Portal	June 2020
	7	Replace at least one mile of Cast Iron and three miles of Asbestos Cement water main	June 2020
Water Pollution Control Facility	8	Headworks Bar Screen Retrofit Design	December 2019
	9	Construct and commission Recycled Water Membrane Treatment Facility	December 2019
	10	Complete Final Clarifier Coatings Project	September 2019
Recycled Water	11	Complete Recycled Water Project and begin providing service to customers	June 2020
Environmental Services	12	Reduce trash reaching the Bay by installing a trash capture device in Art Avenue	November 2019
	13	Fully implement the Green Halo program, allowing builders to submit construction and demolition debris weigh tags electronically	December 2019
	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
	15	Adopt an ordinance encouraging all-electric construction	December 2019

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2020

1. Establish new Recycled Water Enterprise Fund
2. Increase in water purchase ($2.7 million)
3. Delete 1.0 FTE Senior Water Resources Engineer
4. Add 1.0 FTE Assistant Director of Public Works - Utilities

Public Works - Utilities & Environmental Services Department

All Funds Summary - By Category

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue and Transfers In from Other Funds				
General Fund Revenue	$ 16,830	$ 13,750	$ —	$ —
Recycling Program - Special Revenue Fund	558,602	646,732	916,500	1,396,500
Stormwater Maint & Operation	3,119,271	3,099,848	3,103,000	3,253,000
Waste Water Maint & Operation	28,103,111	29,358,563	23,109,314	25,538,817
Water Maint & Operation	47,637,865	53,485,271	50,619,733	51,251,173
Recycled Water Maint & Operation	—	—	—	329,250
Regional Water Inter-Tie - Enterprise Fund	80,774	105,350	134,271	134,271
	$ 79,516,453	**$ 86,709,515**	**$ 77,882,818**	**$ 81,903,011**
(Contribution)/Use of Fund Balance				
Recycling Program	68,454	(79,255)	(270,543)	(782,400)
Stormwater Maint & Operation	(590,166)	(437,033)	(60,838)	(353,325)
Waste Water Maint & Operation	(1,778,893)	(5,416,689)	(578,868)	(1,075,484)
Water Maint & Operation	(782,634)	(4,263,470)	(909,084)	2,235,062
Recycled Water Maint & Operation	—	—	—	(195,795)
Regional Water Inter-Tie	17,704	(42,313)	(2,942)	(2,943)
	$ (3,065,536)	**$(10,238,761)**	**$ (1,822,275)**	**$ (174,885)**
Fund Subsidy				
General Fund Subsidy	26,666	28,181	50,279	50,419
Total Revenues	**$ 76,477,583**	**$ 76,498,935**	**$ 76,110,822**	**$ 81,778,545**
EXPENDITURES				
Expenditures By Expense Category				
Salary				
Regular	10,446,011	11,138,814	12,685,257	12,588,387
Overtime	603,813	349,889	364,900	364,900
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	3,022,763	3,245,474	3,963,742	3,829,724
Retiree Medical	220,098	211,349	215,466	213,217
PERS	2,387,494	2,254,829	3,043,825	3,362,827
Charges (to)/from other programs	(563,014)	(16)	(275,000)	(275,000)
Net Staffing Expense	**$ 16,117,166**	**$ 17,200,339**	**$ 19,998,190**	**$ 20,084,056**
Maintenance & Utilities	2,103,984	2,151,826	2,402,247	2,505,947
Supplies & Services	6,079,573	5,774,528	6,036,972	6,369,547
Internal Service Fees	2,066,739	2,066,739	2,247,029	2,290,348
Water Purchases	28,611,694	32,316,131	30,800,000	33,500,000
Debt Service	4,334,227	4,317,736	3,978,811	4,269,529
Net Operating Expense	**$ 43,196,218**	**$ 46,626,960**	**$ 45,465,059**	**$ 48,935,371**
Transfers Out to Other Funds	17,338,499	13,117,549	10,647,573	12,759,122
Other Department Operating Costs	(3,662,037)	(3,991,638)	(4,515,812)	(4,499,242)
Total Expenditures	**$ 72,989,846**	**$ 72,953,210**	**$ 71,595,010**	**$ 77,279,307**
Net Change	3,487,737	3,545,726	4,515,812	4,499,238

All Funds Summary - By Program

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue and Transfers in from Other Funds				
General Fund Revenue	$ 16,830	$ 13,750	$ —	$ —
Recycling Program	558,602	646,732	916,500	1,396,500
Stormwater	3,119,271	3,099,848	3,103,000	3,253,000
Wastewater	28,103,111	29,358,563	23,109,314	25,538,817
Water	47,637,865	53,485,271	50,619,733	51,251,173
Recycled Water	—	—	—	329,250
Regional Water Inter-Tie	80,774	105,350	134,271	134,271
	$79,516,453	**$86,709,515**	**$ 77,882,818**	**$81,903,011**
(Contribution)/Use of Fund Balance				
Recycling Program	68,454	(79,255)	(270,543)	(782,400)
Stormwater	(590,166)	(437,033)	(60,838)	(353,325)
Wastewater	(1,778,893)	(5,416,689)	(578,868)	(1,075,484)
Water	(782,634)	(4,263,470)	(909,084)	2,235,062
Recycled Water	—	—	—	(195,795)
Regional Water Inter-Tie	17,704	(42,313)	(2,942)	(2,943)
	$ (3,065,536)	**$(10,238,761)**	**$ (1,822,275)**	**$ (174,885)**
Fund Subsidy				
General Fund Subsidy	26,666	28,181	50,279	50,419
Total Revenues	**$76,477,583**	**$76,498,935**	**$ 76,110,822**	**$81,778,545**
EXPENDITURES				
Expenditures and Transfer Out to Other Funds By Program				
General Fund	43,496	41,931	50,279	50,419
Recycling	627,056	567,477	645,957	614,100
Stormwater	1,199,319	1,059,295	1,310,632	1,301,531
Wastewater	26,324,217	23,941,874	22,530,446	24,463,334
Water	44,697,281	46,833,683	46,926,367	50,585,138
Recycled Water	—	—	—	133,455
Regional Water Inter-Tie	98,478	63,037	131,329	131,329
Total Expenditures	**$72,989,846**	**$72,507,297**	**$ 71,595,010**	**$77,279,307**
Net Change	**3,487,737**	**3,991,638**	**4,515,812**	**4,499,238**

Solid Waste Program - General Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Fees & Service Charges	$ 16,830	$ 13,750	$ —	$ —
Total Revenues	**$ 16,830**	**$ 13,750**	**$ —**	**$ —**
EXPENDITURES				
Expenditures				
Salary				
Regular	31,573	31,145	35,189	34,090
Overtime	—	—	—	—
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	3,693	3,677	4,168	4,063
Retiree Medical	409	394	389	386
PERS	7,395	6,632	7,604	8,495
Charges (to)/from other programs	—	—	—	—
Net Staffing Expense	**$ 43,071**	**$ 41,848**	**$ 47,350**	**$ 47,035**
Maintenance & Utilities	—	—	—	—
Supplies & Services	424	84	2,929	2,929
Internal Service Fees	—	—	—	455
Capital	—	—	—	—
Net Operating Expense	**$ 424**	**$ 84**	**$ 2,929**	**$ 3,384**
Total Expenditures	**$ 43,496**	**$ 41,931**	**$ 50,279**	**$ 50,419**
General Fund Subsidy	**26,666**	**28,181**	**50,279**	**50,419**

Recycling Program - Special Revenue Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Special Assessment-Deliq Bills	$ 7,840	$ 36,004	$ 10,000	$ 10,000
Waste Management Impact Fee	42,291	—	400,000	480,000
Interest & Rents	13,147	8,522	4,000	4,000
Intergovernmental	488,817	582,873	500,000	500,000
Fees and Service Charges	—	—	—	—
Other Revenue	6,507	19,333	2,500	402,500
Total Revenue	**$ 558,602**	**$ 646,732**	**$ 916,500**	**$ 1,396,500**
Fund Transfers In	—	—	—	—
Total Revenues	**$ 736,503**	**$ 534,248**	**$ 396,500**	**$ 396,500**
EXPENDITURES				
Expenditures				
Salary				
Regular	272,682	233,301	304,001	285,859
Overtime	14,159	9,113	—	—
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	42,300	33,956	63,192	38,448
Retiree Medical	4,496	4,331	4,276	4,243
PERS	63,704	48,130	66,755	71,682
Charges (to)/from other programs	(2,042)	(299)	—	—
Net Staffing Expense	**$ 395,299**	**$ 328,532**	**$ 438,224**	**$ 400,232**
Maintenance & Utilities	79	—	1,100	1,100
Supplies & Services	140,414	145,095	105,925	106,725
Internal Service Fees	46,440	45,469	52,804	57,347
Capital	—	—	—	—
Net Operating Expense	**$ 186,933**	**$ 190,564**	**$ 159,829**	**$ 165,172**
Fund Transfers Out to				
Cost Allocation to General Fund	34,723	38,257	38,257	38,257
Liability Insurance Premium	10,101	10,124	9,647	10,439
Total Transfers Out	**$ 44,824**	**$ 48,381**	**$ 47,904**	**$ 48,696**
Total Expenditures	**$ 627,056**	**$ 567,477**	**$ 645,957**	**$ 614,100**
Net Change	**(68,454)**	**79,255**	**270,543**	**782,400**

