



PROPOSED BUDGET

FISCAL YEAR 2022





FRONT COVER

Pictured on the front cover is a rendering of the future South Hayward Youth and Family Center, also known as the Stack Center. The community has long held the vision of constructing and operating a new center at the corner of Tennyson and Ruus Roads to be an anchor for civic life and services in South Hayward. The new two-story center will be home to a pediatric health clinic, behavioral health clinic, child care center, technology and innovation center, literacy hub, and other educational and recreational amenities. The site is adjacent to Tennyson Park and will also contain an outdoor movie screen, performance amphitheater, café, and space for a farmers market.

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PROPOSED FY 2022 OPERATING BUDGET

Director of Finance: Dustin Claussen

Prepared by the Finance Department

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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 FY22-31 Capital Improvement Program Plan.

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

BUDGET PROCESS & CALENDAR

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

Budget Process

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

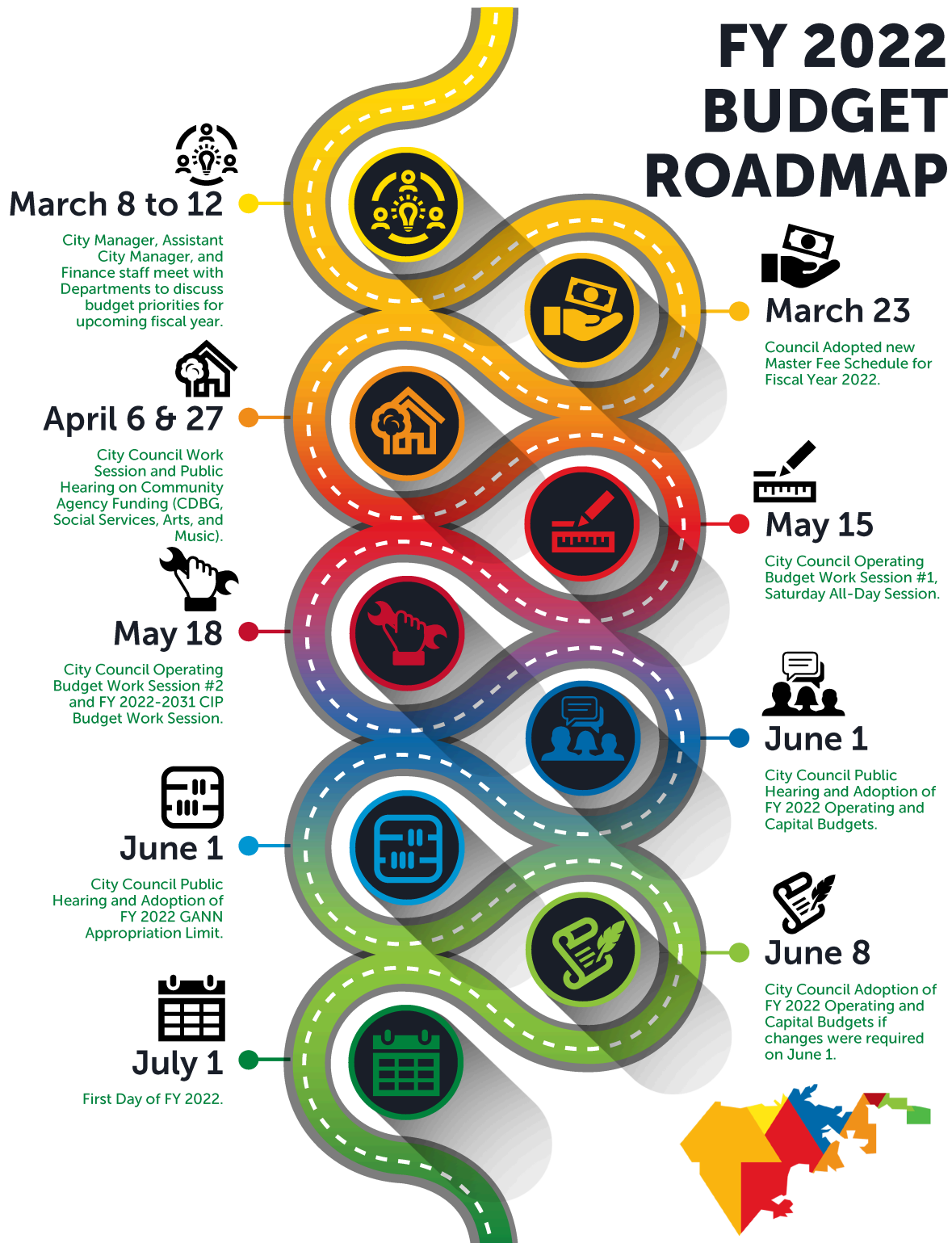
The budget process begins with the development of Budget Instructions and a Budget Calendar that include policy directives to City staff. The City Manager develops a balanced budget that reflects the needs of the organization based on available resources and submits this to the Mayor and City Council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

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

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

FY 2022 Budget Development Calendar

Key Dates	Actions
FY 2022 Annual Operating Budget	
March 2021	
8-12	Operating budget review meetings with City Manager, Assistant City Manager, Finance and Departments.
23	City Council to Adopt FY 2022 Master Fee Schedule
April 2021	
6, 27	City Council Work Session and Public Hearing/Adoption Community Agency Funding
May 2021	
15	City Council Operating Budget Work Session #1
18	City Council Operating Budget Work Session #2
18	City Council CIP Budget Work Session #1 FY 2022-2031
June 2021	
1	City Council Public Hearing and Adoption - FY 2022 Operating and Capital Budgets
1	City Council Public Hearing and Adoption - FY 2022 GANN Appropriations Limit
8	City Council Adopt FY 2022 Operating and Capital Budgets (if not approved on 6/1)
July 2021	
1	Fiscal Year 2022 Begins



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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



Mark Salinas
Council Member

Term Expires 2024



Sara Lamnin
Council Member

Term Expires 2022



Aisha Wahab
Council Member

Term Expires 2022



Elisa Márquez
Council Member

Term Expires 2024



Francisco Zermeno
Council Member

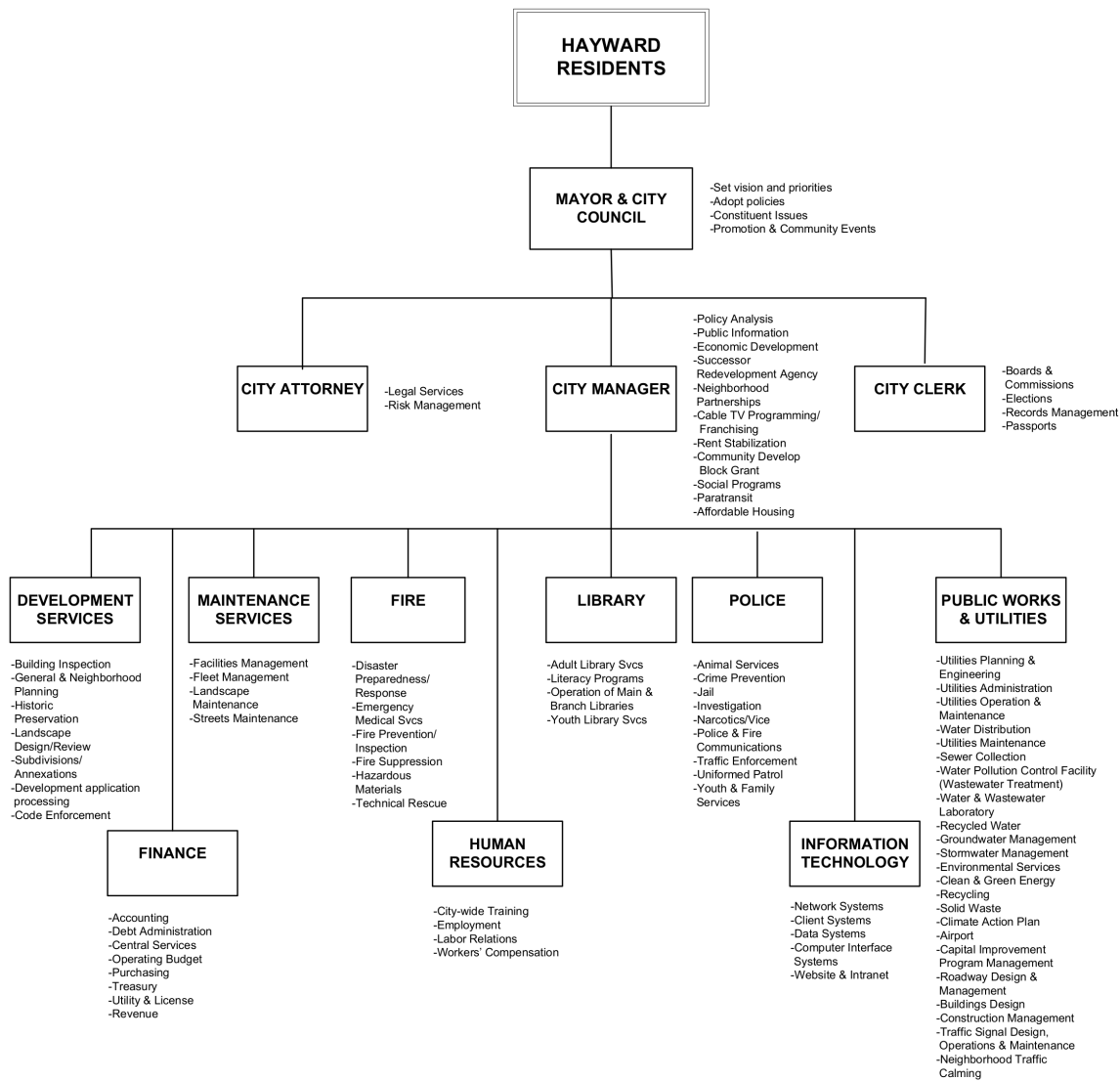
Term Expires 2024



Angela Andrews
Council Member

Term Expires 2024

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

BUDGET AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) presented the City of Hayward with a *Distinguished Budget Presentation Award* for its annual budget for the fiscal year beginning July 1, 2020. 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 01, 2020

Christopher P. Morill

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,

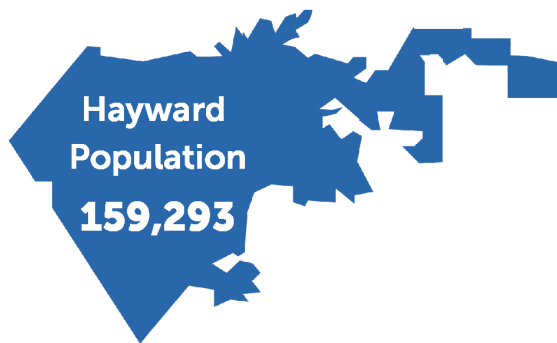
Hayward is strategically positioned at the epicenter of a metropolitan area synonymous with innovation, bold thinking and entrepreneurship. The city is served by three major freeways, two Bay Area Rapid Transit (BART) stations, Amtrak Capitol Corridor trains, local and commuter buses routes operated 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. Hayward has built, approved, or entered the development pipeline, hundreds of new apartment homes within the past year, and has started the construction of thousands of new housing units at all income levels while supporting affordable housing development and other programs to reduce displacement of existing residents. While undergoing transformative change, Hayward is also planning its future.

The city adopted a new Downtown Specific Plan to create a more pedestrian friendly central core and healthy balance of housing, retail, offices and restaurants and updated its industrial zoning to support an existing manufacturing base while meeting the needs of new information, technology and advanced-manufacturing companies and startups. The new Hayward Public Library in the city's downtown civic center is LEED Certified, and is designed to meet the highest standards of environmental sustainability. Hayward has prioritized active transportation and multi-modal corridors over a reliance on cars and roads. As a result, the City sees less traffic, less pollution, and less speeding. Clean, leafy, and landscaped corridors are more walkable and bikeable. Hayward is a leader in water conservation, water pollution control, and development of renewable energy!

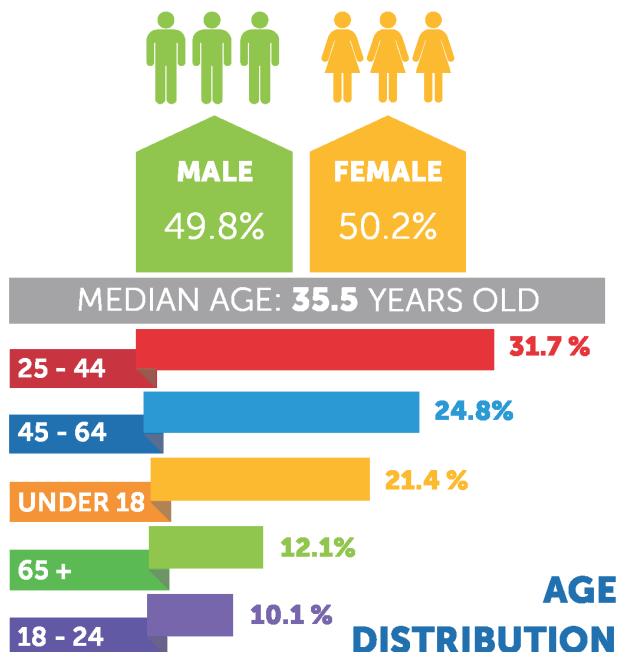


DEMOGRAPHICS

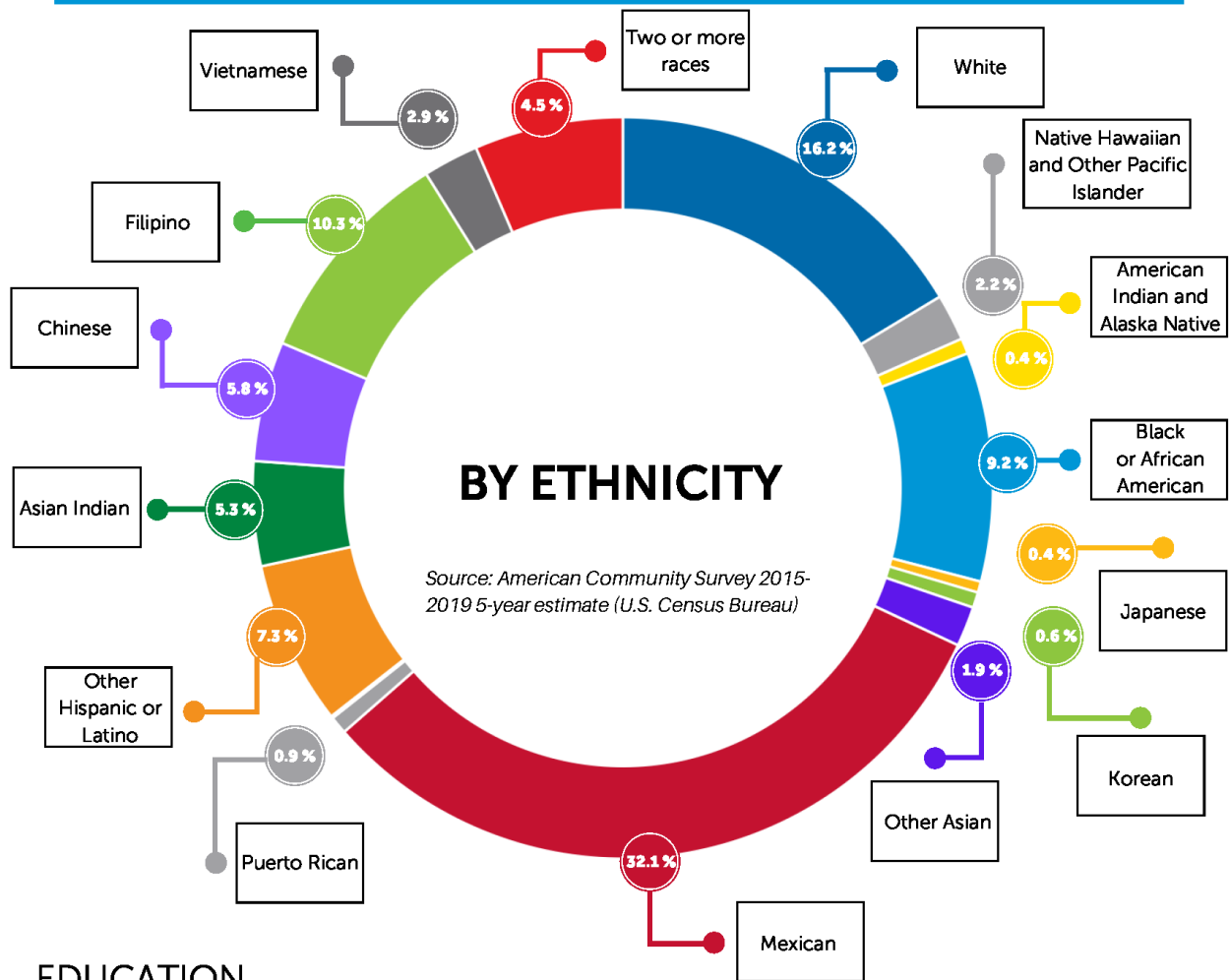


With a median age of just 35.5 years old, the city of Hayward is younger than the United States by nearly 3 years.

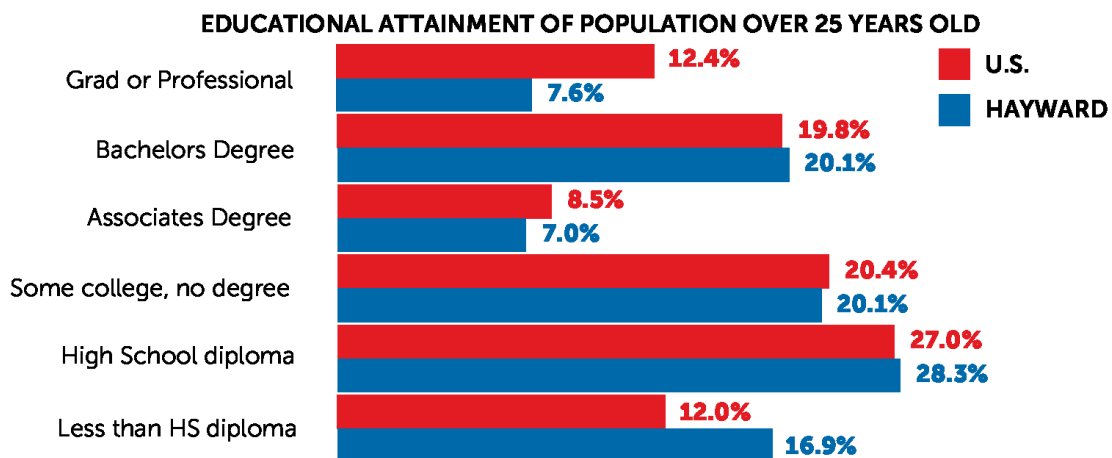
Source: American Community Survey 2015-2019 5-year estimate (U.S. Census Bureau)



COMMUNITY PROFILE



EDUCATION



COMMUNITY PROFILE

A CITY THAT EDUCATES: SCHOOLS IN HAYWARD



21 Elementary Schools
5 Middle Schools
3 High Schools
1 Alternative High School
1 English Language Center
1 Adult School

California State University East Bay
Chabot Community College
Technical & Business Colleges

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

EMPLOYMENT, ECONOMY & HOUSING

TOP HAYWARD EMPLOYERS

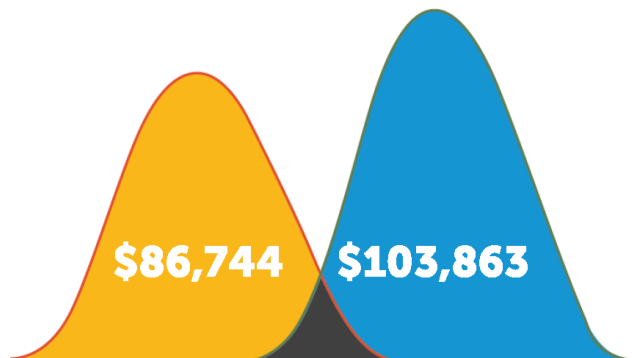
- Alameda County Sheriff's Department
- Baxter Bio Pharma
- Berkeley Farms, LLC
- California State University, East Bay
- Chabot Community College
- Fremont Bank
- Hayward Unified School District
- Illumina
- Impax Laboratories, Inc.
- Pentagon Technologies
- Plastikon Industries, Inc.
- Siemens Building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



MEDIAN HOUSEHOLD INCOME



AVERAGE HOUSEHOLD INCOME



Source: City of Hayward Comprehensive Annual Financial Report, Fiscal Year 2020

\$702,173

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



\$635,000

MEDIAN SALE PRICE OF NEW AND EXISTING CONDOMINIUMS IN HAYWARD.

Source: Bay East Association of Realtors, March 2021

COMMUNITY PROFILE

COMMUNITY ENGAGEMENT

80,616

Registered Hayward voters

Source: Alameda County Registrar of Voters

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

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

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Home Owners Associations & neighborhood interest groups.



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

OTHER HAYWARD AREA AMENITIES

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

JAPANESE GARDENS

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

COMMUNITY PROFILE

HISTORICAL NOTES & TRIVIA

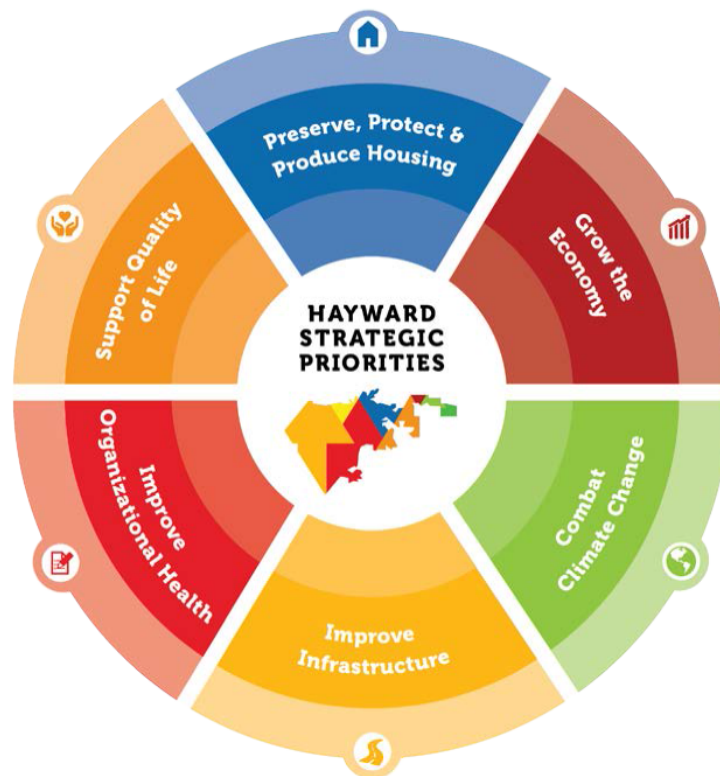
- Early settlers of the area included the Ohlone people, for some 3,000 years.
- Hayward was founded in 1852 by William Hayward.
- Although Don Castro named what is now downtown Hayward “San Lorenzo,” many people referred to the town as “Hayward’s Place” or “Hayward’s” because of the famous Hayward Hotel built by William Hayward.
- Hayward was incorporated in 1876. The City Charter was adopted in 1956.
- In the early decades of the 20th Century, the Hayward Area became known as the “Heart of the Garden of Eden” because of its temperate climate and fertile soil.
- By 1950, Hayward had grown to a population of 14,000 and was known as the “Apricot City,” home to Hunt’s Cannery.
- The Hayward Post-war Planning Committee, formed in 1944, formulated a comprehensive 12-point plan that led to road improvements, industrial development, bus lines, hospitals, an airport, libraries, a water system, parks and institutions of higher education.
- Hayward has three sister cities: Funabashi, Japan; Ghazni, Afghanistan; and Yixing, China.
- The City flower is the carnation.

The numbers reflected are mainly based on Bay East Association of Realtors (2021) the US Census Bureau (2015-2019) and the American Community Survey (5 years estimates from 2015-2019). 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.

Strategic Roadmap

FY2021 to FY2023 Project List

Revised Draft April 20, 2021



City Council adopted the original Roadmap on January 28, 2020.

City Council met on February 13, 2021 to review recommended updates to the project list based on the events of 2020. This draft includes those revisions and further updates based on Council feedback. Council met again on April 20, 2021 to review and provide further comments on this draft. Council will receive a final draft in May that incorporates their April 20th feedback to adopt at the same time approved budget document.

About the Roadmap

The Roadmap starts with a shared Hayward vision for 2024. From that shared vision, we identified six core priorities required to achieve the vision. To accomplish each priority, we developed key projects, named responsible departments, and created a timeline.

Strategic Vision

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

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

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

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

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

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

City of Hayward Strategic Roadmap
Preserve, Protect, and Produce Housing for All

Project		Proposed Timeframe				Departments	
	*Needs Funding **Statutory Requirement	Y1 (20/21)	Y2 (21/22)	Y3 (22/23)	Y3+	Lead	Support
1	Sustain the Navigation Center to House and Support the Homeless						
1a	Identify Sustainability funding source for the navigation center					CSD	FIN
1b	Oversee operations of the Navigation Center (i.e. funding administration, contract management, data collection, and performance monitoring)					CSD	
2	Create a Homelessness Reduction Strategic Plan						
2a	Create a Homelessness Reduction Strategic Plan modeled after an empowerment approach and best practices, as well as after Alameda County's EveryOne Home Plan					CSD	H, PL, PD, M
2b	Implement the Homelessness Reduction Strategic Plan					CSD	
3	Provide winter temporary shelters						
3a	Partner with Alameda County to transition from Winter Warming Shelters to Winter Shelters (open nightly, regardless of temperature)*					CSD	DSD, HSD, PL
3b	Continue partnership with Alameda County to implement Winter Shelters*					CSD	
4	Implement housing incentives and production work plan in accordance to state housing limits						
4a	Explore moderate-income financing model					H	
4b	Amend Density Bonus Ordinance**					DSD	
4c	Update Accessory Dwelling Unit (ADU) ordinance**					DSD	
4d	Develop an Overlay Zoning District to allow RS zoned properties (single family residential) to develop into a variety of housing types at densities permitted under the applicable General Plan designation					DSD	
4e	Explore program to convert tax-defaulted properties to affordable housing					H	
4f	Create marketing materials for incentivizing housing production					H	
4g	Expand emergency shelter sites in Hayward					H	
5	Evaluate the Affordable Housing Ordinance						

Project		Proposed Timeframe				Departments	
*Needs Funding **Statutory Requirement		Y1 (20/21)	Y2 (21/22)	Y3 (22/23)	Y3+	Lead	Support
5a	Add a section to Housing and Housing Development staff reports to track accomplishments of Housing Element goals and programs including progress toward meeting RHNA goals					H	
5b	Hold work session for potential revisions					H	
6	Expend the Affordable Housing Trust funds						
6a	Hold a work session on establishing funding priorities for Affordable Housing Trust including the potential for affordable rental housing, homeownership, co-ops, and shelter opportunities					H	
6b	Issue Notice of Funding Availability (NOFA) or establish programs consistent with Council funding priorities					H	
7	Recommend updates to the Rent Stabilization Ordinance						
7a	Provide 6-month update on the implementation of Rent Stabilization Ordinance and recommend amendments					H	
7b	Monitor the implementation of the Rent Stabilization Ordinance and prepare a statistical report					H	
8	Pursue state housing funding opportunities						
8a	Identify and respond to regulations to ensure that Hayward or Hayward-supported projects qualify for state housing funding					H	All
8b	Apply for state housing funding to support strategic partnerships and Council priorities					H	All
9	Update the Housing Element Plan					DSD	
10	Implement a Soft Story Ordinance					DSD	
11	Covid-19 Response						
11a	Implement and monitor eviction moratorium					H	
11b	Implement CV-19 rent relief program					H	
11c	Analyze alternative rent increase thresholds					H	
11d	Expand mediation services to tenants and landlords who need support developing a repayment plan for unpaid rent due to COVID					H	
11e	Allocate and administer CDBG-CV funding for homelessness and housing services					CSD	H

City of Hayward Strategic Roadmap

Grow the Economy

Project		Proposed Timeframe				Departments	
*Needs Funding **Statutory Requirement		Y1 (20/21)	Y2 (21/22)	Y3 (22/23)	Y3+	Lead	Support
1	Update and implement a marketing plan, including an Opportunity Zone campaign						
1a	Update the marketing plan					ED	CMR
1b	Implement the marketing plan					ED	CMR
2	Implement the Vacant Building Property Ordinance and develop a strategy to engage chronic vacant property owners and activate sites						
2a	Enforce ordinance*					DSD	
2b	Engage owners and encourage activation of vacant sites					ED	
3	Strengthen workforce development pipelines						
3a	Devise plan to maximize workforce development pipelines					ED	
3b	Re-establish the Business Engagement Program and referral process to Alameda County Workforce Development Department to address businesses' immediate workforce needs					ED	
3c	Collaborate with Hayward Unified, Eden Area ROP, Hayward Adult School, CSU East Bay, Chabot College, Life Chiropractic, the YSFB, and local nonprofits to assist in connecting their training, internship, and placement programs with local businesses					ED	
3d	Collaborate with workforce development partners to organize, host and sponsor job fairs, manufacturing/STEM career awareness events to support a local workforce pipeline					ED	
4	Deconstruct the former City Center building and commence discussions regarding future redevelopment of the City Center properties						
4a	Complete deconstruction					CM	DSD, PW&U
4b	Commence discussions on property redevelopment					CM	DSD
4c	Finalize disposition & development agreement					CM	DSD
4d	Implement disposition & development agreement					CM	DSD

Project		Proposed Timeframe				Departments	
	*Needs Funding **Statutory Requirement	Y1 (20/21)	Y2 (21/22)	Y3 (22/23)	Y3+	Lead	Support
5	Facilitate disposition and development of Route 238 Corridor lands**						
5a	Finalize planning on redevelopment of 6 remaining parcel groups					CM	DSD
5b	Finalize disposition & development agreements for all parcels					CM	DSD
5c	Implement disposition & development agreements for all parcels					CM	DSD
6	Update and implement a revised cannabis ordinance to incorporate best practices to better support cannabis businesses					DSD	
7	Develop and implement a local minimum wage ordinance*					DSD	
8	Revise alcohol use regulations to support existing and encourage more full-service restaurants					DSD	
9	Update form-based zoning codes along Mission Boulevard to streamline new development, focus commercial development where appropriate, and create a cohesively designed corridor					DSD	
10	Revamp community preservation ordinance to combat blight and enhance neighborhood livability					DSD	
11	Explore a public art program and prioritize gateway locations					DSD	
12	Explore the concept of a business incubator with CEDC, CSUEB, Chabot College and the Chamber					ED	
13	Continue supporting business development through concierge service, incentives/grants/loans, collaborations with the chamber and SBA, and the newly updated events grants					ED	
14	COVID-19 Pandemic Response						
14a	COVID-19 Business Sector Reopening Assistance including providing consultations with businesses, information dissemination and new permit/process requirements to be consistent with evolving public health orders					ED	
14b	COVID-19 Restaurant Assistance including facilitating outdoor dining programs including the Together for Downtown Hayward program					DSD/ ED	CMR

Project		Proposed Timeframe				Departments	
*Needs Funding **Statutory Requirement		Y1 (20/21)	Y2 (21/22)	Y3 (22/23)	Y3+	Lead	Support
14c	COVID-19 Policy Development including a commercial eviction moratorium and cap on third-party delivery service provider fees assessed to restaurant and food establishments					ED	CAO
14d	Sidewalk Vendor Ordinance					DSD	
15	COVID-19 Pandemic Recovery Business Assistance						
15a	COVID-19 Small Business Recovery & Equity Programs including exploration and establishment of grant program targeted to for a black and other minority-owned business. This may include providing enhanced technical assistance to comply with State and County reopening guidelines and grant funding to invest in required infrastructure.					ED	
15b	COVID-19 Retail Recovery Program including exploration and development of "Shop Local Gift Card Program" to promote small businesses, induce immediate cash flow and encourage small business adoption of e-commerce platforms					ED	
15c	Outdoor Gathering Permit established					DSD	
15d	Outdoor Dining Permit established					DSD	
15e	Temporary Outdoor Business Activities Permit					DSD	

City of Hayward Strategic Roadmap
Combat Climate Change

Project		Proposed Timeframe				Departments	
*Needs Funding **Statutory Requirement		Y1 (20/21)	Y2 (21/22)	Y3 (22/23)	Y3+	Lead	Support
1	Reduce dependency on fossil fuels						
1a	Ban natural gas in new residential buildings					PW&U	DSD
1b	Require EV charging infrastructure in new construction					PW&U	DSD
1c	Explore feasibility of banning natural gas in non-residential (commercial) buildings (for next code update)					PW&U	DSD, ED
1d	Prepare a plan to facilitate transition of natural gas appliances to electric in City Facilities					MS	PW&U
2	Work with EBCE to transition citywide electricity use to 100% carbon free (1)(2)					PW&U	MS
3	Transition electricity use in city operations to 100% renewable energy					PW&U	MS
4	Adopt & implement 2030 GHG Goal & Roadmap*					PW&U	DSD
5	Work with StopWaste to promote a Circular Economy and Explore Regulation of Single Use Products						
5a	Conduct outreach regarding single-use disposables					PW&U	DSD
5b	Develop ordinance regulating single-use food ware in restaurants and coordinate with county-wide efforts					PW&U	DSD
6	Plant 1,000 trees annually (500 trees per year by City staff, 500 additional trees by other partners (HARD, HUSD, CSU, Chabot, and private developers)					MS	DSD
7	Reduce Carbon Emissions - transition 15% of total city fleet to EV/hybrid models*					MS	PW&U
8	Adopt and implement the 2019 Building Code & Fire Code					DSD	FD
9	Complete Shoreline Master Plan					DSD	PW&U
9a	Complete EIR for Shoreline Master Plan					DSD	PW&U
10	Update Tree Preservation Ordinance					DSD	MS

City of Hayward Strategic Roadmap
Improve Infrastructure

Project		Proposed Timeframe				Departments	
*Needs Funding **Statutory Requirement		Y1 (20/21)	Y2 (21/22)	Y3 (22/23)	Y3+	Lead	Support
Multi-Modal Transportation							
1	Improve access and mobility in downtown Hayward						
1a	Implement downtown parking plan					PW&U	MSD
1b	Prepare Downtown Specific Plan - Implementation Plan					PW&U	DSD
2	Implement major corridor traffic calming initiatives						
2a	Complete Hayward Boulevard feasibility study					PW&U	
2b	Implement Hayward Boulevard traffic calming plan					PW&U	
2c	Complete Tennyson Road feasibility study					PW&U	
2d	Implement Tennyson Boulevard traffic calming plan					PW&U	
2e	D Street Traffic Calming Plan Feasibility Study					PW&U	
2f	Implement D Street Traffic Calming Plan					PW&U	
3	Develop and submit a Traffic Impact Fee					PW&U	
4	Increase transit options and ridership						
4a	Work with AC Transit Interagency Liaison Committee to make bus transit more convenient and reliable					PW&U	CSD
4b	Work with Alameda County Transportation Commission (ACTC) to develop a rapid bus project along Mission Blvd.					PW&U	DSD
4c	Work with Alameda County Transportation Commission (ACTC) to implement a rapid bus project along Mission Blvd.					PW&U	DSD
4d	Continue to require new development adopt transportation demand management strategies to reduce the use of single occupancy vehicles and encourage the use of alternative modes of travel						
4e	Continue to work with BART to encourage transit-oriented development on BART owned property in Hayward						
5	Maintain and improve pavement						
5a	Maintain Pavement Condition Index (PCI) at 70*					PW&U	
5b	Prepare OHHA pavement improvement program design and financing structure					PW&U	
5c	Construct various OHHA pavement improvements					PW&U	