Water - Enterprise Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Revenue				
Water Sales	$ 40,714,662	$ 45,301,698	$ 43,100,000	$ 43,100,000
Water Service Charges	5,244,117	6,399,928	5,800,000	6,600,000
Installation Fees	318,029	393,998	250,000	250,000
Other Fees and Charges	578,463	701,454	200,000	200,000
Interest & Rents	186,206	96,739	105,000	105,000
Other Revenue	190,796	185,862	60,000	60,000
Total Revenue	**$ 47,232,272**	**$ 53,079,678**	**$ 49,515,000**	**$ 50,315,000**
Fund Transfers In from				
D/S 13 Water System Transfer	267,852	267,852	839,733	268,432
D/S 04 Water System Transfer	—	—	—	—
Capital Transfer				530,000
D/S Fire Stn #7 Transfer from Gen Fund	—	—	—	—
Total Transfers In	**$ 405,593**	**$ 405,593**	**$ 1,104,733**	**$ 936,173**
Total Revenues	**$ 47,637,865**	**$ 53,485,271**	**$ 50,619,733**	**$ 51,251,173**
Expenditures				
Salary				
Regular	4,482,724	4,863,507	5,268,412	5,175,208
Overtime	301,903	48,834	213,100	213,100
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	1,366,177	1,457,205	1,647,083	1,659,152
Retiree Medical	94,768	95,461	94,330	94,749
PERS	1,012,251	965,963	1,270,226	1,400,641
Charges (to)/from other programs	(305,523)	(320,859)	(150,000)	(150,000)
Net Staffing Expense	**$ 6,952,300**	**$ 7,110,111**	**$ 8,343,151**	**$ 8,392,850**
Water Purchases	28,611,694	32,316,131	30,800,000	33,500,000
Maintenance & Utilities	957,893	1,172,964	1,159,764	1,159,764
Supplies & Services	2,945,560	2,641,924	2,827,669	2,855,569
Internal Service Fees	893,367	950,036	1,085,088	1,087,705
Debt Service	543,876	544,671	701,992	536,864
Net Operating Expense	**$ 33,952,390**	**$ 37,625,726**	**$ 36,574,513**	**$ 39,139,902**
Fund Transfers Out to				
Cost Allocation to General Fund	1,141,469	1,207,770	1,207,770	1,207,770
Liability Insurance Premium	309,072	278,194	305,215	315,714
Water Capital Replacement	4,500,000	3,000,000	3,180,000	4,180,000
Cap Proj Transfer to Tech Replacement	—	—	—	—

Water - Enterprise Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Transfer Out to Other	—	—	100,000	250,000
Net Transfers Out	**$ 5,950,541**	**$ 4,485,964**	**$ 4,792,985**	**$ 5,953,484**
Total Fund Expenditures	**$ 46,855,231**	**$ 49,221,801**	**$ 49,710,649**	**$ 53,486,236**
Other Department Operating Costs (Finance Dept - Utility Billing) (Maintenance Services - Landscape Division)	(2,157,950)	(2,388,119)	(2,784,282)	(2,901,098)
Total Department Expenditures	**$ 44,697,281**	**$ 46,833,683**	**$ 46,926,367**	**$ 50,585,138**
Net Change	**782,634**	**4,263,470**	**909,084**	**(2,235,062)**

Regional Water Inter-Tie - Enterprise Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Beginning Working Capital Balance	**$ 25,216**	**$ 7,512**	**$ 49,825**	**$ 52,767**
REVENUES				
Revenue				
SFPUC/EBMUD Reimbursement	79,813	104,841	134,271	134,271
Interest	961	509	—	—
Net Revenue	**$ 80,774**	**$ 105,350**	**$ 134,271**	**$ 134,271**
Total Revenues	**$ 80,774**	**$ 105,350**	**$ 134,271**	**$ 134,271**
EXPENDITURES				
Expenditures				
Salary				
Regular	12,287	8,767	—	—
Overtime	420	—	—	—
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	20	2,174	—	—
Retiree Medical	6,415	—	—	—
PERS		1,778	—	—
Charges (to)/from other programs	—	—	25,000	25,000
Net Staffing Expense	**$ 19,142**	**$ 12,718**	**$ 25,000**	**$ 25,000**
Maintenance & Utilities	40,916	15,455	65,000	65,000
Supplies & Services	14,149	13,535	20,000	20,000
Internal Service Fees	—	—	—	—
Net Operating Expense	**$ 55,065**	**$ 28,989**	**$ 85,000**	**$ 85,000**
Fund Transfers Out to				
Cost Allocation to General Fund	24,271	21,329	21,329	21,329
Total Fund Expenditures	**$ 98,478**	**$ 63,037**	**$ 131,329**	**$ 131,329**
Net Change	**(17,704)**	**42,313**	**2,942**	**2,943**
Ending Working Capital Balance	**7,512**	**49,825**	**52,767**	**55,710**

Wastewater - Enterprise Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Sewer Service Charge	$ 20,109,872	$ 22,441,737	$ 21,200,000	$ 22,100,000
Sewer Connection Charge	5,992,547	3,179,420	—	—
EBDA Maint. By City	—	—	—	—
Other Fees	43,315	31,776	96,000	96,000
Interest	105,342	116,038	66,000	66,000
Other Revenue	117,847	139,881	—	—
Total Revenue	**$ 26,368,922**	**$ 25,908,852**	**$ 21,362,000**	**$ 22,262,000**
Fund Transfers In from				
DS 07 Sewer Rev Refunding	150,726	504,400	—	—
DS CEC Loan	219,713	217,810	217,810	217,810
DS CA SWRCB Loan/Sewer	1,363,750	2,727,501	1,529,504	3,059,007
Total Transfers In	**$ 1,734,189**	**$ 3,449,711**	**$ 1,747,314**	**$ 3,276,817**
Total Revenues	**$ 28,103,111**	**$ 29,358,563**	**$ 23,109,314**	**$ 25,538,817**
EXPENDITURES				
Salary				
Regular	4,589,043	4,889,581	5,887,342	5,934,274
Overtime	250,239	263,666	117,800	117,800
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	1,259,424	1,381,813	1,821,141	1,711,746
Retiree Medical	92,051	90,011	95,090	93,116
PERS	1,059,257	1,003,407	1,416,209	1,572,703
Charges (to)/from other programs	(254,359)	(176,849)	(150,000)	(150,000)
Net Staffing Expense	**$ 6,995,655**	**$ 7,451,630**	**$ 9,187,582**	**$ 9,279,639**
Maintenance & Utilities	1,070,535	913,689	1,155,529	1,255,529
Supplies & Services	2,522,323	2,619,125	2,572,885	2,869,760
Internal Service Fees	799,104	781,288	809,442	828,017
Debt Service	3,790,351	3,773,065	3,276,819	3,732,665
Net Operating Expense	**$ 8,182,313**	**$ 8,087,167**	**$ 7,814,675**	**$ 8,685,971**
Fund Transfers Out to				
Cost Allocation to General Fund	777,723	823,783	823,783	823,783
Liability Insurance Premium	375,979	399,874	389,406	358,941
Cap Proj Transf to Tech Replacement	—	—	215,000	—
Transfer Out to Other	—	—	100,000	100,000
Sewer Capital Replacement	4,000,000	4,000,000	4,000,000	5,215,000

Wastewater - Enterprise Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Connection Fee to Sewer Imprvmnt	5,992,547	3,179,420	—	—
Net Transfers Out	**11,146,249**	**8,403,077**	**5,528,189**	**6,497,724**
Total Expenditures	**$ 26,324,217**	**$ 23,941,874**	**$ 22,530,446**	**$ 24,463,334**
Net Change	**1,778,893**	**5,416,689**	**578,868**	**1,075,484**

Stormwater - Enterprise Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Stormwater Revenue	$ 2,043,872	$ 2,052,378	$ 2,020,000	$ 2,020,000
Street Cleaning Fees	1,018,909	1,022,276	1,050,000	1,200,000
Interest	54,690	23,294	16,000	16,000
Fees and Service Charges	1,800	1,900	17,000	17,000
Other Revenue	—	—	—	—
Total Revenue	**$ 3,119,271**	**$ 3,099,848**	**$ 3,103,000**	**$ 3,253,000**
Fund Transfers In from				
ISF Fleet	1,495	—	—	—
Other	172,805	—	—	—
	$ 174,300	**$ —**	**$ —**	**$ —**
Total Revenues	**$ 3,293,571**	**$ 3,099,848**	**$ 3,103,000**	**$ 3,253,000**
EXPENDITURES				
Expenditures				
Salary				
Regular	1,057,702	1,112,513	1,190,313	1,082,396
Overtime	37,092	28,276	34,000	34,000
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	351,149	366,648	428,158	386,955
Retiree Medical	21,959	21,152	21,381	20,723
PERS	244,887	228,920	283,031	288,471
Charges (to)/from other programs	(1,090)	—	—	—
Net Staffing Expense	**$ 1,711,699**	**$ 1,757,509**	**$ 1,956,883**	**$ 1,812,545**
Maintenance & Utilities	34,561	49,719	20,854	20,854
Supplies & Services	456,703	354,765	507,564	511,564
Internal Service Fees	327,828	342,024	299,695	316,824
Net Operating Expense	**$ 819,092**	**$ 746,508**	**$ 828,113**	**$ 849,242**
Fund Transfers Out to				
Cost Allocation to General Fund	126,875	125,049	125,049	125,049
Liability Insurance Premium	33,674	33,749	47,117	27,840
Capital Trsfr for Stormwater Sys Imp.	—	—	85,000	85,000
Transfer Out to Other	12,065	—	—	—
Net Transfers Out	**$ 172,614**	**$ 158,798**	**$ 257,166**	**$ 237,889**
Total Expenditures	**$ 2,703,405**	**$ 2,662,815**	**$ 3,042,162**	**$ 2,899,676**
Other Department Operating Costs (Maintenance Services - Street Maintenance)	(1,504,087)	(1,603,520)	(1,731,530)	(1,598,144)
Total Department Expenditures	**$ 1,199,319**	**$ 1,059,295**	**$ 1,310,632**	**$ 1,301,531**
Net Change	**590,166**	**437,033**	**60,838**	**353,325**

Recycled Water - Enterprise Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
REVENUES				
Revenue				
Recycled Water Sales	$ —	$ —	$ —	$ 165,000
Recycled Water Service Fee	—	—	—	14,250
Transfer in From Other	—	—	—	150,000
Total Revenue	**$ —**	**$ —**	**$ —**	**$ 329,250**
Total Revenues	**$ —**	**$ —**	**$ —**	**$ 329,250**
EXPENDITURES				
Expenditures				
Salary				
Regular	—	—	—	76,560
Overtime	—	—	—	—
Targeted Savings	—	—	—	—
Benefits				—
Fringe Benefits	—	—	—	29,361
PERS	—	—	—	20,835
Net Staffing Expense	**$ —**	**$ —**	**$ —**	**$ 126,755**
Maintenance & Utilities				
Supplies & Services	—	—	—	3,000
Net Operating Expense	**$ —**	**$ —**	**$ —**	**$ 3,000**
Total Expenditures	**$ —**	**$ —**	**$ —**	**$ 133,455**
Net Change	**—**	**—**	**—**	**195,795**