Projects		Proposed Timeframe				Departments	
*Needs Funding **Statutory Requirement		Y1 (20/21)	Y2 (21/22)	Y3 (22/23)	Y3+	Lead	Support
6	Develop a micro-mobility policy (eBikes, eScooters)					PW&U	
7	Improve Mission Boulevard as a key 'Gateway to the City'						
7a	Complete construction of Mission Boulevard Phase 2					PW&U	
7b	Explore funding of Mission Boulevard Phase 2 and Linear Park					PW&U	
7c	Complete design of Mission Boulevard Phase 3 and construction*					PW&U	
8	Implement the Bike & Ped Master Plan						
8a	Add 2 miles of sidewalks per year*					PW&U	
8b	Add 10 lane miles of bike lanes per year					PW&U	
8c	Assess Safe Routes to School					PW&U	
8d	Implement Safe Routes School*					PW&U	
8e	Assess Safe Route for Seniors in the downtown area					PW&U	
8f	Implement Safe Route for Seniors in the downtown area*					PW&U	
8g	Conduct a feasibility study of Jackson Street Improvements*					PW&U	
9	Expand EV charging infrastructure for city fleet and employees*						
9a	Conduct analysis of future demand					MS	PW&U
9b	Construct additional EV charging facilities					MS	PW&U
City Buildings & Facilities							
10	Investigate major municipal building upgrade needs						
10a	Conduct a site and cost analysis of a new Police building					PW&U	PD
10b	Conduct a needs assessment of upgrading the Corp Yard					PW&U	MSD
10c	Investigate funding options for new Police building and Corp Yard					CM	PW&U, FIN
11	Upgrade and maintain Airport infrastructure and facilities						
11a	Rehabilitate the pavement in phases					PW&U	
11b	Design, enclose, and construct open sections of Sulphur Creek adjacent to runways					PW&U	

Projects		Proposed Timeframe				Departments	
*Needs Funding **Statutory Requirement		Y1 (20/21)	Y2 (21/22)	Y3 (22/23)	Y3+	Lead	Support
11c	Design and construct Engineered Materials Arresting System (EMAS) at the departure end of Runway 28L					PW&U	
11d	Design and construct capital improvements to Airport hangars					PW&U	
12	Construct the fire station and Fire Training Center					PW&U	FD
Water Supplies, Sanitation & Storm Sewers							
13	Upgrade water system infrastructure						
13a	Develop and launch Advanced Metering Infrastructure (AMI) customer portal					PW&U	FIN
13b	Replace an average of 3 miles of water pipelines annually					PW&U	
14	Update Water Pollution Control Facility Phase II Plan						
14a	Design the upgrade					PW&U	
14b	Construct the upgrade					PW&U	
15	Upgrade sewer collection system by replacing an average of 3 miles of sewer lines annually					PW&U	
16	Implement phase 2 of solar project and investigate interim usages of additional energy					PW&U	
17	Meet regulatory requirements for zero trash in stormwater by installing trash capture devices						
17a	Install trash capture devices					PW&U	
17b	Perform related trash reduction activities					PW&U	
18	Expand recycled water facilities						
18a	Complete RW project construction (initial phase)					PW&U	
18b	Develop a Recycled Water Master Plan					PW&U	
Information Technology							
19	Improve broadband network						
19a	Investigate the use of dark fiber					IT	
19b	Finalize implementation of fiber grant					CM	
19c	Complete installation of dark fiber					PW&U	IT

City of Hayward Strategic Roadmap
Improve Organizational Health

Project		Proposed Timeframe				Departments	
*Needs Funding **Statutory Requirement		Y1 (20/21)	Y2 (21/22)	Y3 (22/23)	Y3+	Lead	Support
Fiscal Sustainability							
1	Maintain and expand fiscal sustainability						
1a	Evaluate an increase to the Transient Occupancy Tax					FIN	
1b	Continue to investigate funding tools and cost reduction strategies for PERS, other post employment benefits (OPEB) liability, and other health care costs					FIN	
1c	Redo the Business License Tax					FIN	
Racial Equity							
2	Develop and implement a racial equity action plan to best serve our community and support our employees (follow up action from the Committee for an Inclusive, Equitable, and Compassionate Community)						
2a	Create a language accessibility policy					CM, GARE	All
2b	Create a training policy					CM, GARE	All
3	Work across Strategic Roadmap priorities to include racial equity lens					CM, GARE	All
4	Continue city participation in the Government Alliance for Racial Equity					CM	All
Employee Engagement, Professional Development, and Retention							
5	Continue to support and build capacity for lean innovation throughout the organization					CMO	All
6	Perform staff resource allocation and workforce and prioritization analysis to support annual budget process and explore succession planning efforts*					FIN/H R	HR, All
6a	Develop talent acquisition plan for citywide and critical positions					HR	All
6b	Develop and Implement a Recruitment and Re-engineering Plan					HR	All
7	Increase employee homeownership by rolling out a down payment assistance program for City Staff					FIN	HR, CM
8	Re-engineer performance management process to align with organizational values					HR	All

Project		Proposed Timeframe				Departments	
*Needs Funding **Statutory Requirement		Y1 (20/21)	Y2 (21/22)	Y3 (22/23)	Y3+	Lead	Support
9	Continue employee engagement initiatives and develop employee recognition program(s)					HR, CM	
10	Interdepartmentally collaborate to formalize, expand and promote the onboarding program to improve new employee experience					HR	All
10a	Create an interdepartmental team to develop standards for creation of citywide operating protocols and desk manuals in preparation for loss of institutional knowledge					HR	All
10b	Develop a template/checklist departments can use to standardize and ease on-boarding					HR	All
10c	Continue the one-on-one coaching program including speed coaching events and establish a "buddy" System for new employees; explore new coaching and mentoring opportunities					HR	All
10d	Use technology to create efficiencies					HR	All
11	Develop talent development initiatives and training platform						
11a	Develop training academy to cultivate leadership skills					HR	All
11b	Develop training calendar to expand and share resources citywide					HR	All
11c	Explore a path to higher education for employees (i.e: working scholar's)					HR	All
11d	Develop an employee initiated talent development plan involving interdepartmental representation					HR	All
12	Develop a managerial course to cultivate leadership skills						
12a	Identify training areas					HR	All
12b	Roll out pilot course					HR	All
12c	Integrate with performance evaluations					HR	All
13	Centralize training platforms to reap greater use and efficiencies					HR	All
Efficient, Safe & Collaborative Work Environment							
14	Increase security footprint and reduce system outages						
14a	Establish an Information security awareness training and outreach program					IT	
14b	Upgrade water utility technology					IT	PW&U
15	Extract and publish data from existing city systems to assist in key decision making across the City as well as providing deeper access to our residents and stakeholders (data-driven).						

Project		Proposed Timeframe				Departments	
*Needs Funding **Statutory Requirement		Y1 (20/21)	Y2 (21/22)	Y3 (22/23)	Y3+	Lead	Support
15a	Explore additional modules in Opengov to assist with visibility and awareness of current spending and future projections					IT	
15b	Implement new online planning and permitting solution					IT	DSD, PW&U
16	Deliver products and services that facilitate access to the city's technology-based tools beyond the confines of the office (mobile-focused)						
16a	Improve IT asset management program					IT	
16b	Establish new mobile device management solution					IT	
17	Identify, assess and upgrade systems, infrastructure, and technology to modern architecture and design (modernize technology and systems)						
17a	Replace aging fiber optic lines between City facilities					IT	
17b	Upgrade City network connections and speeds					IT	
18	Analyze and shift technology solutions and services to external web-based platforms and providers (cloud-first transition)						
18a	Assess current ERP solution, investigate new offerings available and implement appropriate solutions.					FIN	IT
Communications							
19	Maintain and expand communications efforts to better inform and gather input from the community						
19a	Conduct a website audit and update					CMR	
19b	Conduct a public opinion survey on the Transient Occupancy Tax					CMR	
19c	Inform the public about the 2020 Census					CMR	
19d	Reconstitute the Citywide Communications Committee					CMR	
19e	Relaunch In the Loop					CMR	
19f	Issue an RFP for translation services					CMR	
19g	Explore using additional social media channels to broadcast City Council Meetings					CMR	
19h	Create a CRM operations desk manual					CMR	
19i	Conduct the Biennial Resident Satisfaction Survey					CMR	
19j	Continue working with local partners to promote and recognize Hayward events and accomplishments, as appropriate					CMR	

Project		Proposed Timeframe				Departments	
*Needs Funding **Statutory Requirement		Y1 (20/21)	Y2 (21/22)	Y3 (22/23)	Y3+	Lead	Support
Covid-19 and Remote Work Response							
20	Employee Wellness during Covid-19						
20a	Develop and Implement COVID-19 Contract Tracking and Tracing Protocol					HR	
20b	Develop and Implement a COVID-19 Testing Protocol					HR	
20c	Develop and Implement a Citywide Safe Return to Work Strategy/Plan					HR/M S	ALL
20d	Enhance and Implement a more rigorous Employee Wellness Program					HR	
21	Remote work updates due to Covid-19						
21a	Develop and Implement a Virtual Training/Resource Communication Strategy					HR	All
21b	Develop, implement, and support remote technology and tools to transition the workforce to a WFH environment					IT	
22	Budget changes due to Covid-19						
22a	Ammend Budget to account for economic loss due to pandemic					FIN	All
22b	Apply for FEMA reimbursement					FIN	All

City of Hayward Strategic Roadmap

Support Quality of Life

Project		Proposed Timeframe				Departments	
*Needs Funding **Statutory Requirement		Y1 (20/21)	Y2 (21/22)	Y3 (22/23)	Y3+	Lead	Support
1	Oversee the rebuilding of the South Hayward Youth and Family Center (the Stack)*						
1a	Finalize financing					CM	Lib, CS
1b	Design and construct center					PW&U	
1c	Continue working with service providers to ensure a mix of services and opportunities that best address the needs of the corridor.					CM	
2	Complete gateway and corridor landscape beautification*						
2a	Complete Tennyson corridor landscape beautification					MS	PW&U
2b	Complete Jackson corridor landscape beautification					MS	PW&U
3	Implement mental health comprehensive assessment teams (CAT) to provide targeted mental health services and avoid inefficient use of public safety resources						
3a	Assess findings from pilot					PD, FD	Lib, CS
3b	Roll out permanent CAT program (outside of County)					PD, FD	Lib, CS
4	Update comprehensive emergency services plan for community and staff						
4a	Update and approve community emergency plan					FD	MS, PW&U, PD
4b	Implement updated plan					FD	All
4c	Conduct a 'risk & resilience' assessment of water system and update emergency response plan**					PW&U	FD
5	Update fire strategic plan						
5a	Update and adopt strategic plan					FD	
5b	Implement strategic plan					FD	
6	Plan library operations and hours to leverage the new facility						
6a	Conduct survey of library hours need and analysis of use					Lib	
6b	Conduct strategic planning and implementation					Lib	
7	Implement targeted illegal dumping prevention program*						
7a	Pilot programs and analysis					MS	PD
7b	Roll out permanent program					MS	PD

Project		Proposed Timeframe				Departments	
*Needs Funding **Statutory Requirement		Y1 (20/21)	Y2 (21/22)	Y3 (22/23)	Y3+	Lead	Support
7c	Operation Clean Sweep					MS	
8	Implement Hayward Police Department Community Advisory Panel					PD	
9	Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include life skills, education and restorative justice					PD	
10	Implement a strategy to compel Union Pacific to clean up their unsafe and blighted properties, mitigate public safety risk, and reduce inefficient use of staff resources					CM	CAO, DSD, PW&U, FD, PD, MS
11	Implement a vaping ban					DSD	
12	Complete La Vista Park						
12a	Design La Vista Park					PW&U	
12b	Construct La Vista Park					PW&U	
13	Evaluate options for adding bathrooms to Heritage Plaza for Council consideration					PW&U	
14	Covid-19 Response						
14a	Establish Graffiti Relief Program					DSD	
14b	Launch and run Food Distribution Operation					CMO, CS	FD, MS
14c	Launch and run Covid-19 Testing Site Operation					FD	MS
14d	Operate Long-term Partial Activation of EOC, including rapid rollout of Veoci					FD	All
15	Create and implement Homeless Encampment Task Force					DSD, PD, H, MSD	
16	Community Engagement around Public Safety						
16a	Conduct community engagement and public polling to understand community concerns					CMO, PD	All
16b	Implement Policy Innovation Wrokshop to design potential policy solutions						
17	Implement Census 2020 Community Engagement					CMO, Lib	CS
18	Online Library Programming					Lib	
19	Library Curbside Service					Lib	
20	Tech Lending Library					Lib	
21	Launch Bookmobile Program					Lib	MS

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April 2021

Honorable Mayor and Members of the City Council:

The City has faced many challenges over the past year. It gives me great pride to know that every step of the way, the City has met each challenge with thoughtfulness and resilience. The City led the way in terms of response to the pandemic, providing support to the community in a variety of areas from COVID-19 testing to food delivery to economic assistance for businesses to creating policies to protect commercial and residential tenants to providing shelter for the unhoused. This work has been a testament to the commitment the City has to the Hayward community. While we saw many organizations wait for direction from others, Hayward paved the way for many to follow all while facing budget challenges of its own and caring for its employees.

The City, like most agencies, is still facing challenges as it works to recover during the ongoing pandemic. The challenges brought by economic recovery and uncertainty are infinite, but I am confident that the City will eventually recover and continue to thrive. It is my hope, and assuredly the hope of Council, that the recovery is rapid and full. To that end, the City will be using the funds it receives from the Federal stimulus package to strategically aid in the recovery as well as position the City for long term success. I remain committed to moving the organization forward and being at the forefront of innovation as we proceed. While the City continues to face challenges in building long term fiscal stability, we will continue to meet the demands and needs of the Hayward community.

The budget, as proposed in this document, does reflect a use of General Fund reserves and does not currently include the funds the City anticipates to receive from the Federal stimulus package, which we plan to bring back to Council for appropriation in July. This proposed budget also does not incorporate any of the recommendations stemming from the Policy Innovation workshops on public safety. The final June adopted budget will include these recommendations. We will continue to work to close the General Fund budget gap and I am confident that we will be able to offer Council viable options to balance the City's budget.

The City's General Fund entered fiscal year 2020 with reserves of \$36.9 million; this amount equated to approximately 19.7% of budgeted expenditures in the General Fund. During FY 2020, however, the City used approximately \$6.0 million in reserves to continue to provide services to the community and provide organizational stability while seeing reductions to many key revenue sources. The City began fiscal year 2021 with General Fund reserves of \$30.8 million, representing approximately 18.2% of budgeted expenditures, while projecting a use of approximately \$2.2 million of reserves. The current proposal includes a General Fund Reserve use of approximately \$6.0 million in FY 2022, ending the year with \$22.6 million in the reserve, approximately 12.2% of budgeted expenditures ; these amounts do not include any American Relief Plan Act funds that may be used to restore reserves used to provide services during the pandemic This budget does propose restoring previous reductions in community programs and funding for certain capital expenditures that were significantly curtailed in FY 2021 as well as eliminating employee furloughs and other concessions. These factors, along with sluggish revenue recovery, are contributing to the projected use of reserves for FY 2022.

While there are few remaining visible signs of the Great Recession of 2008-2011, the City still struggles with a structural budget gap, given rising pension contributions and other factors. 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; further changes based on recent performance of the CalPERS investment fund are anticipated in the coming fiscal years. The City is also working to address emerging needs that were not previously a significant part of our operations such as the increasing demands on the organization and community to serve and support our 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.

The impacts of the COVID-19 pandemic have severely impacted several industries, resulting in an unprecedented number of unemployment claims. Recently released, the nation as a whole currently has a 6% unemployment rate, representing 9.7 million unemployed persons. The rate is down considerably from its recent high in April 2020, but is 2.5% higher than pre-pandemic levels in February 2020. As of February 2021, California has a current unemployment rate of 8.5%, representing almost 1.6 million unemployed persons. Alameda County unemployment was at 6.9% as of February 2021. In Hayward specifically, we have seen major impacts to building permit, utility users tax (UUT), and transit occupancy (hotel) tax revenues, as a result of industry declines in hotel use/business travel, construction activity (building permit revenue), employees working from home/industrial business closures (decline in industrial/commercial UUT payments), and sales activity reductions in business to business, transportation and general retail industries (sales tax reductions).

Future years in the City's General Fund forecast continue to project significant structural budget gaps, primarily attributed to the current economic uncertainty, and growth in employee benefit costs, particularly pension and retiree healthcare (OPEB) costs. 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...

The proposed FY 2022 General Fund budget is balanced with the reluctant use of General Fund Reserves. In FY 2021, to assist in balancing the operating budget, the City deferred the planned contribution to fully fund the OPEB Annual Required Contribution (ARC). The FY 2021 adopted budget included funding the pay as you go portion of \$3.5 million and an additional \$1 million towards the ARC amount for OPEB contributions, totaling \$4.5 million in FY 2021 for OPEB payments. During the FY 2021 mid-year process, Council affirmed the commitment to moving towards full funding of the OPEB ARC by authorizing an additional \$1.0 million contribution. The proposed FY 2022 contribution includes funding the pay as you go portion of \$3.2 million as well as an additional \$4.3 million toward the ARC (\$7.5 million in total OPEB payments). Should the Council support this proposal, the City would achieve fully funding the ARC in FY 2022, meeting the Council's original commitment of fully funding this benefit by FY 2022.

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 for 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 \$15.4 million a year to fund debt service for the financing and construction of the new Library and Community Learning Center and adjacent plaza, improvements to fire stations, a new Fire Station 6 and regional fire training center, and the repaving of many City streets, as well as providing funding for increased police and maintenance staffing and services.

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

In November 2020, the voters of Hayward approved an increase to the City's Transient Occupancy Tax (TOT) of up to 14.5% when they ratified Measure NN. Projections prior to the COVID-19 pandemic estimated additional General Fund revenues of up to \$3.0 million annually. Council has yet to act on their ability to increase the tax rate as local hoteliers are struggling through the COVID recession as the travel industry has been hit harder than most other industries.

Balancing the budget and staffing resources to meet service demands...

Staffing resources in the General Fund are proposed at 671.8 positions for FY 2022, 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 2022, 909.8 positions are proposed.