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, 2019) – 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 2019 projected assessed valuation (less exemptions)	$	22,385,452,432
Debt limit (15% of assessed value)	$	3,357,817,865
Amount of legal debt applicable to the debt limit	$	90,350,182
Legal debt margin (if Hayward were a general law city)	$	3,357,817,865
Amount above or (below) Legal Debt Margin	$	(3,267,467,683)

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 6/30/2019	Annual P&I (FY 2020)
General Fund						$ 22,915,736	
16Refunding COP	FY2016	FY2027	2.60%-2.76%	$ 19,813,775	$ 14,288,939		$1,969,650
02ABAG/ABAG 33 Refunding	FY2002	FY2021	3.00%-5.00%	$ 1,309,835	$ 160,000		$86,000
15Fire Station #7/Firehouse/Clinic	FY2015	FY2025	2.84%	$ 5,500,000	$ 4,086,667		$452,854
15Fire Station #7 Loan from Water	FY2016	FY2035	2%	$ 3,421,000	$ 3,167,508		$137,741
15Streetlight Conversion #05188	FY2015	FY2024	1%	$ 2,488,880	$ 1,212,621		$276,262
Measure C Fund						$ 64,770,000	
15Library/Fire Stations/Streets	FY 2016	FY2034	3.00%-5.00%	$ 67,535,000	$ 64,770,000		$5,424,813
Internal Service Fund - Facilities						$ 763,364	
05Equip Lease/Solar Power Energy	FY2006	FY2030	6%	$ 927,290	$ 579,497		$72,724
CEC Solar Energy Loan #7214	FY2012	FY2024	3%	$ 666,330	$ 183,867		$95,414
Internal Service Fund - Fleet						$ 1,591,082	
11Equip Lease-Fire Vehicles	FY2011	FY2021	3.24%	$ 1,991,524	$ 341,016		$234,749
14Equip Lease-Fire Truck	FY2014	FY2024	3.05%	$ 824,000	$ 443,118		$96,226
15 TDA Fire Truck Loan	FY2015	FY2024	2.92%	$ 1,272,000	$ 806,948		$147,594
Internal Service Fund - Technology						$ —	
15Equip Lease/ Network Cisco Hardware	FY 2015	FY2020	N/A	$ 1,699,356	$ —		$—
Water						$ 3,840,000	
13Water Refunding Bonds	FY2014	FY2025	2.76%	$ 7,245,000	$ 3,840,000		$700,984
Sewer						$ 49,689,844	
SWRCB Loan	FY2006	FY2029	—%	$ 54,550,018	$ 27,275,009		$3,059,007
SRCB Loan-Recycled Water	FY2017	FY2049	1%	$ 27,058,436	$ 21,227,086		455,847
CEC Solar Energy Loan #7505	FY2011	FY2025	3%	$ 2,450,000	$ 1,187,749		$217,810
Total Governmental and Business Activity Debt						$ 143,570,026	
Fiduciary						$ 5,541,643	
13Community Facility District #1	FY2014	FY2033	4.13%	$ 7,076,294	$ 5,541,643		$534,764
Successor Agency of the Hayward Redevelopment Agency						$ 37,834,019	
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	$ 29,815,000		$3,222,450
Special Assessment Districts						$ 310,000	
LID 16	FY1994	FY2020	6.75%-7.10%	$ 2,815,000	$ 160,000		$165,680
LID 17	FY2000	FY2024	4.20%-6.13%	$ 396,014	$ 150,000		$28,575

* Outstanding balance according to State of California Department of Finance approved ROPS 19-20 Determination.

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, 2019	FY 2020 Principal & Interest
2002 ABAG Refunding	12/1/2001	12/1/2020	3.00%-5.00%	$ 1,309,835	$ 160,000	$ 86,000
2016 COP Refunding	6/27/2016	11/1/2026	2.60%-2.76%	$ 19,813,775	$ 14,288,939	$ 1,969,650
Total				**$21,123,610**	**$ 14,448,939**	**$ 2,055,650**

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, 2019	FY 2020 Principal & Interest
2015 Fire Station #7/Clinic	8/1/2014	8/1/2029	2.84%	$ 5,500,000	$ 4,086,667	$ 452,854
2015 Fire Station Loan from Water	3/24/2016	12/1/2034	2.00%	$ 3,421,000	$ 3,167,508	$ 137,741
Total				**$ 8,921,000**	**$ 7,254,176**	**$ 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, 2019	FY 2020 Principal & Interest
2015 Streetlight Conversion #05188	6/22/2014	12/22/2023	1.00%	$ 2,488,880	$ 1,212,621	$ 276,262
Total				**$ 2,488,880**	**$ 1,212,621**	**$ 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, 2019	FY 2020 Principal & Interest
2015 Library/Fire Stations/Streets	10/1/2015	12/31/2034	3.00%- 5.00%	$ 67,535,000	$ 64,770,000	$ 5,424,813
Total				**$67,535,000**	**$ 64,770,000**	**$5,424,813**

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.

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, 2019	FY 2020 Principal & Interest
2005 Solar Power Electrical Generating System COP	3/1/2005	3/15/2030	6.00%	$ 927,290	$ 579,497	$ 72,724
2012 Solar Photovoltaic Panels Loan	6/29/2012	6/22/2021	3.00%	$ 666,330	$ 183,867	$ 95,414
Total				**$ 1,593,620**	**$ 763,364**	**$ 168,138**

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, 2019	FY 2020 Principal & Interest
2011 Equipment Lease - Fire & Maint. Svcs.	10/22/2010	10/22/2017	3.24%	$ 1,991,524	$ 341,016	$ 234,749
2014 Equipment Lease - Fire	1/17/2014	1/17/2024	3.05%	$ 824,000	$ 443,118	$ 96,226
2015 Equipment Lease - Fire	6/15/2015	6/15/2025	2.92%	$ 1,272,000	$ 806,948	$ 147,594
Total				**$ 4,087,524**	**$ 1,591,082**	**$ 478,568**

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 will 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**	**$ —**	**$ —**

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, 2019	FY 2020 Principal & Interest
2013 Water Revenue Refunding Bonds	8/1/2013	6/30/2025	2.76%	$ 7,245,000	$ 3,840,000	$ 700,984
Total				**$ 7,245,000**	**$ 3,840,000**	**$ 700,984**

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 Wastewater Fund annually and will commence on December 31, 2018. While the debt is serviced from the Wastewater Operating Fund (610), there is an offsetting transfer from the Sewer Improvement Fund (612) and the Water Improvement Fund (604). Each capital fund will pay 50% of the debt service so there is no net impact on the Wastewater Fund.

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.

Waste Water COPs & Loans

Types of Obligations	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2019	FY 2020 Principal & Interest
SWRCB Loan	8/1/2006	6/30/2028	0.00%	$ 54,550,018	$ 27,275,009	$ 3,059,007
SWRCB Loan-Recycled Water	2/16/2017	3/31/2049	1.00%	$ 27,058,436	$ 21,227,086	$ 455,847
WPCF Solar Energy Loan #7505	2/18/2011	6/22/2025	3.00%	$ 2,450,000	$ 1,187,749	$ 217,810
Total				**$ 84,058,454**	**$ 49,689,844**	**$ 3,732,664**

SPECIAL ASSESSMENTS DEBT SERVICE

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, 2019	FY 2020 Principal & Interest
1994 - LID 16	6/2/1994	9/2/2019	6.75%-7.10%	$ 2,815,000	$ 160,000	$ 165,680
1999 - LID 17	8/5/1999	9/2/2024	4.20%-6.13%	$ 396,014	$ 150,000	$ 28,575
2013 - CFD 1	10/17/2013	9/1/2032	4.13%	$ 7,076,294	$ 5,541,643	$ 534,764
Total				**$10,287,308**	**$ 5,851,643**	**$ 729,019**

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, 2019	FY 2020 Principal & Interest
2016 RDA TABS	12/1/2016	3/1/2036	LAIF	$ 35,270,000	$ 29,815,000	$ 3,222,450
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**	**$ 37,834,019**	**$ 4,022,450**

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HAYWARD

CAPITAL IMPROVEMENT PROGRAM FY 2020 - FY 2029

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.

During the CIP process, staff reviews available funding and an internal capital infrastructure review committee considers capital project requests from City departments. The recommended Ten-Year Capital Improvement Program is presented to the Council Infrastructure Committee for review and recommendation to the Planning Commission for conformance with the General Plan, to the City Council Budget & Finance Committee, and then to the full City Council. As part of the public budget review process, the proposed CIP is considered during a public hearing at which the public is invited to comment. The capital spending plan for the upcoming year is adopted by the Council by resolution along with the operating budget. Capital projects are budgeted on a life-to-date basis, and modifications are made to the CIP when additional funds become available or expenditure projections are refined.

FY 2020 CAPITAL IMPROVEMENT BUDGET

The City of Hayward's FY 2020 capital budget totals approximately $148 million, and projected total programming of $520 million for the period FY 2020 through FY 2029.