We must continue to be mindful that increases to staffing absent additional funding sources only widens the structural budget gap and exponentially increases unfunded liabilities for CalPERS (retirement) and OPEB (retiree medical benefits). The proposed budget has extremely limited staffing growth. The City will continue to be strategic in its staffing decisions as we work towards fiscal sustainability.

The continued quest towards long-term fiscal sustainability...

For the past several years, the City has been effective in implementing strategies to avoid the ongoing use of General Fund reserves to fund operations. However, FY 2022 is currently projecting a significant use of General Fund reserves. It will take the City time to rebuild and restore adequate reserves to provide stability following the economic havoc resulting from the pandemic. Restoring reserves is critical should another catastrophic event take place and the City face an immediate need for funds to stabilize the community and preserve City services. I am confident that through the continued partnership between the community, staff, and Council that we can weather this storm and work back to a place of consistently building towards adequate reserves. During FY 2018, we

developed a new ten-year financial model and identified a number of budget balancing strategies that the Council reviewed and prioritized during an October 2017 work session. The City has worked diligently over the past three fiscal years to implement these strategies, which included: 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 also an increase to the Transit Occupancy Tax from 8.5% to 14.5% (which will be implemented upon further recovery of the hotel sector); and an update to the City's cost allocation plan. The addition of Federal stimulus dollars during FY 2022 will provide important one-time revenue to support the City's and the community's economic recovery but we will still need to continue our work implementing additional balancing strategies and working towards long-term fiscal sustainability. While difficult decisions may be necessary, the General Fund Ten-Year Plan clearly demonstrates that we cannot continue to balance the budget with a use of Reserves.

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 through the COVID-19 pandemic and the challenges to the local economy we have faced this fiscal year 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. I also want to specifically thank those of our employee groups that contributed to the City's economic stability during the last fiscal year through furloughs and other critical concessions, e.g. forgoing cost of living adjustments. It is largely through the partnership with our elected officials, our executives and unrepresented employees, and our multiple bargaining groups that the City works every year to balance the annual General Fund operating budget in a variety of ways.

I look to a bright future for all of us as we recover and work our way back toward fiscal stability in FY 2022, as well as continue to provide the core services we deliver to Hayward residents and businesses. We must always be mindful of the future and the long-term consequences of our actions today. We will work towards solutions that have meaningful impact together. Hayward is a wonderful community that understands and truly honors the value of diversity in every facet of life. Our municipal organization is committed to the value of being a "family" despite our immediate differences; one that has shown its grit and mettle through the tough years and one that looks to the future with maturity, strength, and a strong commitment to service. Thank you for the honor and the privilege of being your City Manager and the opportunity to lead such a fantastic organization in service to our community.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Kelly McAdoo'.

Kelly McAdoo
City Manager
ICMA-CM

Attachment: FY 2022 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 over which the City Council has the most discretion. The total adopted City expenditure budget for the FY 2022 is \$348.8 million, with a General Fund budget of \$184.7 million.

Table 1: City Expenditure Budget Summary - All Funds

Expenditures

<i>in 1,000's</i>	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Proposed	\$ Change	% Change
General Fund	172,104	169,567	184,659	15,093	8.9 %
All Other Funds	179,675	157,132	164,171	7,039	4.5 %
Total City Budget	351,779	326,699	348,830	22,132	6.8 %

The FY 2022 adopted budget reflects a General Fund expenditure increase over the FY 2021 adopted budget of 8.9%; The FY 2022 proposed budget also shows a increase to All Other Funds of 4.5%.

The increase in both the General Fund and All Other Funds is primarily due rising personnel and benefit expenses, fully funding the City's OPEB ARC, and restoring budget service levels congruent with levels prior the the reductions implemented in response to the pandemic in March 2020, The FY 2021 Adopted budget included several reductions: negotiated employee concessions, a significant hiring freeze, reductions in supplies and services, program service reductions, and a deferral of contributions to other post employment benefits unfunded liability and capital contributions. The reductions made in FY 2021 assisted the City in closing the significant projected budget gap.

The proposed FY 2022 Operating budget reflects an overall increase of 6.8% for all funds combined over FY 2021.

CITYWIDE STAFFING

The FY 2022 proposed budget reflects staffing changes over what was approved at the time of adoption of the FY 2021 Budget, resulting in a net increase of .8 budgeted Full Time Equivalents (FTE) to the General Fund and 1.8 budgeted FTE net increase in other funds. Staffing changes result in a 0.3% increase in overall labor resources.

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

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).

CITYWIDE BUDGET OVERVIEW

Table 2: Staffing Summary

FTE Summary	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Proposed	# Change	% Change
General Fund	664.1	673.7	671.07	671.82	0.75	0.1%
All Other Funds ¹	230.2	235.6	236.23	237.98	1.75	0.7%
Total City Budget	894.3	909.3	907.3	909.8	2.5	0.3%

GENERAL FUND DISCUSSION

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

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

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

In FY 2021, the City continues to address challenges related to the COVID-19 pandemic, and its impacts on the Hayward Community. Similar to neighboring municipalities several key revenue sources were negatively impacted, directly effecting both short-term and long-term financial outlooks. While continuing to balance the financial impacts of the pandemic, the City immediately responded to supporting the community by enacting a local emergency on March 17, 2020.

During the past year, the City has funded and partnered with various outside entities to establish services and programs to support the community. The funds authorized by Council to address concerns within the Hayward community regarding the impacts of pandemic were used to obtain necessary supplies, requisition of necessary personnel or materials, or otherwise took steps or incurred such costs as may be required for the general welfare and safety of the community. These services and programs created, include but are not limited to: 1.) COVID-19 drive-thru testing site; 2) Food distribution sites; 3) Distribution of personnel protective equipment to the community; 3) Disbursement of small business grants to those severely impacted by the pandemic; and 4) Developed partnerships to establish vaccination sites within the Hayward community to provide access to the most vulnerable population.

While FY 2021 is projected to end of the year using \$2.2 million in General Fund Reserves, this is an improvement over what was projected at the time of adoption, which forecasted a use of \$3.3 million in General Fund Reserves. The change is use of projected reserves is primarily

CITYWIDE BUDGET OVERVIEW

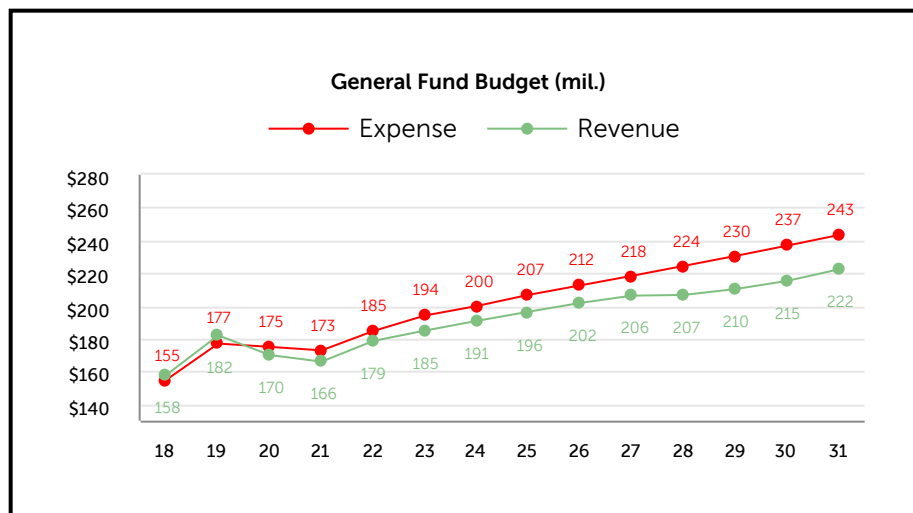
attributed to updated revenue projections, including receiving the CARES Act funding allocation through the State.

As we move into FY 2022, the City continues to balance the challenges related to continued negative impacts on key revenue sources, rising operational expenses, while continuing to provide support to the most vulnerable members of the Hayward community directly impacted by the pandemic. The Proposed FY 2022 budget shows a \$6.0 million use of General Fund Reserves. The City continues to forecast structural budget gaps in future years, as the City continues to recovery from the impacts of the pandemic, and balance the rising operational expenses. This will likely take a couple of years to recover back to pre-2020 levels.

Critical Cost Drivers impacting FY 2022 and beyond include:

- Continue Efforts in Recovery from the COVID-19 pandemic
- Restoration of Program and Service Reduction in several areas
- Elimination of Furlough Requirements
- Escalating CalPERS retirement costs, related to the recent PERS performance and economic downturn
- Fully Funding Retiree Medical benefits (OPEB ARC)
- Addressing growing community needs during downturn

Table 3: General Fund Long Range Financial Model



Basic General Fund Long Range Financial Assumptions

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

CITYWIDE BUDGET OVERVIEW

General Fund Reserve

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

The Proposed FY 2022 operating budget forecasts that the City will end the fiscal year by spending \$6.0 million of General Fund Reserves. The estimated FY 2022 ending General Fund Reserve is approximately \$22.6 million, resulting in a projected Reserve level of 12.2%.

It is Council's policy to replenish the General Fund Reserve when it dips below the 20% threshold as one-time funds become available. Council has been wise in past uses of reserves, and staff has made every effort to maintain reserve levels at or above Council policy. It is because of this prudent and very minimal use of reserves to fund operations that the City has been able to make it through this period in ways that many other agencies have not.

KEY FY 2022 BUDGET CHANGES

The following General Fund analysis provides a comparison of the FY 2022 proposed Budget to the immediate previous years. FY 2021 "Projected" is based on what staff currently knows about how this fiscal year will end; the actual ending balance may be different when the year is closed.

General Fund Revenues

Overall, staff is projecting an increase in General Fund revenues in FY 2022 over the amounts adopted during the FY 2021 mid-year budget process for General Fund revenues of approximately \$5.8 million or 3.2%. General Fund revenue projections year over year comparison represents an increase \$12.3 million of 7.4 % over of the FY 2021 adopted budget. Each revenue category varies in its change over the prior year, with some revenues seeing declines and others experiencing increases.

CITYWIDE BUDGET OVERVIEW

Table 4: FY 2022 Proposed General Fund Revenues

		A	B	C	D	E	F
	(in the 1,000's)	FY 2020 Actuals	FY 2021 Adopted	FY 2021 Projected	FY 2022 Proposed	Change \$ (D-B)	Change % (D/B-1)
Revenue							
1	Annual Property Tax - Recurring	\$ 54,450	\$ 52,438	\$ 53,938	\$ 55,672	\$ 3,234	6.2%
2	RPTTF Pass- Thru & Annual	3,981	3,062	3,062	3,137	75	2.4%
3	Property Tax Total	\$ 58,432	\$ 55,500	\$ 57,000	\$ 58,809	\$ 3,309	6.0%
4	Sales Tax (incl Prop 172)	39,680	33,000	35,000	41,078	8,078	24.5%
5	Utility Users Tax	16,066	18,135	17,135	17,542	(593)	-3.3%
6	UUT Prior Period Payment	—	—	—	—	—	—
7	Franchise Fees	10,582	11,150	11,150	10,590	(560)	-5.0%
8	Property Transfer Tax	12,150	13,500	14,500	14,500	1,000	7.4%
9	Business License Tax	2,851	2,701	2,701	2,700	(1)	—%
10	Transient Occupancy Tax	2,187	1,800	1,000	1,500	(300)	-16.7%
11	Cannabis Tax	3	100	500	650	550	550.0%
12	Emergency Facilities Tax	2,030	1,800	1,800	3,250	1,450	80.6%
13	Charges for Services	11,978	12,973	12,973	10,820	(2,153)	-16.6%
14	Intergovernmental	6,699	8,286	11,765	7,733	(553)	-6.7%
15	Fines and Forfeitures	2,210	2,292	2,262	2,310	18	0.8%
16	Interest and Rents	465	579	579	650	71	12.3%
17	Other Revenue	810	532	532	2,533	2,001	376.1%
18	Total Revenue	\$ 166,143	\$ 162,348	\$ 168,897	\$ 174,665	\$ 12,318	7.6%
19	Transfers In-Other Funds	3,964	3,967	3,967	3,969	2	0.1%
20	Total Revenue/Resources	\$ 170,107	\$ 166,315	\$ 172,864	\$ 178,634	\$ 12,320	7.4%

A summary of key revenue assumptions for FY 2022 follows. Please note that the General Fund section of the budget document contains further discussion and analysis of key General Fund revenue categories.

Property Tax - In FY 2022, Property Tax revenue is projected to increase 6.0% over the amount adopted in FY 2021 revenues. The projection for Property Tax revenue is primarily based on the annual County Assessor's Office estimate of assessed values, with projections for the adopted budget based on information provided by the Assessor in March.

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

Sales Tax - Projections for FY 2022 reflect an increase of 24.5% from the amount adopted in FY 2021. During the early stages of the pandemic, there were significant uncertainty around the impacts on this revenue source. FY 2021 projected reflects a continued decline in Sales Tax with a projected decline of 13.4 percent over FY 2020 Actual. A rebound of the economy is projected to begin in FY 2022 with a projected increase of 24.5 percent over FY 2021. This is primarily attributed to the State's meaningful efforts to lift many of the restrictions that were established in March 2020 in response to the pandemic, as well as impacts on related to the South Dakota v. Wayfair decision.

Real Property Transfer Tax - FY 2022 Transfer Tax revenues are projected at \$14.5 million - of which \$10.3 million are considered recurring baseline revenues pursuant to current Council policy. This is an increase of \$1.0 million over FY 2021 adopted revenues.

CITYWIDE BUDGET OVERVIEW

- *RPTT Volatility and Base Annual Revenues:* RPTT is volatile revenue - and is entirely connected to Hayward's real estate market conditions, both value and rate of sales. It is reasonable to assume that Hayward will receive an annual base of revenues due to normal property turnover. However, given the unpredictability of this revenue, it is also reasonable to assume that spikes to this revenue are one-time in nature. Meaning, revenues received in excess of an annual base, currently set at \$10.3 million, are considered non-recurring and are to be used toward one-time expenses such as replenishing the General Fund reserve, capital improvements, and/or reductions of benefit liabilities. This prudent fiscal approach helps avoid the mistake of budgeting recurring costs against one-time spikes in revenue - thereby exacerbating the City's structural budget gaps.

Franchise Fees - This revenue category is comprised of franchise fees assessed on utilities doing business within City limits (e.g., refuse, gas, electricity, cable, etc.) and is assessed as a percentage of gross receipts. Overall franchise fees are experiencing a decrease of 5% for FY 2022 to align with contractual agreements and prior year actual.

Charges for Services - This revenue category is comprised of a variety of fees for building and development related activities. Due to the downturn of the economy, FY 2022 projects a 16.6% decrease over FY 2021 Adopted.

General Fund Expenditures

Overall, the proposed FY 2022 expenditures have increase over the FY 2021 Adopted Budget by \$15.1 million or 8.9%. There are several factors driving the expenditure growth, almost entirely the result employee-related costs, fully funding the OPEB ARC, and emerging capital infrastructure needs that are supported through General Fund transfers.

CITYWIDE BUDGET OVERVIEW

Table 5: FY 2022 Proposed General Fund Expenditures

	A	B	C	D	E	F
(in the 1,000's)	FY 2020 Actuals	FY 2021 Adopted	FY 2021 Projected	FY 2022 Proposed	Change \$ (D-B)	Change % (D/B-1)
1 Expenditures						
2 Salary	\$ 74,684	\$ 82,189	\$ 82,189	\$ 84,129	\$ 1,939	2.36%
3 Overtime	9,767	3,320	3,320	3,320	—	0.00%
4 Wages Subtotal	\$ 84,451	\$ 85,509	\$ 85,509	\$ 87,449	\$ 1,939	2.27%
5 Medical/Dental/Other Benefits	12,505	15,246	15,246	15,845	599	3.93%
6 Retiree Medical (pay-go)	3,107	3,057	3,057	3,248	191	6.24%
7 Worker's Compensation	6,791	8,143	8,143	8,022	(121)	-1.49%
8 Retirement (CalPERS)	30,183	34,536	34,536	37,602	3,066	8.88%
9 Benefits Subtotal	\$ 137,036	\$ 146,490	\$ 146,490	\$ 152,165	\$ 5,674	3.87%
10 Assumed Vacancy Savings	—	(3,794)	(3,794)	(2,856)	938	-24.73%
11 Program Reduction Savings	—	—	—	—	1,822	-100.00%
12 Furlough / COLA Deferral	—	(1,607)	(1,607)	—	1,607	-100.00%
13 Interdepartmental (ID) Charges	(5,031)	(4,722)	(4,722)	(4,722)	—	0.00%
14 OPEB Liability Contribution*	2,135	1,000	2,000	3,160	2,160	216.00%
15 Net Staffing Expense	\$ 134,140	\$ 135,546	\$ 136,546	\$ 147,747	\$ 6,527	9.00%
16 Supplies & Services	13,026	11,939	16,492	10,530	(1,409)	-11.80%
17 Internal Service Fees	16,858	14,048	14,048	14,890	842	5.99%
18 Debt Service*	2,015	2,931	2,931	2,851	(80)	-2.74%
19 Liability Insurance*	3,139	3,902	3,902	4,056	154	3.94%
20 Economic Dev. Fund (from RPTTF)	350	350	350	350	—	0.00%
21 Capita/Projects/Other Funding*	5,826	850	810	4,235	3,385	398.24%
22 Non-Personnel Expenses Subtotal	\$ 41,213	\$ 34,021	\$ 38,534	\$ 36,912	\$ 2,892	8.50%
23 UUT Prior Period Payment Offset	—	—	—	—	—	0.00%
24 Total Expenditures	\$ 175,353	\$ 169,567	\$ 175,080	\$ 184,659	\$ 15,093	8.90%

Salary -FY 2022 include the contracted Cost of Living Adjustment (COLA) for all applicable bargaining groups, and represents an increase of 2.4% over FY 2021 Adopted budget.

Overtime - FY 2022 Non-Mutual Aid overtime is \$3.3 million - which is congruent with the FY 2021 Adopted Budget. The majority of General Fund overtime is appropriated in the Police Departments to meet mandatory staffing level requirements.

CalPERS Retirement Rates - Retirement rates increase significantly in FY 2022 - with total costs increasing 8.9%. Over the last several years, the CalPERS Board of Administration has considered and adopted several rate methodology changes that directly impact the retirement rates that cities pay (employer contribution rates). Each of these changes is effective in different fiscal years, with varying phase-in schedules. While these changes significantly increase our current retirement costs, they are intended to stabilize the CalPERS plans for long-term sustainability and should have been implemented long ago in the CalPERS system.

The cost of the retirement plans is broken into Employee Contribution rates (fixed) and Employer Contribution rates (variable). Both rates are calculated as a percent of payroll. The Employee Contribution is fixed and is based on the pension plan formula (generally 9% for public safety plans and 7% or 8% for miscellaneous plans). The Public Employees' Pension Reform Act of 2013 (PEPRA) introduced new benefit formulas effective January 1, 2013 that affect new employees to the City that have not previously been part of the CalPERS system.

CITYWIDE BUDGET OVERVIEW

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 2020 reflect the final rates for FY 2022. The new valuations the City received in July 2020 reflect rate projections that include all of the rate actions taken by the CalPERS Board to date.

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

Table 6 - CalPERS Rates

<i>(in the \$1,000s)</i>	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Miscellaneous						
Normal Cost %	10.260 %	9.900 %	9.600 %	9.400 %	9.200 %	8.900 %
UAL Payment	\$ 13,052	\$ 14,288	\$ 15,086	\$ 15,908	\$ 16,378	\$ 16,825
Employer Contribution Rate %	35.93 %	37.20 %	37.70 %	38.30 %	38.10 %	37.80 %
Change over Prior Year	2.23 %	1.27 %	0.50 %	0.60 %	(0.20)%	(0.30)%
Police						
Normal Cost %	22.090 %	21.500 %	20.900 %	20.400 %	19.800 %	19.200 %
UAL Payment	\$ 12,262	\$ 13,250	\$ 13,950	\$ 14,695	\$ 15,120	\$ 15,526
Employer Contribution Rate %	66.79 %	68.50 %	69.10 %	69.80 %	69.20 %	68.60 %
Change over Prior Year	1.16 %	1.71 %	0.60 %	0.70 %	(0.60)%	(0.60)%
Fire						
Normal Cost %	18.670 %	18.300 %	17.800 %	17.400 %	17.000 %	16.600 %
UAL Payment	\$ 9,204	\$ 10,000	\$ 10,520	\$ 11,014	\$ 11,328	\$ 11,627
Employer Contribution Rate %	61.00 %	63.00 %	63.70 %	64.10 %	63.70 %	63.30 %
Change over Prior Year	3.11 %	2.00 %	0.70 %	0.40 %	(0.40)%	(0.40)%

Vacancy Savings - FY 2022 vacancy savings are assumed based on normal attrition and known staffing vacancies as of March 31, 2021. Projected FY 2022 vacancy savings are \$2.8 million in the General Fund.

CITYWIDE BUDGET OVERVIEW

Retiree Medical Unfunded Liabilities - City Council policy is to pre-fund the City's benefit liabilities to the greatest extent possible within existing operating resources. FY 2021 adopted Budget includes a \$1.0 million contribution toward the City's Other Post-Employment Benefits (OPEB) Retiree Medical unfunded liability. During the FY 2021 mid-year process, the Council authorized an additional \$1.0 million to be contribute toward the City's OPEB unfunded liability. The FY 2022 budget includes \$4.2 million in additional contribution, which will allow the City to reach the full funding of the OPEB ARC. The cost of the additional contribution has been allocated, and the General Fund allocation will result in an impact of \$3.2 million.

Internal Service Fees - The Internal Service Funds (ISF) for FY 2022 shows a slight increase of \$0.8 million over the FY 2021 Adopted Budget.

Other Funds

Measure C - During the June 3, 2014 municipal election, the voters of the City of Hayward passed a ballot measure (Measure C) to increase the City's Transaction and Use (Sales) Tax by half a percent for twenty years. This half cent increase became effective October 1, 2014, bringing Hayward's Sales and Use Tax rate to 10.0%. This is a general tax and is considered discretionary in nature. Staff originally estimated that the new sales tax would generate approximately \$10 million annually in locally controlled revenue that can be allocated by the City Council and which will remain in place for a period of twenty years. In FY 2022, staff projects that the City will receive \$19.2 million in Measure C sales tax revenues.

The City Council, as well as the ballot language, established a number of spending priorities for these funds. These priorities include a mix of capital projects and funding allocations toward operating services. The Measure C revenues continue to be used to fund debt service for construction of the new Library and Community Learning Center, completion of fire station retrofits and improvements, and rehabilitation and expansion of the City's existing fire training center. Of the \$19.2 million in projected 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 2022 budget.

- *Revenue:* The City began receiving allocations of the Measure C Transaction and Use (sales) Tax effective January 1, 2015. Staff anticipates receiving approximately \$19.2 million in revenues from Measure C for FY 2022. 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 2022 estimates expenses of \$10.2 million for operating costs, including debt service and staff in the police and maintenance services departments.

CITYWIDE BUDGET OVERVIEW

UNFUNDED NEEDS & LIABILITIES

While the FY 2022 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 2021 reviewing its benefit liabilities and considering funding plans toward adequately funding the unfunded portions of these liabilities.

Unfunded Capital Needs

The FY 2022 Capital Improvement Program reflects "Identified Capital Needs" totaling approximately \$310 million, for which funding is undetermined. In accord with Council policy, as one-time funding becomes available, Council will allocate funds toward these unfunded CIP needs.

Benefit Liabilities & Funding Status

The City actively manages its benefit liabilities and completes actuarial valuations for all benefit liabilities with the exception of accrued leave payouts (analysis conducted by staff). These valuations consider the economic, demographic, and historical compositions of the benefit programs and establish amounts that the City should allocate each year to fund its benefit-related financial obligations. In today's economic climate, it is critical that the City continue to manage its benefit liabilities to ensure long-term fiscal stability and the continuance of these valuable benefits to City employees. Actuarial valuations identify the Annual Required Contribution (ARC) an agency should make toward the funding of the benefit. This is essentially the minimum funding amount that should be responsibly made by any organization. The ARC is generally comprised of two elements: a portion of funding for current costs (sometimes referred to as "pay go") and a portion of funding for future liability costs (the Unfunded Actuarial Liability or UAL).

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

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

CITYWIDE BUDGET OVERVIEW

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	6/30/2019	\$ 423.47	\$ 254.65	60.1 %	\$ 168.82	39.9 %
CalPERS Fire Safety Plan	6/30/2019	\$ 319.41	\$ 193.65	60.6 %	\$ 125.76	39.4 %
CalPERS Miscellaneous Plan	6/30/2019	\$ 489.72	\$ 317.39	64.8 %	\$ 172.33	35.2 %
Total Cal PERS		\$ 1,232.60	\$ 765.70	62.1 %	\$ 466.91	37.9 %
OPEB - Retiree Medical Police Officers	6/30/2020	\$ 37.30	\$ 3.13	8.4 %	\$ 34.17	91.6 %
OPEB - Retiree Medical Firefighters	6/30/2020	\$ 17.09	\$ 2.19	12.8 %	\$ 14.90	87.2 %
OPEB - Retiree Medical Miscellaneous	6/30/2020	\$ 23.36	\$ 2.97	12.7 %	\$ 20.39	87.3 %
Total OPEB-Retiree Medical		\$ 77.75	\$ 8.29	10.7 %	\$ 69.46	89.3 %
Workers' Compensation	6/30/2019	\$ 24.36	\$ 19.53	80.2 %	\$ 4.83	19.8 %
Accrued Leave Payouts	6/30/2020	9.51	0.00	0.0 %	\$ 9.51	100.0 %
TOTAL		\$ 1,344.22	\$ 793.52	59.0 %	\$ 550.71	41.0 %

Retirement Annual cost (annual cost: \$44.7 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: \$9.2 million) - Pursuant to the current actuarial valuation conducted for the program, a funding status of 70 - 85% is recommended. Staff recommended funding at the 80% level and beginning in FY 2013, implemented a plan to build the fund balance toward achieving this funding level over the next four years. Workers' Compensation rates charged against live payroll include a component of cost (about \$1 million/year) toward unfunded liability.

Retiree Medical - OPEB (annual cost: \$3.2 million "pay go") - The estimated actuarial calculation of the City's ARC is \$7.5 million. The City will fully fund the ARC in FY 2022. Contributions towards the ARC were made in FY 2014 of \$1 million and FY 2015 of \$2 million; however, in an effort to reduce the use of reserves in FY 2016 and FY 2017, additional voluntary contributions were not made. In FY 2018, the City began contributing towards the ARC with a \$1 million contribution. The FY 2019 Adopted Budget included a \$2 million contribution to the ARC, and \$2.5 million contribution in the FY 2020 adopted budget. In response to projected budget challenges as a result of the pandemic, the FY 2021 adopted budget included a \$1.0 million contribution toward the ARC. During the FY 2021 mid-year budget process, given an update on the City's financial outlook, the Council authorized an additional \$1.0 million contribution toward the ARC. Fully funding the ARC, would result in the City paying for current costs and fund the future liability by the end of the amortization period.

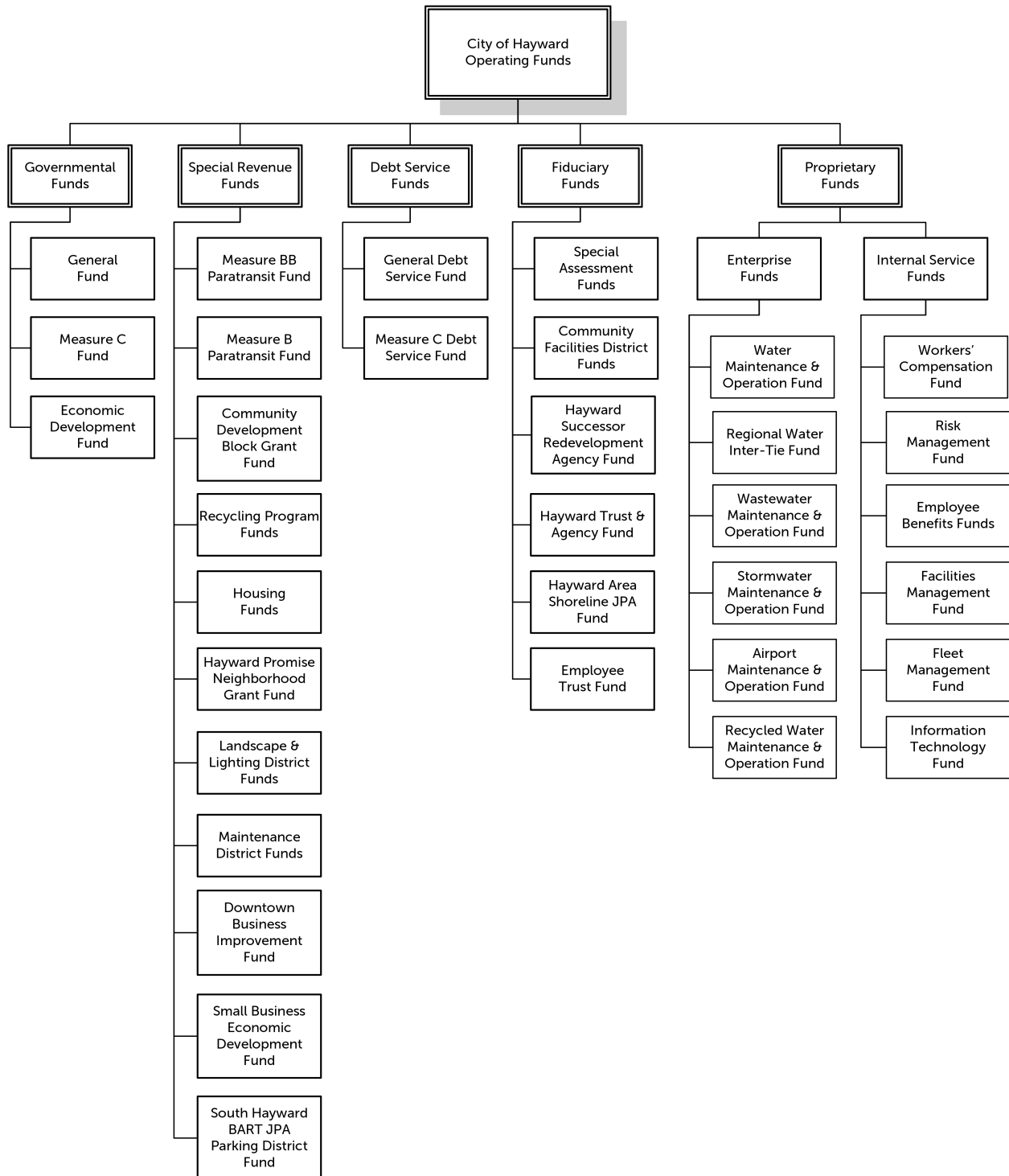
Accrued Leave Payouts (annual cost: varies) - Staff has taken strong action to lower this liability during the past two years by managing employees to approved vacation caps. This has helped to prevent large accrued leave payouts to retiring or terminating employees. The total liability has reduced from the FY 2012 balance of \$10.7 million to the FY 2021 balance of \$9.51 million.

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FINANCIAL SUMMARIES - ALL FUNDS

City of Hayward Fund Structure



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
- Measure B/BB - Paratransit Fund
- Recycling Program 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
 - Recycled 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
 - Workers' Compensation Fund

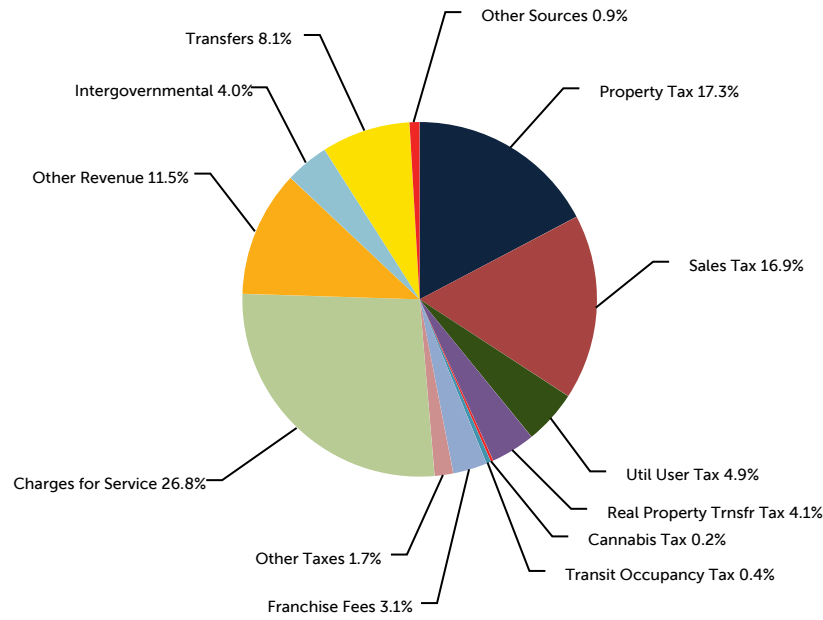
ALL OPERATING FUNDS - SUMMARY

	General	Measure C	Special Revenue	Debt Service	Enterprise	Internal Service	Successor RDA	TOTAL
Revenues								
Property Tax	\$ 58,809	\$ —	\$ —	\$ —	\$ —	\$ —	2,884	\$ 61,693
Sales Tax	41,078	19,205	—	—	—	—	—	60,283
Util User Tax	17,542	—	—	—	—	—	—	17,542
Real Property Trnsfr Tax	14,500	—	—	—	—	—	—	14,500
Transit Occupancy Tax	1,500	—	—	—	—	—	—	1,500
Cannabis Tax	650	—	—	—	—	220	—	870
Franchise Fees	10,590	—	503	—	—	—	—	11,093
Other Taxes	6,051	—	—	—	—	—	—	6,051
Charges for Service	10,820	—	—	—	84,884	—	—	95,704
Other Revenue	3,082	—	4,614	—	3,903	29,443	50	41,091
Intergovernmental	7,733	—	5,890	—	—	—	577	14,200
From All Other Sources	2,310	—	—	966	—	—	—	3,275
	\$ 174,665	\$ 19,205	\$ 11,006	\$ 966	\$ 88,787	\$ 29,663	\$ 3,511	\$ 327,803
Trnsfrs from other funds*	3,969	0	350	8,136	6,609	9,727	0	28,792
Total Revenues	\$ 178,634	\$ 19,205	\$ 11,356	\$ 9,102	\$ 95,397	\$ 39,390	\$ 3,511	\$ 356,595
Expenditures								
Salary								
Regular	85,273	2,407	1,412	—	15,317	5,826	170	110,406
Overtime	3,320	10	—	—	392	225	—	3,947
Vacancy Savings	(3,794)	—	—	—	—	—	—	(3,794)
Benefits								
Fringe Benefits	23,660	771	232	—	3,926	1,375	38	30,002
Retiree Medical	3,248	68	19	—	232	80	4	3,651
PERS	37,602	841	400	—	4,167	1,630	49	44,688
Program Reduction Savings	—	—	—	—	—	—	—	—
Furlough / COLA Deferral	—	—	—	—	—	—	—	—
Chrgs (to)/fr other prog	(4,722)	—	5	—	(275)	—	(89)	(5,081)
Net Staffing Expense	\$ 144,587	\$ 4,096	\$ 2,068	\$ —	\$ 23,759	\$ 9,137	\$ 172	\$ 183,820
Maintenance & Utilities	1,272	55	29	—	3,002	3,750	8	8,115
Supplies & Services	9,259	198	5,235	45	6,763	8,018	105	29,621
Internal Service Fee	14,890	177	191	—	2,380	511	26	18,176
Capital	0	—	282	—	—	—	—	282
Debt Service	0	—	—	8,693	4,697	244	3,229	16,863
All Other Uses	—	—	2,448	—	33,500	14,128	—	50,076
	\$ 25,420	\$ 430	\$ 8,184	\$ 8,738	\$ 50,342	\$ 26,650	\$ 3,368	\$ 123,132
Total Expense	\$ 170,007	\$ 4,526	\$ 10,252	\$ 8,738	\$ 74,101	\$ 35,787	\$ 3,540	\$ 306,952
Transfers to other funds*	14,652	5,766	949	473	17,892	1,302	844	41,879
Subtotal Expenditures	\$ 184,659	\$ 10,292	\$ 11,202	\$ 9,211	\$ 91,994	\$ 37,090	\$ 4,384	\$ 348,830
Total Expenditures								
(Use)/Add to fund bal	(6,025)	8,913	155	(108)	3,403	2,300	(874)	7,765

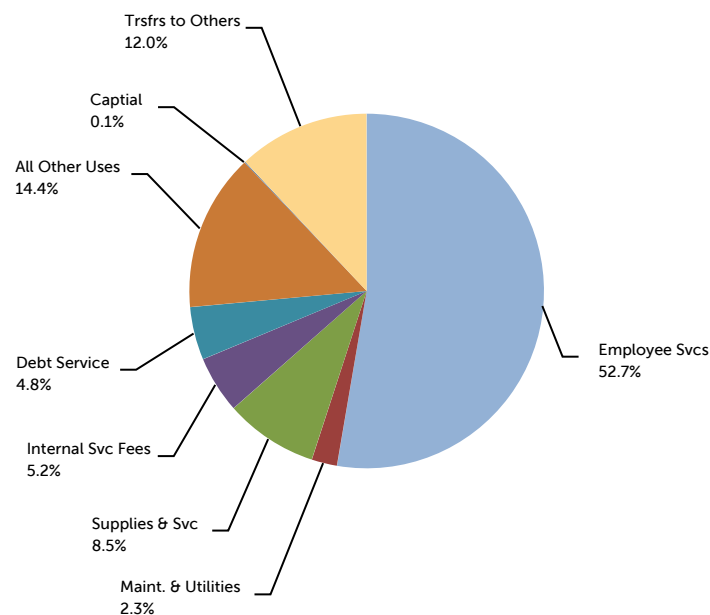
Note: General Fund column represents fund 100 only.