The Capital Improvement Program contains 21 funds in which projects are funded and programmed: Gas Tax (210), RRAA (211), Measure B - Local Transportation (215), Measure B - Pedestrian & Bicycle (216), Measure BB - Local Transportation (212), Measure BB - Pedestrian & Bicycle (213),Vehicle Registration Fee (218), Capital Projects - Governmental (405), Measure C Capital (406), Route 238 Corridor Improvement (410), Street System Improvement (450), Transportation System 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 2020 capital budget include the following:		
La Vista Park (405)	$	22,604,000
Annual Line Replacement FY20 (611)	$	3,500,000
12" Cast Iron Water Pipe Replacement from Sleepy Hollow to Industrial on Hesperian (603)	$	2,046,000
Pavement Rehabilitation - Measure B - FY20 (215)	$	2,000,000
Hayward Housing Navigation Center (405)	$	500,000
Downtown Specific Plan Implementation (Foothill Blvd., A St., B St., and C St.) (215)	$	480,000
South Hayward Youth and Family Center (405)	$	300,000
Mission Blvd. Improvements Phase 2 Linear Park Landscape (410)	$	275,000
Total	**$**	**31,705,000**

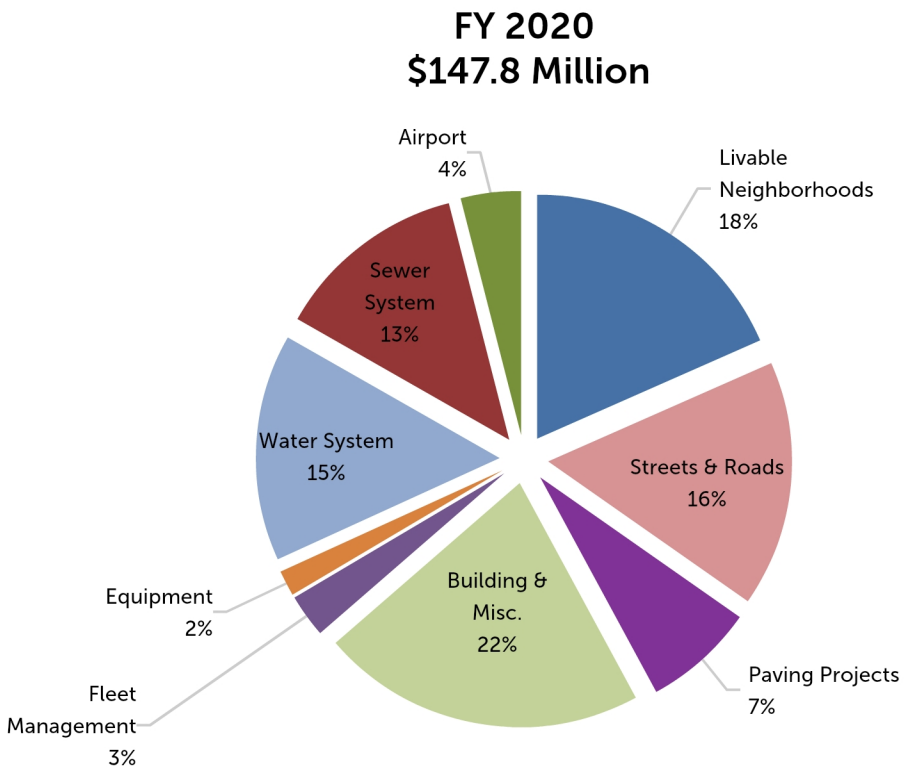
Major continuing project expenses Stated in the FY 2020 capital budget include the following:		
New Fire Training Center (406)	$	28,050,000
Mission Blvd. Improvement Phase 2 Construction (410)	$	13,487,000
Mission Blvd. Improvement Phase 3 Final Design (410)	$	7,000,000
WPCF Grit Removal System (612)	$	3,675,000
New Fire Station 6 (406)	$	2,500,000
Pavement Rehabilitation FY20 Measure BB (212)	$	2,190,000
Sulphur Creek Mitigation - Design and Construction (621)	$	3,659,000
Total	**$**	**60,561,000**

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 considered to have impacts on the operating budget. Many of the capital projects listed above will likely have minimal operations and maintenance impacts on the General Fund. 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 2020 CIP EXPENDITURES BY CATEGORY - ALL FUNDS



Project Category	FY 2019 Adopted	FY 2020 Proposed	Change (+/-)
Livable Neighborhoods Projects	5,309,000	27,192,000	21,883,000
Road and Street Projects	29,077,000	24,120,000	(4,957,000)
Paving Projects	—	10,913,000	10,913,000
Building & Misc. Projects	36,599,000	31,825,000	(4,774,000)
Fleet Management Projects	3,659,000	4,249,000	590,000
Equipment Projects	4,226,000	2,499,000	(1,727,000)
Water System Projects	22,849,000	22,240,000	(609,000)
Sewer System Projects	45,965,000	18,898,000	(27,067,000)
Airport Projects	4,282,000	5,884,000	1,602,000
Total Capital Improvement Projects	**$ 151,966,000**	**$ 147,820,000**	**$ (4,146,000)**

GENERAL FUND FIVE-YEAR CIP COSTS

Program Areas	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected
Strategic Initiatives Projects Transfer to Fund 401	156	—	—	—	—
Capital Projects (General) Transfer to Fund 405	968	640	755	1,040	980
Transportation System Improvement Transfer to Fund 460	350	350	350	350	350
Information Technology Transfer to Fund 731	1,500	585	575	650	700
Facilities Capital Transfer to Fund 726	—	360	260	260	260
Transfer from General Fund	**2,974**	**1,935**	**1,940**	**2,300**	**2,290**
General Fund Fleet ISF Charges Transfer to Fund 736	2,114	3,100	3,000	3,000	3,000
Total General Fund CIP	**5,088**	**5,035**	**4,940**	**5,300**	**5,290**

FY 2020 - FY 2029 CAPITAL IMPROVEMENT PROGRAM

LIVABLE NEIGHBORHOODS EXPENDITURE SUMMARY

PROJECT DESCRIPTION	TOTAL	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29
Pedestrian and Bicycle Improvements	325	50	50	50	25	25	25	25	25	25	25
Wheelchair Ramps	1,500	150	150	150	150	150	150	150	150	150	150
Sidewalk Rehabilitation & New Sidewalks	16,406	1,550	1,445	1,706	1,640	1,665	1,690	1,640	1,690	1,690	1,690
Traffic Calming Implementation	1,970	320	230	230	170	170	170	170	170	170	170
Street Trees/Median Landscaping/Murals	4,176	831	1,130	1,305	130	130	130	130	130	130	130
Traffic Signal & Streetlight Energy/Maintenance	14,305	1,322	1,345	1,369	1,392	1,416	1,441	1,466	1,492	1,518	1,544
New and Replacement Street Lights	500	50	50	50	50	50	50	50	50	50	50
Neighborhood Amenities	22,979	22,919	15	15	15	15					
TOTAL CAPITAL EXPENDITURES	62,161	27,192	4,415	4,875	3,572	3,621	3,656	3,631	3,707	3,733	3,759

NOTE: All expenditures expressed in $1,000's.

FY20 LIVABLE NEIGHBORHOODS

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

FUND:	PROJECT NUMBER	DESCRIPTION	PRIOR EXPEND.	FY20 EXPEND.	FY21 EXPEND.	FY22 EXPEND.	FY23 EXPEND.	FY24 EXPEND.	FY25 EXPEND.	FY26 EXPEND.	FY27 EXPEND.	FY28 EXPEND.	FY29 EXPEND.	TOTAL
			(In thousands)											
PEDESTRIAN IMPROVEMENTS														
Measure BB Tax (213)	TBD	Pedestrian Traffic Signal Improvements		25	25	25	25	25	25	25	25	25	25	250
Measure B Tax (216)	05175	Pedestrian Traffic Signal Modifications and Improvements	69	25	25	25								144
Measure B Tax (216)	05271	Pedestrian Master Plan/Update Bicycle Master Plan	340											
		SUBTOTAL		**50**	**50**	**50**	**25**	**25**	**25**	**25**	**25**	**25**	**25**	**325**
WHEELCHAIR RAMPS														
Gas Tax Fund (210)	05213	Wheelchair Ramps FY19 - Districts 6 & 9	14,087											14,087
Gas Tax Fund (210)	05221	Wheelchair Ramps FY20 - Districts 4 & 5	5	140										145
Gas Tax Fund (210)	NEW	Wheelchair Ramps FY21 - FY28		10	150	150	150	150	150	150	150	150	150	1,360
		SUBTOTAL		**150**	**150**	**150**	**150**	**150**	**150**	**150**	**150**	**150**	**150**	**1,500**
SIDEWALK REHABILITATION & NEW SIDEWALK														
Measure BB Tax (213)	05246	New Sidewalks - Measure BB - FY18 - Muir St., Calhoun St.	365											365
Measure BB Tax (213)	05247	New Sidewalks - Measure BB - FY19	350											350
Measure BB Tax (213)	05278	Project Predesign Services	40	20	20	20	40	40	40	40	40	40	40	
Measure BB Tax (213)	TBD	New Sidewalks - Measure BB - FY20		375										375
Measure BB Tax (213)	TBD	New Sidewalks - Measure BB - FY21 - FY29			375	400	700	725	750	700	750	750	750	5,900
Measure B Tax (216)	05260	Project Predesign Services	45	25	25	25								120
Measure B Tax (216)	05272	New Sidewalks FY18 - Muir and Calhoun	430											430
Measure B Tax (216)	05284	New Sidewalks FY19	420											420
Measure B Tax (216)	NEW	Mission-Torrano HAWK Pedestrian Signal		130										130
Measure B Tax (216)	TBD	New Sidewalks FY20		400										400
Measure B Tax (216)	TBD	New Sidewalks FY21- FY22			475	361								
Street System Imp (450)	05249	Sidewalk Rehabilitation FY19 - Distrcits 6 & 9	960											960
Street System Imp (450)	05256	Sidewalk Rehabilitation FY18 - Districts 2 & 3	858											858
Street System Imp (450)	05285	Sidewalk Rehabilitaion FY20 - Districts 4 & 5	50	600										
Street System Imp (450)	TBD	Sidewalk Rehabilitation FY21 - FY29			550	900	900	900	900	900	900	900	900	7,750
		SUBTOTAL		**1,550**	**1,445**	**1,706**	**1,640**	**1,665**	**1,690**	**1,640**	**1,690**	**1,690**	**1,690**	**16,406**
TRAFFIC CALMING														
Measure BB Tax (212)	05225	D Street Traffic Calming Study	120											120
Measure BB Tax (212)	TBD	Speed Monitoring Devices		60	60	60	120	120	120	120	120	120	120	1,020
Measure B Tax (215)	05166	Speed Monitoring Devices	142	120	120	120								502
Capital Proj (Gov't) (405)	06950	Neighborhood Partnership Program Project	124	50	50	50	50	50	50	50	50	50	50	624
Street System Imp (450)	05292	Innovative Deployments to Enhance Arterials (IDEA) -Tennys	402											402
Transp Sys Imp (460)	05734	Traffic Calming Implementation Program	254	90	90	90	90	90	90	90	90	90	90	1,154
		SUBTOTAL		**320**	**230**	**230**	**170**	**170**	**170**	**170**	**170**	**170**	**170**	**1,970**