Summary of Revenues and Expenditures - All Operating Funds

FY 2022 All Operating Funds Revenues - By Type \$356.6 Million



FY 2022 All Operating Funds Expenditures - By Category \$349.8 Million



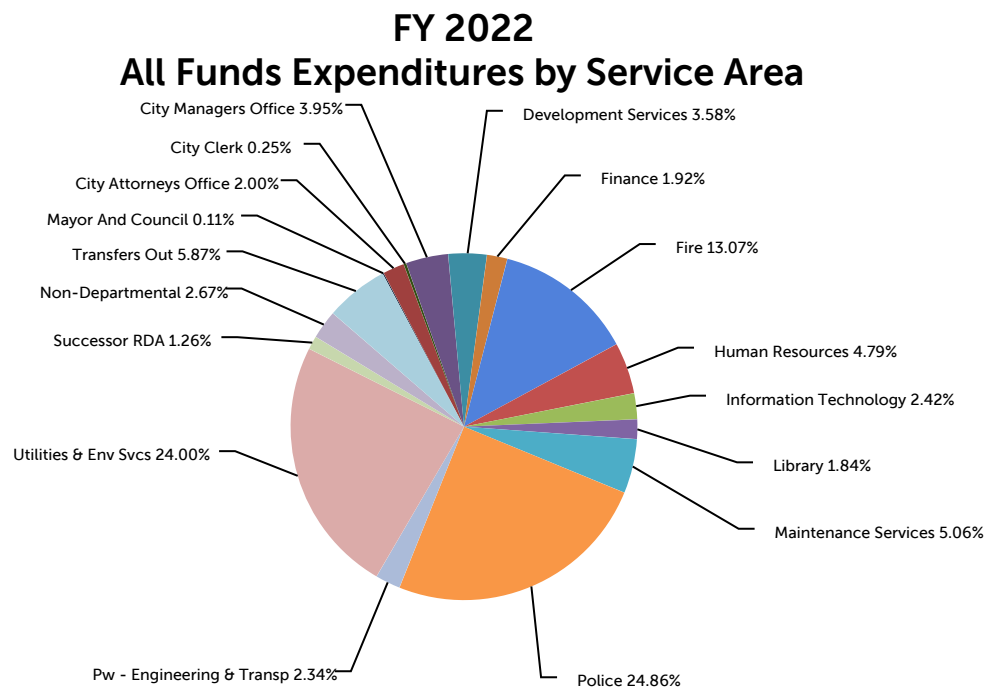
ALL OPERATING FUNDS - DEPARTMENT SUMMARY

	General	Measure C	Special Revenue	Debt Service	Enterprise	Internal Service	Successor RDA	TOTAL
Revenues								
Mayor/City Council	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
City Attorney	—	—	—	—	—	5,437	—	5,437
City Clerk	—	—	—	—	—	—	—	—
City Manager	412	—	6,542	—	—	—	3,511	10,464
Development Services	6,869	—	2,444	—	—	—	—	9,313
Finance	1,206	—	—	—	—	—	—	1,206
Fire	8,170	—	—	—	—	—	—	8,170
Human Resources	31	—	—	—	—	13,517	—	13,548
Information Technology	—	—	—	—	—	8,309	—	8,309
Library	—	—	—	—	—	—	—	—
Maintenance Services	1,577	—	1,441	—	—	7,837	—	10,855
Police	3,626	—	—	—	—	—	—	3,626
PW-Engineering & Transp	416	—	—	—	3,512	—	—	3,928
Utilities & Env Services	—	—	929	—	85,275	—	—	86,205
Non-dept/Transfers In	156,328	19,205	—	9,102	6,609	4,290	—	195,535
Total Revenues	\$ 178,634	\$ 19,205	\$ 11,356	\$ 9,102	\$ 95,397	\$ 39,390	\$ 3,511	\$ 356,595
Expenditures								
Mayor/City Council	395	—	—	—	—	—	—	395
City Attorney	1,499	—	—	—	—	5,486	—	6,985
City Clerk	884	—	—	—	—	—	—	884
City Manager	5,680	—	7,746	—	—	359	4,384	18,168
Development Services	9,747	—	2,639	—	—	—	—	12,386
Finance	4,972	—	—	—	1,709	—	—	6,682
Fire	45,591	—	—	—	—	—	—	45,591
Human Resources	2,160	—	—	—	—	14,561	—	16,721
Information Technology	—	—	—	—	—	8,441	—	8,441
Library	6,409	—	—	—	—	—	—	6,409
Maintenance Services	5,081	1,410	—	—	2,914	8,243	—	17,649
Police	83,588	3,115	—	—	—	—	—	86,703
PW-Engineering & Transp	3,781	—	—	—	4,399	—	—	8,180
Utilities & Env Services	53	—	700	—	82,971	—	—	83,725
Non-dept/Transfers Out	14,820	5,766	116	9,211	—	—	—	29,913
Total Expenditures	\$ 184,659	\$ 10,292	\$ 11,202	\$ 9,211	\$ 91,994	\$ 37,090	\$ 4,384	\$ 348,830
(Use)/Add to fund bal	(6,025)	8,913	155	(108)	3,403	2,300	(874)	7,764

Note: General Fund column represents fund 100 only.

SUMMARY OF EXPENDITURES BY DEPARTMENT-ALL FUNDS

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Mayor & City Council	\$ 412,559	\$ 419,425	\$ 425,048	\$ 395,337
City Attorney	7,042,060	7,423,378	6,792,757	6,984,902
City Clerk	1,068,909	847,056	1,080,484	884,102
City Manager	12,124,136	9,333,415	13,400,647	13,784,420
Development Services	11,870,992	9,692,679	11,782,771	12,502,472
Finance	6,167,186	6,409,226	6,283,728	6,681,527
Fire	43,420,555	45,778,231	41,772,525	45,590,660
Human Resources	13,197,852	9,633,468	12,933,631	16,720,796
Information Technology	7,601,394	8,043,941	8,001,949	8,440,680
Library	5,199,952	5,884,755	5,988,758	6,408,569
Maintenance Services	17,950,612	18,702,962	18,780,261	17,648,600
Police	77,259,488	77,723,922	82,530,225	86,703,032
PW - Engineering & Transp.	7,356,265	6,927,390	7,075,893	8,179,578
PW - Utilities & Env. Services	68,770,541	72,176,672	81,172,997	83,725,055
Successor RDA	4,381,950	4,073,595	4,454,269	4,384,067
Non-Dept./Debt Service	9,156,750	9,429,366	9,398,372	9,326,861
Transfers Out	54,595,831	31,941,813	14,824,320	20,469,737
	\$ 347,577,034	\$ 324,441,296	\$ 326,698,635	\$ 348,830,394



GENERAL FUND SUMMARY & CASH BALANCE

<i>\$ in 1,000s</i>	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2021 Projected	FY 2022 Proposed
Beginning Cash Fund Balance	\$ 32,385	\$ 36,877	\$ 30,847	\$ 30,847	\$ 28,631
Revenues					
Property Tax	\$ 54,468	\$ 58,432	\$ 55,500	\$ 57,000	\$ 58,809
Sales Tax	36,011	39,680	33,000	35,000	41,078
Utility Users Tax	16,935	16,066	18,135	17,135	17,542
Franchise Fees	9,730	10,582	11,150	11,150	10,590
Real Property Transfer Tax	12,256	12,150	13,500	14,500	14,500
Transit Occupancy Tax	2,823	2,187	1,800	1,000	1,500
Cannabis Tax	—	3	100	500	650
Other Taxes	5,119	4,881	4,501	4,501	6,051
Charges for Services	15,866	11,978	12,973	12,973	10,820
Inter-Governmental	7,075	6,699	8,286	11,765	7,733
Fines & Forfeitures	2,538	2,210	2,292	2,262	2,310
Other Revenues	1,102	810	532	532	2,432
Interest & Rents	525	465	579	579	650
Transfers In	17,357	3,964	3,967	3,967	3,969
Total Operating Revenues:	\$ 181,804	\$ 170,107	\$ 166,315	\$ 172,864	\$ 178,634
Expenditures					
Salaries & Benefits	\$ 128,724	\$ 132,005	\$ 134,546	\$ 134,546	\$ 144,587
Maintenance & Utilities	797	920	1,211	1,271	1,272
Supplies & Services	11,441	12,106	10,728	15,134	9,259
Internal Service Fees	15,504	16,858	14,048	14,048	14,890
Capital	5,427	12	—	87	—
Transfers Out	14,714	13,453	9,034	9,994	14,652
Total Operating Expenditures:	\$ 176,608	\$ 175,353	\$ 169,567	\$ 175,080	\$ 184,659
Annual Surplus/(Shortfall)	\$ 5,196	\$ (5,246)	\$ (3,252)	\$ (2,216)	\$ (6,025)
Adjustments to Fund Balance	\$ (704)	\$ (783)	\$ —	\$ —	\$ —
Ending Fund Cash Balance (ACFR)	\$ 36,877	\$ 30,847	\$ 27,595	\$ 28,631	\$ 22,606
Cash Fund Balance Designations					
Unassigned	\$ 36,877	\$ 30,847	\$ 27,595	\$ 28,631	\$ 22,606
Contingencies	-	-	-	-	-
Economic Uncertainty	-	-	-	-	-
Liquidity	-	-	-	-	-
Emergencies	-	-	-	-	-
Total Designated Fund Balance	\$ 36,877	\$ 30,847	\$ 27,595	\$ 28,631	\$ 22,606

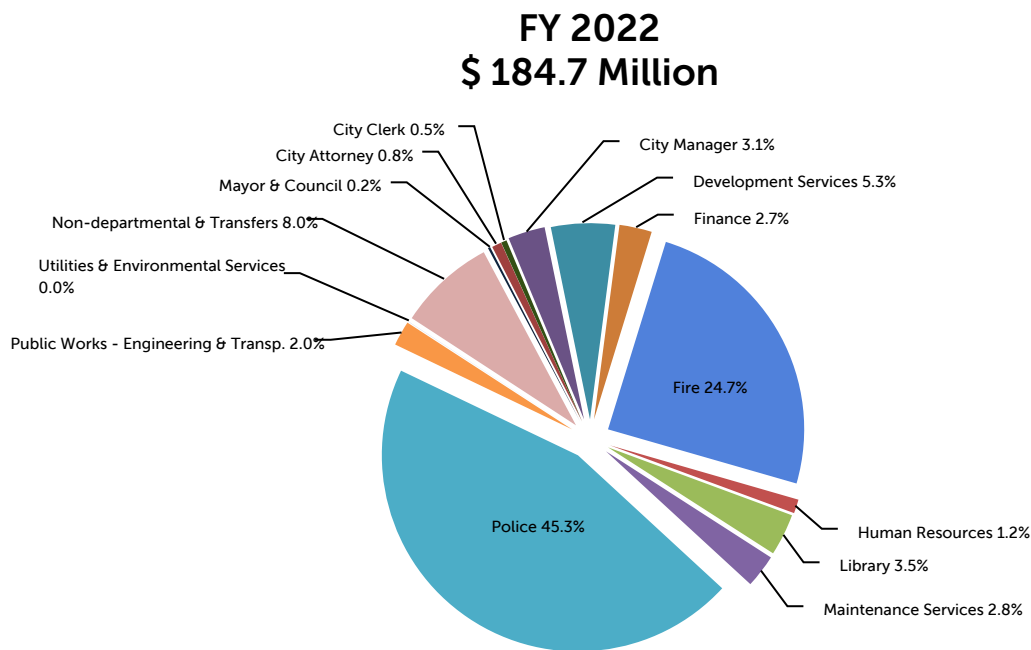
GENERAL FUND - FUND TRANSFER SUMMARY

Fund Transfers (FY 2019 - 2022)

	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Proposed
<i>'\$'s in 1,000's</i>				
Transfers into the General Fund				
Transfer for Cost Allocation	\$ 2,458	\$ 2,458	\$ 2,458	\$ 2,458
Transfer from Successor RDA Loan Repayment	800	800	800	800
Transfer from So. Hwd B.A.R.T. JPA	—	—	—	—
Transfer from Special Gas Tax	229	233	236	238
Transfer from Citizen's Option Grant	—	—	—	—
Transfer from Byrnes Justice Assist Grant	—	—	—	—
Transfer from CFD #2 for Police Services	290	290	290	290
Transfer from CFD #1 Fund	8	8	8	8
Transfer from CFD #3 for Police & Fire Services	175	175	175	175
Transfers into the General Fund	\$ 3,960	\$ 3,964	\$ 3,967	\$ 3,969
Transfers out of the General Fund				
Transfer to Debt Service	3,283	3,434	2,931	2,851
Transfer for Risk Management Premium	2,907	3,139	3,902	4,056
Transfer to Economic Development Fund	350	350	350	350
Transfer to Trans Sys Improvement Fund	450	350	400	650
Transfer to Worker's Compensation Fund	—	—	—	—
Transfer to Information Technology Operating Fund	—	—	—	—
Transfer to Capital Projects	2,148	1,585	450	3,585
Transfer to Water Fund	138	—	—	—
Transfer to Retiree Medical Fund	1,000	2,573	1,000	3,160
Transfers out of the General Fund	\$ 10,275	\$ 11,431	\$ 9,034	\$ 14,652

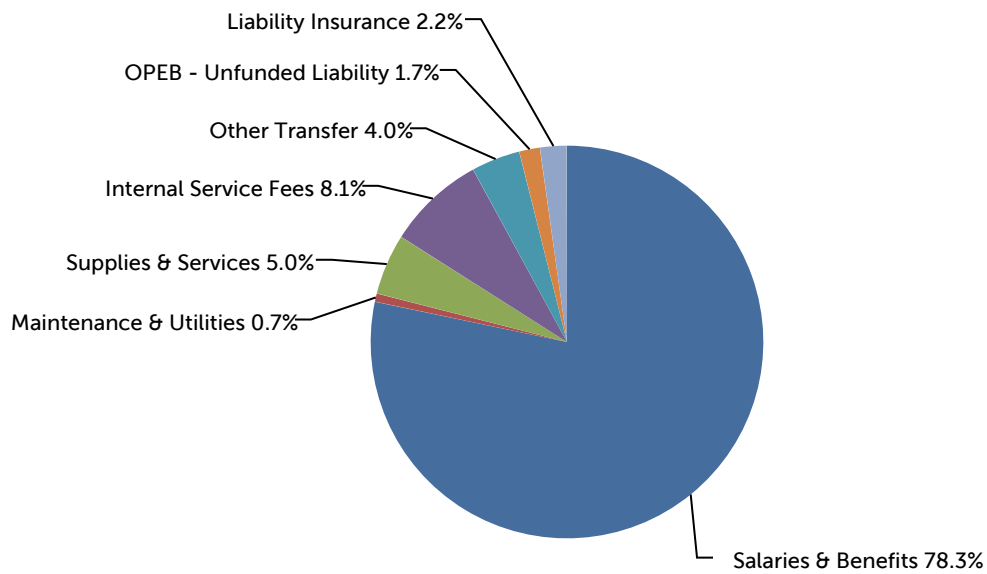
Summary of Expenditures by Department - General Fund

Summary of Expenditures by Department - General Fund				
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Mayor & Council	\$ 412,559	\$ 419,425	\$ 425,048	\$ 395,337
City Attorney	1,256,960	1,377,299	1,491,224	1,498,626
City Clerk	1,068,909	847,056	1,080,484	884,102
City Manager	4,470,746	4,566,788	6,685,725	5,679,913
Development Services	10,005,571	9,448,594	9,039,622	9,747,323
Finance	4,737,615	4,825,770	4,643,788	4,972,028
Fire	43,420,555	45,778,231	41,772,525	45,590,660
Human Resources	1,942,711	2,158,249	1,922,594	2,160,050
Library	5,199,952	5,884,755	5,988,758	6,408,569
Maintenance Services	5,262,237	5,050,635	4,600,710	5,081,275
Police	73,929,724	74,604,994	79,563,053	83,587,571
Public Works - Engineering & Transp	3,542,113	2,814,275	3,065,273	3,780,510
Utilities & Environmental Services	43,080	47,239	90,332	53,088
Non-departmental & Transfers	21,315,381	17,529,889	9,197,674	14,820,289
	\$ 176,608,113	\$ 175,353,199	\$ 169,566,810	\$ 184,659,342