FY20 LIVABLE NEIGHBORHOODS

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

FUND:	PROJECT NUMBER	DESCRIPTION	PRIOR EXPEND.	FY20 EXPEND.	FY21 EXPEND.	FY22 EXPEND.	FY23 EXPEND.	FY24 EXPEND.	FY25 EXPEND.	FY26 EXPEND.	FY27 EXPEND.	FY28 EXPEND.	FY29 EXPEND.	TOTAL
			(In thousands)											
STREET TREES/MEDIAN LANDSCAPING/MURALS														
Capital Proj (Gov't) (405)	05102	Landscape Material/Median Tree/Shrub Replacements	156	105	105	105	105	105	105	105	105	105	105	1,206
Capital Proj (Gov't) (405)	06906	Mural/Art Program	73	25	25	25	25	25	25	25	25	25	25	
Capital Proj (Gov't) (405)	06978	Foothill Gateway Landscape Plan		50										
Capital Proj (Gov't) (406)	NEW	Tennyson Corridor Landscape Improvement	300	350	200	125								975
Street System Imp (450)	05255	Median Landscaping Improvement Project FY19 - Hesperian - Winton to Chabot Ct.	511	129										640
Street System Imp (450)	05263	Median Landscaping Improvement Project FY18 - Industrial Parkway - Hesperian to Hwy 880	640											640
Street System Imp (450)	05281	Median Landscaping Improvement Project FY20 - Hesperian - West A St. to Winton	2	50	800									852
Street System Imp (450)	05291	Median Island Curb Reconstruction - Industrial Pkwy West	200	122										322
Street System Imp (450)	TBD	Median Landscaping Improvement Project FY23 - Industrial Blvd. - Hwy 92 to Arf Ave.			50	1,050								1,100
		SUBTOTAL		**831**	**1,130**	**1,305**	**130**	**130**	**130**	**130**	**130**	**130**	**130**	**4,176**
TRAFFIC SIGNAL AND STREETLIGHT ENERGY/MAINTENANCE														
Gas Tax Fund (210)	05186	Traffic Signal Energy	610	357	361	364	368	371	375	379	383	387	390	4,345
Gas Tax Fund (210)	05187	Traffic Signal Maintenance	682	339	345	352	359	367	374	381	389	397	405	4,390
Gas Tax Fund (210)	05188	Streetlight Energy	905	489	499	509	519	529	540	551	562	573	584	
Gas Tax Fund (210)	05189	Streetlight Maintenance	258	138	140	143	146	149	152	155	158	161	165	1,766
Transp Sys Imp (460)	05701	Signal Timing and Controller Replacement Program -	695											695
		SUBTOTAL		**1,322**	**1,345**	**1,369**	**1,392**	**1,416**	**1,441**	**1,466**	**1,492**	**1,518**	**1,544**	**14,305**
NEW AND REPLACEMENT STREETLIGHTS														
Gas Tax Fund (210)	05132	New and Replacement Street Lights		50	50	50	50	50	50	50	50	50	50	500
Gas Tax Fund (210)	05223	B Street Lighting	90											
		SUBTOTAL		**50**	**50**	**50**	**50**	**50**	**50**	**50**	**50**	**50**	**50**	**500**
NEIGHBORHOOD AMENITIES														
Capital Proj (Gov't) (405)	06952	Neighborhood Improvement Grant Program	30	15	15	15	15	15						
Capital Proj (Gov't) (405)	NEW	La Vista Park	650	22,604										23,254
Capital Proj (Gov't) (405)	NEW	South Hayward Youth and Family Center	200	300										
		SUBTOTAL		**22,919**	**15**	**15**	**15**	**15**						**22,979**
		TOTAL LIVABLE NEIGHBORHOODS PROJECTS		**4,273**	**4,400**	**4,860**	**3,557**	**3,606**	**3,656**	**3,631**	**3,707**	**3,733**	**3,759**	**39,182**

FY 2020- FY 2029 CAPITAL IMPROVEMENT PROGRAM

CAPITAL PROJECT EXPENDITURE SUMMARY

PROJECT DESCRIPTION	PROJECT TOTAL	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29
Livable Neighborhoods	63,021	27,192	4,555	4,965	3,662	3,711	3,746	3,721	3,797	3,823	3,849
Road & Street Projects	40,560	24,120	10,759	715	692	699	706	688	695	727	759
Paving Projects	101,435	10,913	9,420	10,222	9,305	11,570	9,905	9,770	10,055	10,120	10,155
Building/Misc Projects	37,865	31,825	825	675	745	695	775	575	680	570	500
Fleet Management	38,116	4,249	4,795	3,238	3,645	3,469	3,216	3,656	4,216	3,666	3,966
Equipment	23,372	2,499	1,947	2,631	2,621	2,461	2,491	2,196	1,952	2,640	1,936
Water System Projects	94,403	22,240	9,703	9,835	13,775	5,325	6,225	11,325	5,325	5,325	5,325
Sewer System Projects	83,894	18,908	17,101	6,140	8,310	8,135	5,060	5,060	5,060	5,060	5,060
Airport Projects	37,004	5,884	1,794	5,405	1,553	14,685	1,384	1,899	1,395	1,460	1,545
TOTAL CAPITAL EXPENDITURES	519,670	147,830	60,899	43,825	44,308	50,750	33,508	38,890	33,174	33,390	33,095

NOTE: Expenditure amounts do not include reimbursements or transfers between funds, or vehicle replacements and operating/maintenance expenses. All expenditures expressed in $1,000's. Additionally, these totals do not reflect payment of debt service.

CAPITAL PROJECTS BY CATEGORY

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

FUND:	PROJ. NO.	DESCRIPTION	PRIOR EXPEND.	FY20 EXPEND.	FY21 EXPEND.	FY22 EXPEND.	FY23 EXPEND.	FY24 EXPEND.	FY25 EXPEND.	FY26 EXPEND.	FY27 EXPEND.	FY28 EXPEND.	FY29 EXPEND.	TOTAL
			(In thousands)											
LIVABLE NEIGHBORHOODS														
Gas Tax Fund (210)	05132	New and Replacement Streetlights	60	50	50	50	50	50	50	50	50	50	50	560
Gas Tax Fund (210)	05186	Traffic Signal Energy	327	357	361	364	368	371	375	379	383	387	390	4,062
Gas Tax Fund (210)	05187	Traffic Signal Maintenance	332	339	345	352	359	367	374	381	389	397	405	4,040
Gas Tax Fund (210)	05188	Streetlight Energy	455	489	499	509	519	529	540	551	562	573	584	5,809
Gas Tax Fund (210)	05189	Streetlight Maintenance	135	138	140	143	146	149	152	155	158	161	165	1,643
Gas Tax Fund (210)	05213	Wheelchair Ramps - FY19- Districts 6 & 9	129											129
Gas Tax Fund (210)	05221	Wheelchair Ramps - FY20 - Districts 4 & 5	3	140										143
Gas Tax Fund (210)	05223	B Street Lighting	90											90
Gas Tax Fund (210)	TBD	Wheelchair Ramps - FY21 - FY29		10	150	150	150	150	150	150	150	150	150	1,360
Measure BB Tax (212)	05225	D Street Traffic Calming Study	120											120
Measure BB Tax (212)	TBD	Speed Monitoring Devices		60	60	60	120	120	120	120	120	120	120	1,020
Measure BB Tax (213)	05246	New Sidewalks - Measure BB - FY18 - Muir St., Calhoun St.	365											365
Measure BB Tax (213)	05247	New Sidewalks - Measure BB - FY19	350											350
Measure BB Tax (213)	05259	New Sidewalks - Measure BB - FY17 - Walpert Street	495											495
Measure BB Tax (213)	05278	Project Predesign Services	20	20	20	20	40	40	40	40	40	40	40	360
Measure BB Tax (213)	TBD	Pedestrian Traffic Signal Improvements		25	25	25	25	25	25	25	25	25	25	250
Measure BB Tax (213)	TBD	New Sidewalks - Measure BB - FY20		375										375
Measure BB Tax (213)	TBD	New Sidewalks - Measure BB - FY21 - FY29			375	400	700	725	750	700	750	750	750	5,900
Measure B Tax (215)	05166	Speed Monitoring Devices	142	120	120	120								502
Measure B Tax (216)	05175	Pedestrian Traffic Signal Modifications and Improvements	69	25	25	25								144
Measure B Tax (216)	05258	New Sidewalks FY17 - Walpert Street	480											480
Measure B Tax (216)	05260	Project Predesign Services	45	25	25	25								120
Measure B Tax (216)	05271	Pedestrian Master Plan/Update Bicycle Master Plan	340											340
Measure B Tax (216)	05272	New Sidewalks FY18 - Muir and Calhoun	430											430
Measure B Tax (216)	05284	New Sidewalks FY19	420											420
Measure B Tax (216)	NEW	Mission-Torrano HAWK Pedestrian Signal		130										130
Measure B Tax (216)	TBD	New Sidewalks FY20		400										400
Measure B Tax (216)	TBD	New Sidewalks FY21- FY22			475	361								836
Capital Proj (Gov't) (405)	05102	Landscape Material/Median Tree/Shrub Replacements	156	105	105	105	105	105	105	105	105	105	105	1,206
Capital Proj (Gov't) (405)	06906	Mural/Art Program	73	25	25	25	25	25	25	25	25	25	25	323
Capital Proj (Gov't) (405)	06950	Neighborhood Partnership Program Project	124	50	50	50	50	50	50	50	50	50	50	624
Capital Proj (Gov't) (405)	06952	Neighborhood Improvement Grant Program	30	15	15	15	15	15						105

CAPITAL PROJECTS BY CATEGORY

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

FUND:	PROJ. NO.	DESCRIPTION	PRIOR EXPEND.	FY20 EXPEND.	FY21 EXPEND.	FY22 EXPEND.	FY23 EXPEND.	FY24 EXPEND.	FY25 EXPEND.	FY26 EXPEND.	FY27 EXPEND.	FY28 EXPEND.	FY29 EXPEND.	TOTAL
			(In thousands)											
Capital Proj (Gov't) (405)	06978	Foothill Gateway Landscape Plan		50										50
Capital Proj (Gov't) (405)	NEW	La Vista Park (06914 added to Munis)	650	22,604										23,254
Capital Proj (Gov't) (405)	NEW	South Hayward Youth and Family Center	200	300										500
Measure C (406)	NEW	Tennyson Corridor Landscape Improvement	300	350	200	125								975
Street System Imp (450)	05249	Sidewalk Rehabilitation FY19 - Distrcits 6 & 9	960											960
Street System Imp (450)	05255	Median Landscaping Improvement Project FY19 Hesperian - Winton to Chabot Ct.	511	129										640
Street System Imp (450)	05256	Sidewalk Rehabilitation FY18 - Districts 2 & 3	858											858
Street System Imp (450)	05263	Median Landscaping Improvement Project FY18 Industrial Parkway - Hesperian to Hwy 880	640											640
Street System Imp (450)	05281	Median Landscaping Improvement Project FY20 Hesperian - West A St. to Winton	2	50	800									852
Street System Imp (450)	05285	Sidewalk Rehabilitaion FY20 - Districts 4 & 5	50	600										650
Street System Imp (450)	05291	Median Island Curb Reconstruction - Industrial Pkwy West	200	122										322
Street System Imp (450)	05292	Innovative Deployments to Enhance Arterials (IDEA) Tennyson Corridor and Second Street	402											402
Street System Imp (450)	TBD	Median Landscaping Improvement Project FY23 Industrial Blvd. - Hwy 92 to Arf Ave.			50	1,050								1,100
Street System Imp (450)	TBD	Sidewalk Rehabilitation FY21 - FY29			550	900	900	900	900	900	900	900	900	7,750
Transp Sys Imp (460)	05701	Signal Timing and Controller Replacement Program -	695											695
Transp Sys Imp (460)	05734	Traffic Calming Implementation Program	172	90	90	90	90	90	90	90	90	90	90	1,072
		TOTAL LIVABLE NEIGHBORHOODS PROJECTS	10,831	27,192	4,555	4,965	3,662	3,711	3,746	3,721	3,797	3,823	3,849	73,852
ROAD AND STREET PROJECTS														
Gas Tax Fund (210)	05106	Project Predesign Services	40	40	40	40	40	40	40	40	40	40	40	440
Gas Tax Fund (210)	05116	Congestion Management Program	109	116	123	130	137	144	151	158	165	172	179	1,584
Gas Tax Fund (210)	05140	Miscellaneous Curb and Gutter Repair	44	30	30	30	30	30	30	30	30	30	30	344
Gas Tax Fund (210)	NEW	Street Repairs and Equipment Replacement		100	75	75	75	75	75	75	75	75	75	775
Measure BB Tax (212)	05208	Project Predesign Services	97	30	30	30	30	30	30	30	30	30	30	397
Measure BB Tax (212)	05217	Hayward Blvd. Traffic Calming Study	120											120
Measure BB Tax (212)	05218	Tennyson Road Corridor Complete Streets Feasibility Study	100											100
Measure B Tax (215)	NEW	Downtown Specific Plan Implementation		480										480
Measure B Tax (215)	05199	Project Predesign Services	30	30	30	30								120
Measure B Tax (216)	05276	238 Bypass Property Disposition	1,624											1,624
Capital Proj (Gov't) (405)	06909	Downtown Parking Study	180											180
Capital Proj (Gov't) (405)	06913	Downtown Parking Improvements (Wayfaring Signage)	106											
Capital Proj (Gov't) (405)	05194	Preliminary Design and Environmental Study for the Route	2,127											2,127
Route 238 Imp (410)	05114	Administration and Predesign	613	60	60									733
Route 238 Imp (410)	05270	Rte 238 Corridor Improvement Project - Phase 2	16,906	13,487										30,393
Route 238 Imp (410)	05287	Rte 238 Corridor Improvement Project - Phase 3	1,022	7,000	7,478									15,500

CAPITAL PROJECTS BY CATEGORY

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

FUND:	PROJ. NO.	DESCRIPTION	PRIOR EXPEND.	FY20 EXPEND.	FY21 EXPEND.	FY22 EXPEND.	FY23 EXPEND.	FY24 EXPEND.	FY25 EXPEND.	FY26 EXPEND.	FY27 EXPEND.	FY28 EXPEND.	FY29 EXPEND.	TOTAL
			(In thousands)											
Route 238 Imp (410)	NEW	Mission Blvd. Improvements Phase 2 Linear Park Landscape		275	2,538									2,813
Street System Imp (450)	05148	Project Predesign Services	32	30	30	30	30	30	30	30	30	30	30	332
Street System Imp (450)	05197	880/92 Reliever Rte Project Design, R/W and Construction	32,407											32,407
Street System Imp (450)	05248	City Municipal Parking Lot #2	500											500
Street System Imp (450)	05257	Bridge Structures Maintenance	637											637
Street System Imp (450)	05283	Main Street Complete Street Project	350	1,875										2,225
Street System Imp (450)	05286	City Municipal Parking Lot #1	650											650
Street System Imp (450)	TBD	City Municipal Parking Lot #7, D-1 and D-2		242										242
Transp Sys Imp (460)	05705	Citywide Multi Modal Improvement Study	699											699
Transp Sys Imp (460)	05709	Traffic Control Devices Repair/Replacement	40	40	40	40	40	40	40	40	40	40	40	440
Transp Sys Imp (460)	05712	Intersection Improvement Project - TBD	175	100	100	125	125	125	125	100	100	125	150	1,350
Transp Sys Imp (460)	05856	Controller Cabinet Replacement Program	37	115	115	115	115	115	115	115	115	115	115	1,187
Transp Sys Imp (460)	05877	Transportation System Management Projects	50	50	50	50	50	50	50	50	50	50	50	550
Transp Sys Imp (460)	05893	Quick Response Traffic Safety Projects	25	20	20	20	20	20	20	20	20	20	20	225
		TOTAL ROAD AND STREET PROJECTS	58,720	24,120	10,759	715	692	699	706	688	695	727	759	94,723
PAVEMENT PROJECTS														
Gas Tax Fund (210)	05110	Pavement Management Program	55	20	55	20	55	20	55	20	55	20	55	430
Gas Tax Fund (210)	05222	Pavement Rehabilitation - Gas Tax - FY20	50	1,050										1,100
Gas Tax Fund (210)	NEW	Pavement Rehabilitation - Gas Tax FY21		50	1,000									1,050
Gas Tax Fund (210)	TBD	Pavement Rehabilitation - Gas Tax - FY22 - FY29				1,000	1,000	1,250	1,300	1,250	1,350	1,350	1,300	9,800
Gas Tax RRAA (211)	TBD	Pavement Rehabilitation - FY 20 - FY 27 - RRAA		2,750	2,750	2,750	2,850	2,850	2,950	2,950	3,000	3,000	3,000	28,850
Measure BB Tax (212)	TBD	Pavement Rehabilitation - Measure BB - FY21 - FY29		50	2,290	2,590	4,150	4,200	4,250	4,300	4,300	4,350	4,400	34,880
Measure BB Tax (212)	05224	Pavement Rehabilitation - Measure BB - FY20	50	2,190										2,240
Measure B Tax (215)	05226	Pavement Rehabilitation - Measure B - FY20	50	2,000										2,050
Measure B Tax (215)	TBD	Pavement Rehabilitation - Measure B - FY21 - FY22		50	2,425	1,662								4,137
Vehicle Reg Fee (218)	05289	Pavement Rehabilitation - VRF - FY20	25	750										775
Vehicle Reg Fee (218)	TBD	Pavement Rehabilitation - VRF - FY21 - FY29		25	850	850	850	850	850	850	900	900	900	7,825
Measure C Capital (406)	TBD	Pavement Rehabilitation Project						2,000						2,000
Street System Imp (450)	05282	Pavement Rehabilitation Winton Ave West		1,978										1,978
Street System Imp (450)	TBD	Pavement Rehabilitation FY22 - FY29			50	1,350	400	400	500	400	450	500	500	4,550
		TOTAL PAVEMENT PROJECTS	230	10,913	9,420	10,222	9,305	11,570	9,905	9,770	10,055	10,120	10,155	101,665

CAPITAL PROJECTS BY CATEGORY

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

FUND:	PROJ. NO.	DESCRIPTION	PRIOR EXPEND.	FY20 EXPEND.	FY21 EXPEND.	FY22 EXPEND.	FY23 EXPEND.	FY24 EXPEND.	FY25 EXPEND.	FY26 EXPEND.	FY27 EXPEND.	FY28 EXPEND.	FY29 EXPEND.	TOTAL
			(In thousands)											
BUILDING & MISC. PROJECTS														
Capital Proj (Gov't) (405)	06953	Employee Engagement Survey		35		35		35		35		35		175
Capital Proj (Gov't) (405)	06968	Sealing Centennial Hall Parking Deck (Safeway Roof)			30									30
Capital Proj (Gov't) (405)	NEW	Hayward Housing Navigation Center		500										500
Capital Proj (Gov't) (405)	06121	Property Taxes on Excess Right-of-Way	5	5	5	5	5	5	5	5	5	5	5	55
Capital Proj (Gov't) (405)	06904	Community Satisfaction Survey	152		40		40		40		40		40	352
Capital Proj (Gov't) (405)	06907	Project Predesign Services	36	35	35	35	35	35	35	35	35	35	35	386
Capital Proj (Gov't) (405)	06911	Property Acquisition Mangement	1,301	100	100	100	100	100	100	100	100	100	100	2,301
Capital Proj (Gov't) (405)	TBD	150th Hayward Anniversary Events								100				100
Measure C Capital (406)	07481	New Fire Station No. 6	5,000	2,500										7,500
Measure C Capital (406)	07482	New FireTraining Center	24,850	28,050										52,900
Facilities Capital (726)	07201	HVAC Replacement	241			200	200	130						771
Facilities Capital (726)	07202	Flooring Replacement	659	100										759
Facilities Capital (726)	07203	Roof Repair/Replacement	281		200		115				250	25		871
Facilities Capital (726)	07209	Emergency Generator Replacement	150						145	150				445
Facilities Capital (726)	07210	Window Covering Replacement	42		50	50								142
Facilities Capital (726)	07217	Exterior Painting of City Facilities	43	50	115			90	100		100			498
Facilities Capital (726)	07218	Animal Control Facility Update	21	100								125		246
Facilities Capital (726)	07221	Interior Painting of City Facilities	30									20		50
Facilities Capital (726)	07222	City Facility Update	75		100	100	100	100	100			75		650
Facilities Capital (726)	07227	Facility Security Infrastructure		200	50	50	50	50	50	50	50	50	50	650
Facilities Capital (726)	07232	Workplace Reconfiguration /Remodel	100	100	100	100	100	100	100	100	100	100	100	1,100
Facilities Capital (726)	NEW	ADA Upgrades and Improvements		50										50
Facilities Capital (726)	TBD	Elevator Overhaul (City Hall and PD)						50	100				170	320
		TOTAL BUILDING & MISCELLANEOUS PROJECTS	32,986	31,825	825	675	745	695	775	575	680	570	500	70,851
FLEET MANAGEMENT														
Fleet Mgmt Capital (736)	07301	Vehicle Replacement Needs - Fire	9,569	1,482	1,464	1,180	962	1,078	1,099	1,771	1,526	1,116	1,149	22,396
Fleet Mgmt Capital (736)	07302	Vehicle Replacement Needs - Other General Fund	4,407	1,230	607	455	638	590	407	480	617	568	475	10,474
Fleet Mgmt Capital (736)	07303	Vehicle Replacement Needs - Police	7,402	950	979	1,008	1,038	1,069	1,101	1,134	1,168	1,203	1,240	18,292
Fleet Mgmt Enterprise (737)	07350	Vehicle Replacement Needs - Airport	372		371			52	30	56	57	33		971
Fleet Mgmt Enterprise (737)	07351	Vehicle Replacement Needs - Stormwater	1,962	350	371		394	406	418		177		470	4,548
Fleet Mgmt Enterprise (737)	07352	Vehicle Replacement Needs - Sewer	2,375	170	547	229	478	81			139		632	4,651
Fleet Mgmt Enterprise (737)	07353	Vehicle Replacement Needs - Water	1,988	67	456	366	135	193	161	215	532	746		4,859
		TOTAL FLEET MANAGEMENT PROJECTS	28,075	4,249	4,795	3,238	3,645	3,469	3,216	3,656	4,216	3,666	3,966	66,191