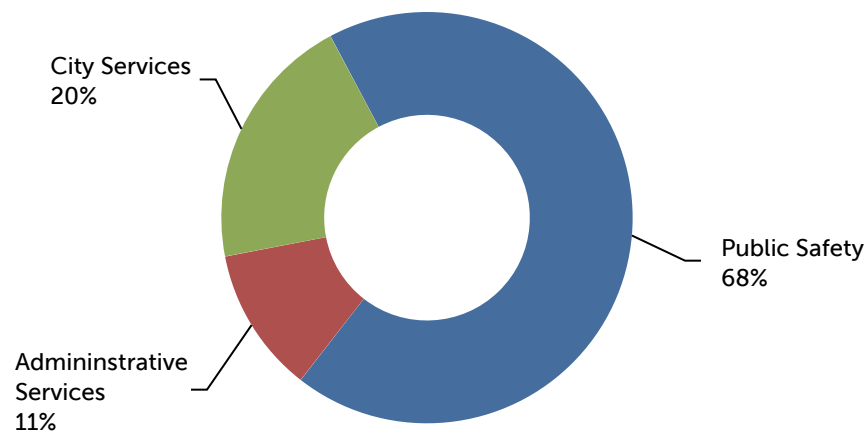


GENERAL FUND EXPENDITURES & STAFFING

FY 2022
General Fund Expenditures by Category

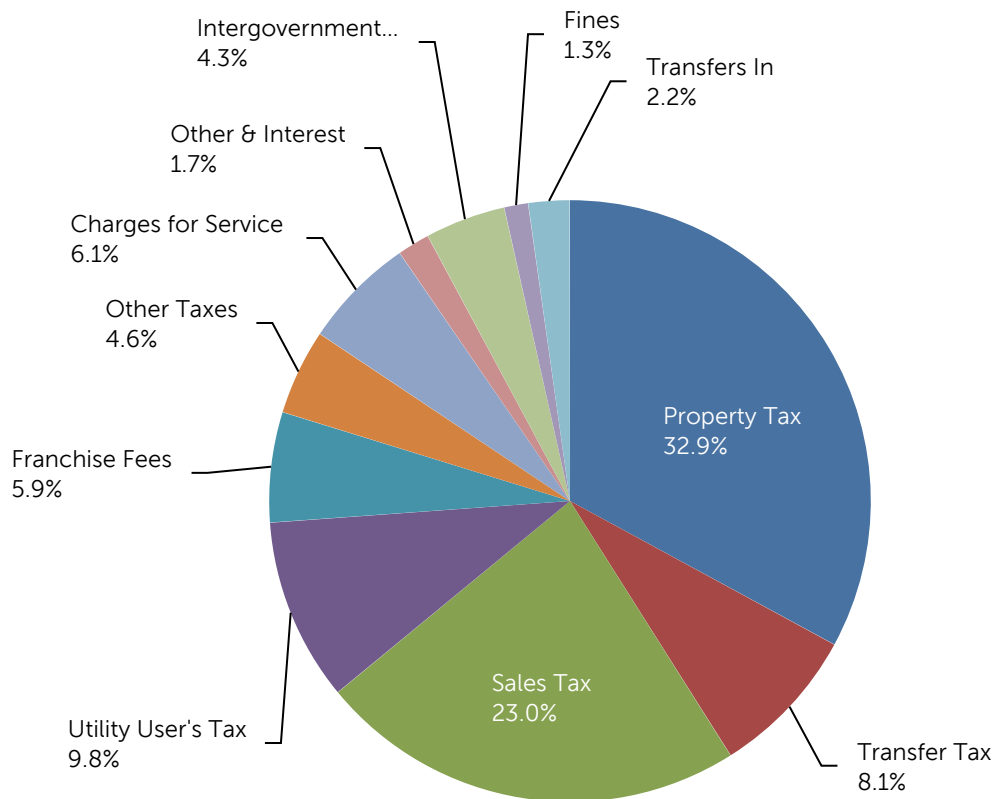


FY 2022
General Fund Staffing by Service Area



GENERAL FUND REVENUES BY SOURCE

FY 2022 General Fund Proposed Revenues/Resources \$ 178.6 Million



GENERAL FUND REVENUES

<i>Revenues by Category in 1,000's</i>	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Property Taxes				
Property Tax Secured	\$ 33,372	\$ 36,159	\$ 35,078	\$ 36,041
Property Tax Unsecured	\$ 1,666	1,859	2,000	1,861
RPTTF (Redistribution & Pass-Thru)	\$ 4,070	3,981	3,062	3,137
Property Tax - VLF Swap	\$ 15,360	16,432	15,360	17,770
Total Property Taxes	\$ 54,468	\$ 58,432	\$ 55,500	\$ 58,809
Sales & Use Tax				
Sales and Use Taxes	35,024	38,684	32,000	40,058
Sales Tax/Public Safety	997	996	1,000	1,020
Sales Tax Triple Flip	(11)	—	—	—
Total Sales & Use Tax	\$ 36,011	\$ 39,680	\$ 33,000	\$ 41,078
Utility Users Tax	\$ 16,935	\$ 16,066	\$ 18,135	\$ 17,542
Franchise Fee Tax				
Franchise - Refuse	\$ 6,790	\$ 7,508	\$ 6,600	\$ 6,730
Franchise - Water	—	—	480	—
Franchise - Sewer	—	—	264	—
Franchise - Gas & Electric	1,551	1,723	2,186	2,230
Franchise - Cable TV	1,389	1,351	1,620	1,630
Total Franchise Fee Tax	\$ 9,730	\$ 10,582	\$ 11,150	\$ 10,590
Real Property Transfer Tax	12,256	12,150	13,500	14,500
Other Taxes				
Business License Tax	\$ 2,834	\$ 2,737	\$ 2,600	\$ 2,700
Cannibas Tax	—	3	100	650
Emergency Facilities Tax	2,186	2,030	1,800	3,250
Business Tax State Fee	99	114	101	101
Transient Occupancy Tax	2,823	2,187	1,800	1,500
Total Other Taxes	\$ 7,942	\$ 7,071	\$ 6,401	\$ 8,201
<i>Charges for Services (comprised of Licenses & Permits, Fees & Service Charges, Construction Related Fees)</i>				
Licenses and Permits				
Fire Licenses & Permits	\$ 1,492	\$ 1,393	\$ 1,621	\$ 1,621
Police Licenses & Permits	1	1	436	449
Other Licenses & Permits	133	163	199	199
Total Licenses and Permits	2,098	2,005	2,270	2,270
Fees and Service Charges				
Fire Fees & Svc Charges	\$ 1,780	\$ 1,259	\$ 1,446	\$ 1,446
Police Fees & Svc Charges	664	533	938	938
Residential Rental Inspections	2,336	1834	1,230	1,500
Vehicle Maintenance & Operations	0	0	0	0
Other Fees & Svc Charges	771	696	555	532
Total Fees and Service Charges	\$ 5,568	\$ 4,335	\$ 4,169	\$ 4,416

GENERAL FUND REVENUES

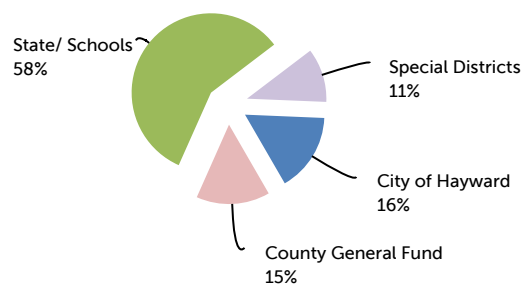
<i>Revenues by Category in 1,000's</i>	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Construction Related Fees				
Construction Permits	\$ 3,915	\$ 3,247	\$ 3,200	\$ 1,800
Plan Checking & New Constr. Insp.	2,783	1,883	2,235	1,235
Supplemental Improvement Tax	1503	508	1,100	1,100
Total Construction Related Fees	\$ 8,200	\$ 5,637	\$ 6,535	\$ 4,135
Total Charges for Services	\$ 15,866	\$ 11,978	\$ 12,973	\$ 10,820
Inter-Governmental				
Police Grants/Reimb	\$ 2,161	\$ 2,101	\$ 2,146	\$ 2,146
Federal Reimbursement (COVID-19) - FEMA				
Fire County EMS Reimb	221	—	—	—
Fairview Fire Protection District	3,056	3,177	3,207	3,303
Vehicle License Fee (VLF)	78	126	73	73
Fire Mutual Aid Reimb	1,423	125	749	1,800
Miscellaneous	137	169	411	411
Total From Other Agencies	\$ 7,075	\$ 6,699	\$ 8,286	\$ 7,733
Fines and Forfeitures				
Vehicle Fines	\$ 342	\$ 190	\$ 312	\$ 340
Parking Citations - In House	2,095	1,763	1,876	1,896
Parking Citations - DMV				
FTB Parking Tax Offset				
Photo Red Light	74	218	73	73
Criminal Fines	8	7	1	1
Administrative Citations	—			
Library Fines	18	32	30	—
Total Fines and Forfeitures	\$ 2,538	\$ 2,210	\$ 2,292	\$ 2,310
Other Revenues				
Other	1,102	810	532	2,432
Total Other Revenues	\$ 1,102	\$ 810	\$ 532	\$ 2,432
Interest & Rents				
Interest Earned	\$ 488	\$ 460	\$ 300	\$ 300
Miscellaneous Interest Income	—	—	—	—
Building & Parking Rental	37	5	279	350
Total Interest & Rents	\$ 525	\$ 465	\$ 579	\$ 650
Total General Fund Revenues	\$ 164,447	\$ 166,143	\$ 162,348	\$ 174,665
Transfers In	17,357	3,964	3,967	3,969
Total Revenues Including Transfers	\$ 181,804	\$ 170,107	\$ 166,315	\$ 178,634

KEY GENERAL FUND REVENUES

PROPERTY TAXES

Property Tax revenues are the City's largest General Fund revenue source, comprising approximately one-third of projected FY 2021 General Fund revenues. The City's Property Tax is collected by Alameda County, and the City currently receives approximately 16 percent of the 1 percent countywide real property tax levied. Most of the revenue is received in December and April.

Allocation of County-wide Property Tax



Real Property Taxes

Under the State Constitution, Real Property Taxes (Property Taxes) are applied to all taxable real and personal property (i.e., possessory interest, and other personal property considered to be permanently attached to the property) and are set at 1 percent of the assessed value. This is an ad valorem tax, meaning it is based on the value of the property rather than a fixed amount. The Alameda County Assessor maintains property tax assessment rolls that account for all property. Property Taxes are adjusted per the following:

- Pursuant to provisions of Proposition 13, the assessed value of real property that has not changed ownership increases by the change in the California Consumer Price Index up to a maximum of 2 percent per year.
- Property that changes ownership; is substantially altered; is newly constructed; "state-assessed" rather than "local-assessed" property; and personal property (i.e., possessory interest, and other personal property considered to be permanently attached to the property), is assessed at the full market value in the first year, and subject to the 2 percent cap, thereafter.

Proposition 13 & ERAF

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

KEY GENERAL FUND REVENUES

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.

KEY GENERAL FUND REVENUES

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.

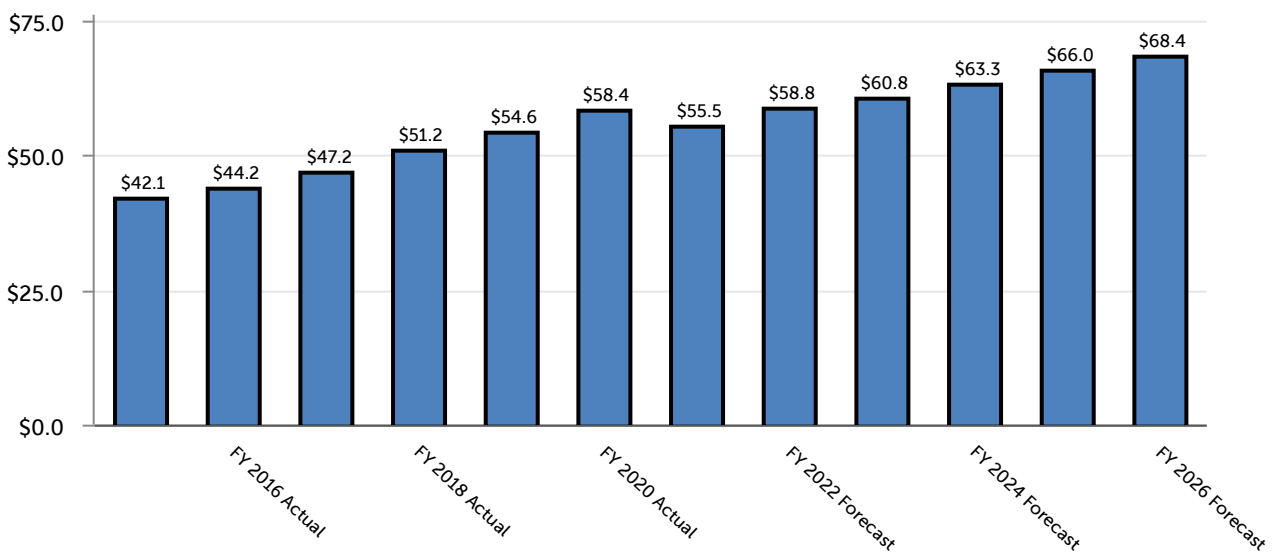
Real Property Tax revenue is comprised of three distinct categories: Secured & Unsecured Property Tax, Vehicle License Fees (VLF), and the Redevelopment Property Tax Trust Fund (RPTTF). The chart below summarizes the net projections for all three sources.

PROPERTY TAXES (All)	Actual			Adopted	Projected Revenue				
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Total Collections	\$ 51,236	\$ 54,468	\$ 58,432	\$ 55,500	\$ 58,809	\$ 60,837	\$ 63,326	\$ 65,996	\$ 68,437
\$ Change	\$ 4,040	\$ 3,232	\$ 3,964	\$ (2,932)	\$ 3,309	\$ 2,028	\$ 2,489	\$ 2,670	\$ 2,441
% Change	8.56%	6.31%	7.28%	-5.02%	5.96%	3.45%	4.09%	4.22%	3.70%

KEY GENERAL FUND REVENUES

PROPERTY TAXES, continued

Overall Property Tax revenues are projected to decrease by a total of 5.96 percent in FY 2022 over FY 2021 Adopted, with a projected increase of 3.45 percent in FY 2023. Property Tax revenues are projected to continue to steadily increase through FY 2026. The change in revenue projections from FY 2021 Adopted to FY 2022 were primarily attributed to the uncertainties surrounding the fiscal implications on the economy related to the sudden onset of the COVID-19 pandemic.



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. However, the California State Board of Equalization has directed that 2021 assessment roll shall use an inflation factor of 1.01036 percent. The last assessment roll below the 2 percent maximum growth factor occurred during the 2016-17 assessment roll, which used a factor of 1.53 percent.

KEY GENERAL FUND REVENUES

SALES AND USE TAXES

Sales and Use Tax is the General Fund's second largest source of revenue and represents 21.5 percent of total FY 2022 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

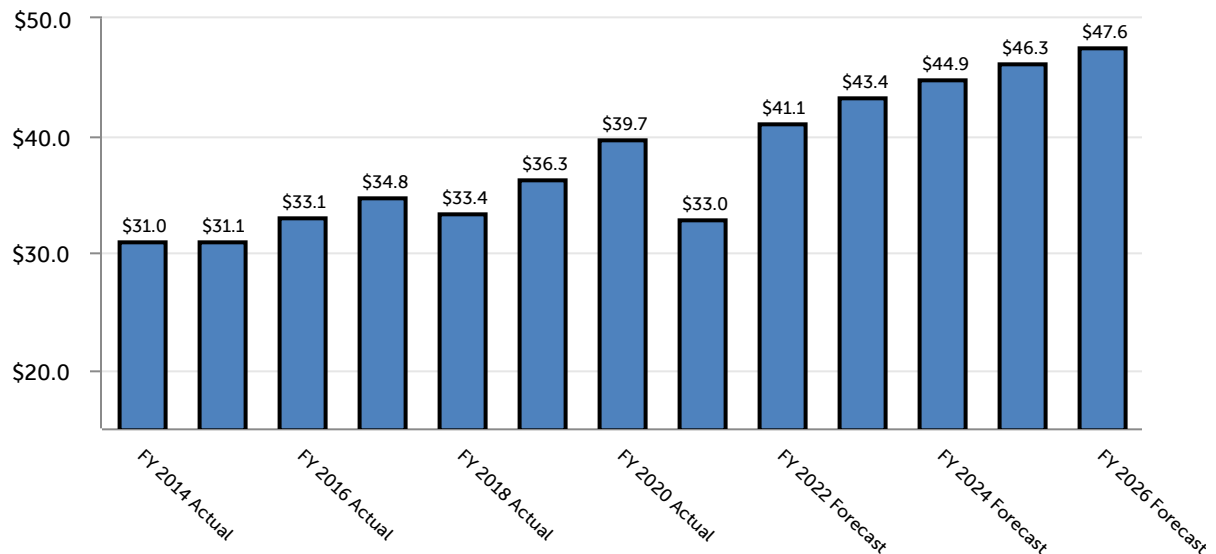
During the June 3, 2014 municipal election, the voters of the City of Hayward passed a ballot measure (Measure C) to increase the City's Transaction and Use (Sales) Tax by half a percent for twenty years. This half cent increase became effective October 1, 2014, bringing Hayward's Sales and Use Tax rate 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 - \$19 million annually in locally controlled revenue that can be allocated by City Council and will remain in place until 2034.