CAPITAL PROJECTS BY CATEGORY

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

FUND:	PROJ. NO.	DESCRIPTION	PRIOR EXPEND.	FY20 EXPEND.	FY21 EXPEND.	FY22 EXPEND.	FY23 EXPEND.	FY24 EXPEND.	FY25 EXPEND.	FY26 EXPEND.	FY27 EXPEND.	FY28 EXPEND.	FY29 EXPEND.	TOTAL
			(In thousands)											
EQUIPMENT														
Capital Proj (Gov't) (405)	07402	Supporting Services Equipment	295	54	75	54	54	30	37	30	30	32	40	731
Capital Proj (Gov't) (405)	07405	SWAT Team Equipment	46	23	27	35	84	55	50	50	50	50	25	495
Capital Proj (Gov't) (405)	07409	Police Officer Equipment	286	85	85	235	100	125	156	105	115	120	100	1,512
Capital Proj (Gov't) (405)	07411	Field Operations Equipment	122	209	76	33	42	63	53	25	50	25	50	748
Capital Proj (Gov't) (405)	07412	Criminal Investigations Equipment	41	37	3	6	3	25	25	3	22	15	15	195
Capital Proj (Gov't) (405)	07450	Lucas Device Replacement	19	70	70	70	19	19	19	24	24	24	24	382
Capital Proj (Gov't) (405)	07451	Cardiac Monitor Replacement (Defibrillators)	808	92	92	92	92	92	92	92	106	106	106	1,770
Capital Proj (Gov't) (405)	07456	Fire Radio Replacement	62	140	140	140	140	76	76	76	76	76	76	1,078
Capital Proj (Gov't) (405)	07466	Breathing Apparatus Replacement	108	108	108	108	172	172	172	172	172	108	108	1,508
Capital Proj (Gov't) (405)	07475	Replacement Equipment for Maintenance Services	61	10	10	10	10	10	10	10	10	10	10	161
Capital Proj (Gov't) (405)	07484	Emergency Management System		107										107
Capital Proj (Gov't) (405)	07486	Emergency Vehicle Preemption	376	188	188	188	188	188	188	188	188	207	207	2,294
Street System Imp (450)	05153	Alameda County Aerial Photography	21	50			50			50			50	221
Transp Sys Imp (460)	NEW	Transportation Software Improvements		10	10	10	10	10	10	10	10	10	10	10
Water Replacement (603)	07133	SCADA System Evaluation and Upgrade	400											400
Sewer Replacement (611)	07594	Collection Systems SCADA & Transducer Replacement	40	20	20	20	20	20	20	20	20	20	20	240
Info Tech Capital (731)	07253	Desktop Computer Replacement Program	1,935	200	200	200	200	200	200	200	200	200	200	3,935
Info Tech Capital (731)	07255	Enterprise Resource Planning (ERP) System	4,360			250	250	250	250					5,360
Info Tech Capital (731)	07256	Public Safety Mobile Replacement Project	2,082	125	50	50	50	50	50	50	50	50	50	2,657
Info Tech Capital (731)	07257	Network Server Replacement Project	1,214	150	150	150	150	150	150	150	150	150	150	2,714
Info Tech Capital (731)	07259	Geographic Information System Improvements	172	25	25	25	25	25	25	25	25	25	25	422
Info Tech Capital (731)	07263	Network Infrastructure Replacement - Police Dept	417			60	60	60	60	60	60	60	60	897
Info Tech Capital (731)	07264	Network Infrastructure Replacement	2,294	140	140	410	410	410	410	410	140	140	140	5,044
Info Tech Capital (731)	07266	Council Chambers Technology Upgrade (Interdepartmental Transf	960									750		1,710
Info Tech Capital (731)	07269	Inspection/Weed Abatement Software	150	68	68	68	68							422
Info Tech Capital (731)	07272	Body Worn Camera Equipment for HPD	40	20	20	20	20	20	20	20	20	20	20	240
Info Tech Capital (731)	07276	Fiber Optic Maintenance and Repair	51	50	50	50	50	50	50	50	50	50	50	551
Info Tech Capital (731)	07277	EBRCS Subscription	501	343	350	357	364	371	378	386	394	402	410	4,253
Info Tech Capital (731)	NEW	Rotunda AV		75										75
Info Tech Capital (731)	NEW	Public Safety Legacy Systems Data Migration		100										100
		TOTAL EQUIPMENT PROJECTS	16,862	2,499	1,947	2,631	2,621	2,461	2,491	2,196	1,952	2,640	1,936	40,233
WATER SYSTEM PROJECTS														
Water Replacement (603)	NEW	Utilities SCADA Security Upgrade		75										75
Water Replacement (603)	NEW	1000 PZ Tank Roof Concrete Spalling Repair		200										200

CAPITAL PROJECTS BY CATEGORY

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

FUND:	PROJ. NO.	DESCRIPTION	PRIOR EXPEND.	FY20 EXPEND.	FY21 EXPEND.	FY22 EXPEND.	FY23 EXPEND.	FY24 EXPEND.	FY25 EXPEND.	FY26 EXPEND.	FY27 EXPEND.	FY28 EXPEND.	FY29 EXPEND.	TOTAL
			(In thousands)											
Water Replacement (603)	NEW	Annual Line Replacements FY20		750										750
Water Replacement (603)	NEW	12" CIP Replacement from Sleepy Hollow to Industrial on Hesperian		2,046										2,046
Water Replacement (603)	07003	Miscellaneous Hydrant Replacement Program		35	35	35	35	35	35	35	35	35	35	350
Water Replacement (603)	07006	Annual System Replacement Program		150	150	150	200	200	200	200	200	200	200	1,850
Water Replacement (603)	07009	Easement Protection & Landscape Clearing at Various Locations	16	484										500
Water Replacement (603)	07010	Air Release with Blow Off Access and Rehabilitation		320										320
Water Replacement (603)	07011	Water Main Replacement at Mission Blvd between Fairway St. and Lexington St.	2,012											2,012
Water Replacement (603)	07013	Water Efficiency Program	1,028	100	100	100	100	150	150	150	150	150	150	2,328
Water Replacement (603)	07026	Water System Leak Detection Survey and Repair	97	178										275
Water Replacement (603)	07030	Project Predesign Services		25	25	25	25	25	25	25	25	25	25	250
Water Replacement (603)	07035	City Irrigation System Backflow Replacements	20	20	10	10	10	10	10	10	10	10	10	130
Water Replacement (603)	07043	Asset Management Plan	3	97										100
Water Replacement (603)	07046	Replace 16" Water Line on Francisco, Willis & Mission			250	1,500								1,750
Water Replacement (603)	07055	Floor Drain Modification Project at 1285 and 1530 Tanks	21	179										200
Water Replacement (603)	07057	Restore Water Mains Crossing at I-880		550										550
Water Replacement (603)	07059	Reservoir Coating Inspection/Recoating at 250' East, 250' West, Garin, South Walpert, Treeview		1,200	1,200									2,400
Water Replacement (603)	07110	750' Reservoir Inspection and Repair	42	2,008										2,050
Water Replacement (603)	07130	Pressure Reducing Station Regulator Replacement	300	150										450
Water Replacement (603)	07131	Water Pump Station Valve Repair & Upgrade at Various Stations	225	75	75									375
Water Replacement (603)	07132	Water Main Replacement at Highland, Carroll, Zephyr, Cascade, H	3,200	1,500										4,700
Water Replacement (603)	07134	Cast Iron Water Pipeline Replacement - Local Streets	827	500	500	500	500	500	500	500	500	500	500	5,827
Water Replacement (603)	07144	Fittings Upgrade for Fire Department - Various Reserviors	75	75										150
Water Replacement (603)	TBD	Annual Line Replacements - FY21 - FY29			2,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	30,500
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	40	20	20	20	20	20	20	20	20	20	20	240
Water Improvement (604)	07029	Project Predesign Services		15	15	15	15	15	15	15	15	15	15	150
Water Improvement (604)	07101	Cross Connection Improvement Project	7	193										200
Water Improvement (604)	07105	Solar Power at Various Water Facilities		6,000										6,000
Water Improvement (604)	07119	SCADA Replacement & Upgrade		20	20	20	20	20	20	20	20	20	20	200
Water Improvement (604)	07136	System Seismic Upgrades		400										400
Water Improvement (604)	07160	Seismic Retrofit Maitland Reservoir and Appurtenances	527		1,603									2,130
Water Improvement (604)	07172	New 3 MG Reservoir at High School Reservoir Site	105						900	6,000				7,005
Water Improvement (604)	07173	Seismic Retrofit Highland 250 Reservoirs	29	1,086										1,115
Water Improvement (604)	07176	Utility Center Renovation/Training Center Addition (2nd Floor)	11	2,989										3,000
Water Improvement (604)	07177	GIS Data Development and Conversion	225	50	50	50	50	50	50	50	50	50	50	725

CAPITAL PROJECTS BY CATEGORY

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

FUND:	PROJ. NO.	DESCRIPTION	PRIOR EXPEND.	FY20 EXPEND.	FY21 EXPEND.	FY22 EXPEND.	FY23 EXPEND.	FY24 EXPEND.	FY25 EXPEND.	FY26 EXPEND.	FY27 EXPEND.	FY28 EXPEND.	FY29 EXPEND.	TOTAL
			(In thousands)											
Water Improvement (604)	07182	New 12" Pipeline - Dunn Road		600										600
Water Improvement (604)	07192	Alternative Feed Pipelines	300	150	150	150								750
Water Improvement (604)	TBD	New Emergency Well B2			2,500									2,500
Water Improvement (604)	TBD	New 2 MG Reservoir & Booster Station at Hesperian Site				1,500	8,500							10,000
Water Improvement (604)	TBD	Groundwater Sustainability Plan Projects					800	800	800	800	800	800	800	5,600
		TOTAL WATER SYSTEM PROJECTS	9,110	22,240	9,703	9,835	13,775	5,325	6,225	11,325	5,325	5,325	5,325	103,513
SEWER SYSTEM PROJECTS														
Sewer Improvement (612)	07519	Utilities Laboratory Information Management & Data Entry		40										40
Sewer Improvement (612)	07523	Project Predesign Services	30	15	15	15	15	15	15	15	15	15	15	180
Sewer Improvement (612)	07556	WPCF Chlorine Disinfection System Improvements			7,200									7,200
Sewer Improvement (612)	07567	WPCF Sludge Screening	2,370	1,660										4,030
Sewer Improvement (612)	07679	Cogeneration System Maintenance	400	200	200	200	200	200	200	200	200	200	200	2,400
Sewer Improvement (612)	07701	WPCF Mechanical Sludge Dewatering Facility			2,600									2,600
Sewer Improvement (612)	07712	WPCF Grit Removal System		3,675										3,675
Sewer Improvement (612)	07713	WPCF Pond No. 7 Outlet Pipe	20	100										120
Sewer Improvement (612)	07715	WPCF Equalization Pond Liner	30	270										300
Sewer Improvement (612)	07716	27 Inch Force Main Bypass Pumping - I-880/Industrial	60	540										600
Sewer Improvement (612)	TBD	WPCF Primary Effluent Flow Equalization					300	2,200						2,500
Sewer Improvement (612)	TBD	WPCF New Biofilter for Gravity Belt Thickener Building					100	875						975
Sewer Improvement (612)	NEW	WPCF Roofing for Heating and Mixing Building No. 1		100										100
Sewer Replacement (611)	07018	Pump Station Valve Repair and Upgrade at Various Stations	150	75	75									300
Sewer Replacement (611)	07516	EBDA Outfall Replacement Payment	240	120	150	150	150	150	150	150	150	150	150	1,710
Sewer Replacement (611)	07524	Project Predesign Services	30	15	15	15	15	15	15	15	15	15	15	180
Sewer Replacement (611)	07529	WPCF Miscellaneous Replacements	600	350	350	350	350	350	350	350	350	350	350	4,100
Sewer Replacement (611)	07575	Miscellaneous Lift Station Equipment Replacement	226	150	150	150	150	150	150	150	150	150	150	1,726
Sewer Replacement (611)	07596	WPCF SCADA System Misc. Replacements	30	15	15	15	15	15	15	15	15	15	15	180
Sewer Replacement (611)	07604	WPCF South Vacuator Coating and Rehabilitation	20		405									425
Sewer Replacement (611)	07615	WPCF Digester #2 Cleaning and Dome Rehabilitation	50	450										500
Sewer Replacement (611)	07618	WPCF Gas Conditioning System Skid Media Replacement	282	165	165	165	165	165	165	165	165	165	165	1,932
Sewer Replacement (611)	07624	Harder Road Sewer System Improvement	1,000	2,000										3,000
Sewer Replacement (611)	07653	WPCF Site Waste PS and Control Building Improvements	21	1,079										1,100
Sewer Replacement (611)	07664	WPCF UST Cleanup and Closure at Maintenance Building	137	10										147
Sewer Replacement (611)	07671	Cypress Avenue Sewer Improvement		520										520
Sewer Replacement (611)	07677	WPCF Biobeds Media Replacement	166	224										390
Sewer Replacement (611)	07686	Tyrell Avenue Sewer Improvement		520										520
Sewer Replacement (611)	TBD	Annual Line Replacements FY21 - FY29			4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	36,000

CAPITAL PROJECTS BY CATEGORY

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

FUND:	PROJ. NO.	DESCRIPTION	PRIOR EXPEND.	FY20 EXPEND.	FY21 EXPEND.	FY22 EXPEND.	FY23 EXPEND.	FY24 EXPEND.	FY25 EXPEND.	FY26 EXPEND.	FY27 EXPEND.	FY28 EXPEND.	FY29 EXPEND.	TOTAL
			(In thousands)											
Sewer Replacement (611)	TBD	WPCF Levee Road Replacement			131	1,050	1,050							2,231
Sewer Replacement (611)	TBD	WPCF Final Clarifiers Mechanisms Replacement					1,800							1,800
Sewer Replacement (611)	NEW	Jackson Street Underpass Pump Station Upgrades		250										250
Sewer Replacement (611)	NEW	West Winton Landfill Cap Maintenance		250										250
Sewer Replacement (611)	NEW	Annual Line Replacement FY20		3,500										3,500
Sewer Replacement (611)	NEW	WPCF Digester Cleaning Maintenance		30	30	30								90
Sewer Replacement (611)	NEW	WPCF SCADA Security Upgrade		75										75
Sewer Replacement (611)	NEW	WPCF EQ Pond Cleaning		100										100
Sewer Replacement (611)	NEW	WPCF North Vacuator Restoration/Improvements		160	1,600									1,760
Sewer Replacement (611)	NEW	WPCF Digester #1 Cleaning and Dome Rehabilitation		500										500
Sewer Replacement (611)	NEW	WPCF Aging Field Grading & Lime Treatment		1,750										1,750
		TOTAL SEWER SYSTEM PROJECTS	5,862	18,908	17,101	6,140	8,310	8,135	5,060	5,060	5,060	5,060	5,060	89,756
AIRPORT PROJECTS														
Airport Capital (621)	NEW	Pavement Improvements	50	425	950	600	475	50	50	50	50	50	50	2,800
Airport Capital (621)	NEW	Airport Pavement Management Program						300	725	750	700	750	750	3,975
Airport Capital (621)	NEW	View Park		90										90
Airport Capital (621)	TBD	Golf Course Modifications/Road Relocation Design/Construction					241	5,273						5,514
Airport Capital (621)	TBD	EMAS Runway Safety Area Improvements Design/Construction					392	8,602						8,994
Airport Capital (621)	TBD	Pavement Rehab of TWY Alpha & TWY Delta Intersections Design/Construction							64	539				603
Airport Capital (621)	06805	Project Predesign Services	85	30	30	30	30	30	30	30	30	30	30	385
Airport Capital (621)	06806	Consultant Predesign Services	25	10	10	10	10	10	10	10	10	10	10	125
Airport Capital (621)	06814	Sulphur Creek Mitigation - Design + Construction	541	3,659										4,200
Airport Capital (621)	06816	Sulphur Creek 10-Year Monitoring	164											164
Airport Capital (621)	06818	Airport Pavement Management Program Update	102		35		35		35		35		35	277
Airport Capital (621)	06819	Taxiway Foxtrot and Zulu Pavement Rehabilitation	115	951										1,066
Airport Capital (621)	06823	Perimeter Fence Replacement	102	10	10	10								132
Airport Capital (621)	06826	T-Hangar Improvements	1	450	100	150	200	250	300	350	400	450	500	3,151
Airport Capital (621)	06827	LED Lighting Retrofit	24	26										50
Airport Capital (621)	06828	Tower Renovations	57	43										100
Airport Capital (621)	06829	Hangar Condition Assessment	75											75
Airport Capital (621)	06830	CCTV Upgrade	60											60
Airport Capital (621)	06831	Realignment of Taxiway Zulu Design/Construction			489	4,435								4,924
Airport Capital (621)	06891	Miscellaneous Pavement/Building/Grounds Repairs	299	145	125	125	125	125	125	125	125	125	125	1,569
Airport Capital (621)	06898	Noise Monitoring	748	45	45	45	45	45	45	45	45	45	45	1,198
		TOTAL AIRPORT PROJECTS	2,448	5,884	1,794	5,405	1,553	14,685	1,384	1,899	1,395	1,460	1,545	39,452

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. However, staff is introducing several new policies for consideration during the FY 2016 budget process.

1. Balanced Budget Policy
2. Use of One-time Revenue for One-time Expenditures 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[2]

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,

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

replenishing reserves, and remediating the negative impacts of balancing actions are to 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.

Use of One-Time Revenue for One-Time Expenditures

One time revenues shall be considered for use toward one-time expenditures. While 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. Appropriate uses of one-time revenue funds include:

- Payments toward unfunded benefit liabilities such as Retiree Medical (other post-employment benefits - OPEB); CalPERS retirement unfunded liability, Workers' Compensation unfunded liability; or reduction of accrued leave through pay off of leave balances
- One-time capital improvements or economic development investments
- Early debt retirement
- Restoration of depleted reserve balances

Uses that increase ongoing operating expenditures should be carefully reviewed and avoided if at all possible. For example, capital expenditures that significantly increase ongoing operating expenses without a sustainable and offsetting long-term revenue plan should be avoided. 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 $5.5 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[3]

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.

[3] *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[4]

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.

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[4] *"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[5] 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

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- 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 $25,000 shall be executed by the City Manager only upon approval of the contract by the City Council given at a meeting of the City Council.
- 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.

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.

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HAYWARD

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www.Hayward-CA.gov