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

KEY GENERAL FUND REVENUES

SALES AND USE TAXES, continued

Forecast



Forecasting Sales Tax involves a review of the base sales tax and a variety of economic factors. During the COVID-19 pandemic many businesses and entire industry segments were forced to close operations and sales tax was materially impacted in FY 2020, and continues to impact revenue projections into FY 2021, as most of the State, including Alameda County, continue to operate in restrictive tiers. This has been one of the hardest hit revenue sources for many agencies. While the City ended FY 2020 high than anticipated, the significant increase was related to the South Dakota v. Wayfair decision, which mandates that businesses without a physical presence in a state with more than 200 transaction or \$100,000 in-state sales collection must remit sales taxes on transaction in the state.

FY 2021 Adopted budget reflected a continued decline in Sales Tax with a projected decline of 16.8 percent over FY 2020 Actual. A rebound of the economy is projected to begin in FY 2022 with a projected increase of 24.5 percent over FY 2021. This is primarily attributed to the State's meaningful efforts to lift many of the restrictions that were established in March 2020 in response to the pandemic, as well as impacts on related to the South Dakota v. Wayfair decision.

TOTAL SALES & USE TAX (in 1,000s)	Actual			Adopted	Projected Revenue				
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Total Collections	\$ 33,389	\$ 36,011	\$ 39,680	\$ 33,000	\$ 41,078	\$ 43,438	\$ 44,912	\$ 46,299	\$ 47,615
\$ Change	\$ (1,450)	\$ 2,622	\$ 3,669	\$ (6,680)	\$ 8,078	\$ 2,360	\$ 1,474	\$ 1,387	\$ 1,316
% Change	-4.16%	7.85%	10.19%	-16.83%	24.48%	5.75%	3.39%	3.09%	2.84%

KEY GENERAL FUND REVENUES

UTILITY USERS TAX

Utility Users Tax (UUT) has generally been a steady and reliable source of General Fund revenue for most governmental entities, and is the third largest source of General Fund revenue for Hayward. Effective March 1, 2009, the City began imposing a 5.5 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			Adopted	Projected Revenue				
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Total Collections	\$17,488	\$16,935	\$16,066	\$18,135	\$17,542	\$17,959	\$18,385	\$18,753	\$19,128
\$ Change	\$ (3,266)	\$ (553)	\$ (869)	\$ 2,069	\$ (593)	\$ 417	\$ 426	\$ 368	\$ 375
% Change	(15.74)%	(3.16)%	(5.13)%	12.88 %	(3.27)%	2.38 %	2.37 %	2.00 %	2.00 %

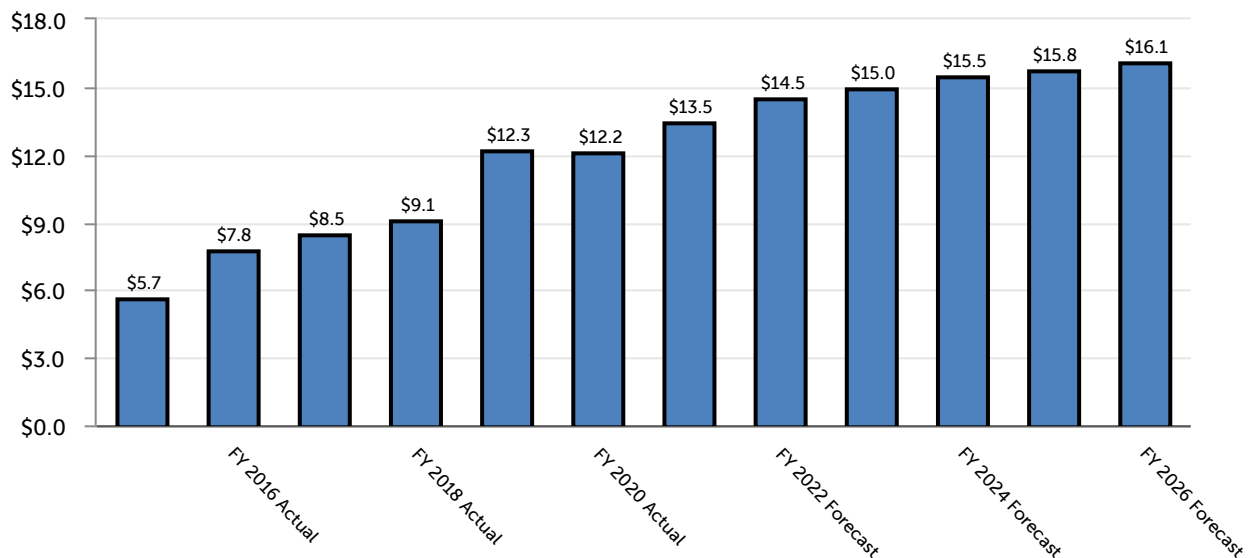
Passage of AB1717 is intended to address the loss of revenues the City has experienced from wireless services. While slow to materialize from the Board of Equalization, the City has observed growth in revenue for pre-paid wireless UUT. In FY 2017, the City received a UUT back payment from a major UUT contributor, which attributed to the negative change shown in FY 2018 over the prior year.

In FY 2022, UUT is projected to decrease by 3.27 percent over FY 2021 Adopted. This is primarily attributed to the impacts of the pandemic on many businesses and entire industry segments who were forced to close operations, resulting in decreased use of energy during the periods of shutdown. Future year projections include an annual growth factor of 2%-3%.

KEY GENERAL FUND REVENUES

REAL PROPERTY TRANSFER TAXES

In November 2008, Hayward voters passed Measure T, an increase to the City's Real Property Transfer Tax (Transfer Tax) from \$4.50 to \$8.50 per \$1,000 valuation of the value of consideration paid for the documented sale of real property or any transfer of interest in real property. The tax is due when documents of transfer are recorded with the County. Title companies collect the tax as part of the sale closing process and remit the funds to Alameda County when sales or transfers are finalized. Penalties are imposed on delinquent payments, and interest is charged from the date of delinquency until paid. Alameda County remits the amounts due monthly, and the amounts are credited to the General Fund.



Analysis

Because Real Property Transfer Tax is tied directly to all real property sales, it is a volatile revenue source, and is difficult to predict for more than one year at a time. Factors that affect the revenue generated by Transfer Taxes are the sales price of property and the frequency with which property is sold.

Forecast

PROPERTY TRANSFER TAX	Actual			Adopted	Projected Revenue				
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Total Collections	\$ 9,168	\$ 12,256	\$ 12,150	\$ 13,500	\$ 14,500	\$ 15,008	\$ 15,533	\$ 15,843	\$ 16,160
\$ Change	\$ 818	\$ 3,088	\$ (106)	\$ 1,350	\$ 1,000	\$ 508	\$ 525	\$ 310	\$ 317
% Change	9.80%	33.68%	-0.86%	11.11%	7.41%	3.50%	3.50%	2.00%	2.00%

KEY GENERAL FUND REVENUES

REAL PROPERTY TRANSFER TAXES, continued

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

While the passage of Measure T positively impacted future revenue projections, this revenue stream continues in recovery from the economic impacts related to the pandemic.

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

FY 2022 forecasts minimal market recovery with a growth of 3.9% over the FY 2021 Adopted. As the State continues to lift restrictions imposed in March 2020 in response to the pandemic, some areas begin to show signs of projected market recovery. The forecast includes an assumed growth of 2.0-3.5 percent in future years following the implementation of an updated Business License Ordinance and market recovery.

BUSINESS LICENSE TAX	Actual			Adopted	Projected Revenue				
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Collections	\$ 2,752	\$ 2,834	\$ 2,737	\$ 2,600	\$ 2,700	\$ 2,795	\$ 2,892	\$ 2,950	\$ 3,009
\$ Change	\$ 161	\$ 82	\$ (97)	\$ (137)	\$ 100	\$ 95	\$ 97	\$ 58	\$ 59
% Change	6.21%	2.98%	-3.43%	-5.00%	3.85%	3.52%	3.47%	2.01%	2.00%

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. As of April 2021, the fire station retrofit and street improvement projects have been completed, the 21st Century Library project is in its final phases, and construction has begun on the expansion of the fire training center at Fire Station 6.

Annual revenues projected at \$19.2 million in FY 2022 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. Despite the impacts of the COVID-19 pandemic, the City continues to experience growth in Sales Tax revenues since FY 2010. As of April 2021, Measure C revenues have increased by 5.6% over to the same point in FY 2020.

MEASURE C - DISTRICT SALES TAX

	FY 2020 Actual	FY 2021 Projected	FY 2022 Proposed	FY 2023 Projected	FY 2024 Projected
Revenues					
Measure C District Sales Tax	\$ 16,887	\$ 17,725	\$ 19,205	\$ 20,275	\$ 20,996
Other Revenues (Interest)	(10)		—	—	—
Other Partnering Contributors	1,837	18,163	—	—	—
Total Revenues	\$ 18,714	\$ 35,888	\$ 19,205	\$ 20,275	\$ 20,996
Expenditures					
Capital					
Library / Learning Center	2,739	3,084	—	—	—
Fire Facilities Design	36	30	—	—	—
Fire Station 1	2	25	—	—	—
Fire Station 2	96	75	—	—	—
Fire Station 3	67	50	—	—	—
Fire Station 4	128	75	—	—	—
Fire Station 5	58	75	—	—	—
Fire Station 6	720	3,610	5,600	600	—
Fire Training Academy	877	20,064	32,000	3,600	—
Street Rehabilitation	—	—	—	—	2,000
EBRCS Radios	1,337	—	—	—	—
Debt Service	4,524	5,424	5,420	5,415	5,408
Other Projects	356	300	100	300	300
Operating					
Police Services	3,097	2,967	3,115	3,334	3,567
Maintenance Services	1,059	1,257	1,410	1,509	1,615
Other Department Services	66	107	218	233	249
Total Expenditures	\$ 15,163	\$ 37,143	\$ 47,863	\$ 14,991	\$ 13,139
Beginning Fund Balance					
	24,753	28,304	27,049	(1,609)	3,674
Annual Surplus/Shortfall					
	3,551	(1,255)	(28,658)	5,284	7,858
Ending Fund Balance					
	\$ 28,304	\$ 27,049	\$ (1,609)	\$ 3,674	\$ 11,532

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

ENTERPRISE FUNDS - OVERVIEW & FORECASTS

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. Wholesale water rates are expected to increase by 30% over the next five years, 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.

So far in FY 2021, which has been experiencing the impacts of COVID, including impacts on business and industry, and resulting in many community members working and studying from home, water consumption has not appreciatively changed compared to FY 2020. As such, the City is projecting no change in consumption in FY 2022. Projected consumption for the planning period in its entirety assumes modest increases to reflect population and job growth.

The FY 2022 budget includes the addition of one FTE Real Property Manager, 60% of which is supported by the Public Works & Utilities Department, and 40% of which is supported by the Office of the City Manager. Public Works & Utilities' portion of the position funding has been split evenly across the Water, Wastewater, Stormwater, and Airport Operating Funds, as well as the Engineering and Transportation Divisions.

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.

ENTERPRISE FUNDS - OVERVIEW & FORECASTS

Forecast

Water Maintenance & Operations Fund 605

	FY 2020 Actual	FY 2021 Revised	FY 2021 Estimated	FY 2022 Proposed	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected
Beginning Fund Balance	\$33,289,842	\$41,662,467	\$41,662,467	\$41,541,868	\$40,428,470	\$40,999,266	\$38,032,660	\$36,211,938
Program Revenues								
Water Sales	46,665,517	44,000,000	45,000,000	45,000,000	47,025,000	49,141,125	51,950,000	54,290,000
Service Charges	9,226,611	8,500,000	9,000,000	9,000,000	9,000,000	9,400,000	9,400,000	9,400,000
Installation Fees	414,806	250,000	250,000	250,000	250,000	250,000	300,000	300,000
Other Revenues	645,273	200,000	200,000	260,000	200,000	200,000	200,000	200,000
Interest	831,272	105,000	105,000	105,000	200,000	210,000	195,000	186,000
Transfers In	688,237	675,509	675,509	672,869	675,308	677,556	672,065	137,700
Total Revenues	\$ 58,471,718	\$53,730,509	\$55,230,509	\$55,287,869	\$57,350,308	\$59,878,681	\$ 62,717,065	\$64,513,700
Expenditures								
Personnel	7,763,545	8,455,790	8,455,790	9,247,321	9,189,100	9,602,600	10,034,700	10,285,600
Non-Personnel	5,143,784	6,067,718	6,067,718	6,109,780	6,166,812	6,271,887	6,383,687	5,920,090
Water Purchases	31,518,279	6,694,330	33,500,000	33,500,000	34,100,000	39,100,000	40,200,000	43,300,000
Transfers Out	5,673,484	6,694,330	7,327,600	7,544,167	7,323,600	7,870,800	7,919,400	7,969,400
Total Expenditures	\$50,099,092	\$ 54,717,838	\$ 55,351,108	\$56,401,268	\$ 56,779,512	\$62,845,287	\$64,537,787	\$67,475,090
Annual Surplus/(Shortfall)	8,372,625	(987,329)	(120,599)	(1,113,399)	570,796	(2,966,606)	(1,820,722)	(2,961,390)
Ending Fund Balance	\$41,662,467	\$40,675,138	\$41,541,868	\$40,428,470	\$40,999,266	\$38,032,660	\$36,211,938	\$33,250,548

Forecast Assumptions

- Water Sales revenue for FY 2022 reflects no rate increase, but assumes an average 5% annual revenue increase in the out years to account for consumer demand increases due to population and job growth. Future proposed rate adjustments will also impact these revenue projections in future years, and will depend on SFPUC wholesale rates and water consumption.
- Water purchase costs are in accordance with most current projections from SFPUC.
- The debt service obligation of the Water Fund is approximately \$550,000 in FY 2022 and for the rest of the planning period, of which 50% is paid from the Water System Capital Improvement Fund.
- Transfers out assume a \$5 million transfer to the Water System Capital Replacement Fund in FY 2022 and FY 2023, which is an increase of \$500,000 over FY 2021. This transfer increases to \$5.5 million in FY 2024 and for the duration of the planning period. Another assumption is a \$600,000 transfer to the Recycled Water Fund in FY 2022 and for the duration of the planning period, as well as a one-time transfer of \$50,000 to the Information Technology Capital Fund in FY 2022.

ENTERPRISE FUNDS - OVERVIEW & FORECASTS

RECYCLED WATER MAINTENANCE & OPERATIONS FUND (Recycled Water Fund)

The Recycled Water Fund was established in FY 2020 and provides funding for the operation and maintenance of the recycled water system. The system is comprised of a treatment facility, storage tank, pump station, and approximately 9 miles of "purple" pipeline, used to deliver 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 FY 2022 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.

Recycled Water Maintenance & Operations
Fund 630

	FY 2020 Revised	FY 2020 Estimated	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected
Beginning Fund Balance	\$ —	\$ —	\$ 135,345	\$ (252,578)	\$ (170,236)	\$ (53,483)	\$ 101,008
Program Revenues							
Water Sales	165,000	—	597,300	597,300	639,111	683,849	731,718
Service Charges	14,250	—	56,700	56,700	56,700	56,700	56,700
Transfers In	150,000	150,000	—	600,000	600,000	600,000	600,000
Total Revenues	\$ 329,250	\$ 150,000	\$ 654,000	\$1,254,000	\$1,295,811	\$1,340,549	\$1,388,418
Expenditures							
Personnel	127,238	14,655	138,873	143,600	150,800	157,600	164,700
Non-Personnel	6,700	—	715,988	840,571	840,771	840,971	841,271
Transfers Out	—	—	187,062	187,487	187,487	187,487	187,487
Total Expenditures	\$ 133,938	\$ 14,655	\$1,041,923	\$1,171,658	\$1,179,058	\$1,186,058	\$1,193,458
Annual Surplus/(Shortfall)	195,312	135,345	(387,923)	82,342	116,753	154,491	194,960
Ending Fund Balance	\$ 195,795	\$ 135,345	\$ (252,578)	\$ (170,236)	\$ (53,483)	\$ 101,008	\$ 295,968

ENTERPRISE FUNDS - OVERVIEW & FORECASTS

Forecast Assumptions

- Recycled Water sales revenue for FY 2022 is anticipated to be \$597,300 as deliveries to customers are anticipated to begin in summer 2021. Projected consumption for FY 2022 - FY 2023 stays consistent in the first two years, and increases by 7% in FY 2024 - FY 2026.
- The debt service obligation of the Recycled Water Fund is approximately \$612,000 in FY 2022 and for the duration of the planning period.

ENTERPRISE FUNDS - OVERVIEW & FORECASTS

WASTEWATER MAINTENANCE & OPERATIONS FUND (Sewer Fund)

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

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

Analysis

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

The WPCF and Sewer Collection System Master Plans were updated in FY 2014 and the WPCF Facilities Plan was completed in FY 2020 to evaluate future system needs. Recommended projects have been incorporated into the Capital Improvement Program, and additional debt is required to implement needed system improvements. The five-year forecast assumes a \$25 million loan from the State Water Resources Control Board, with debt service paid by the Wastewater Operating Fund (approximately \$1.2 million annually) beginning in FY 2023.

For sewer service charges, increases of 5% in FY 2022 and FY 2023, and an average of 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 and would require further borrowing, the projected rates may require further adjustment in future years.

The FY 2022 budget also includes the addition of one FTE Real Property Manager, 60% of which is supported by the Public Works & Utilities Department, and 40% of which is supported by the Office of the City Manager. Public Works & Utilities' portion of the position funding has been split evenly across the Water, Wastewater, Stormwater, and Airport Operating Funds, as well as the Engineering and Transportation Divisions.

ENTERPRISE FUNDS - OVERVIEW & FORECASTS

Forecast

Wastewater Operating Fund 610

	FY 2020 Actual ²	FY 2021 Revised	FY 2021 Estimated	FY 2022 Proposed	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected
Beginning Fund Balance	\$37,008,883	\$43,303,112	\$43,303,112	\$45,784,759	\$49,004,602	\$52,263,794	\$56,044,192	\$60,268,724
Program Revenues								
Sewer Service Charges	24,759,953	25,000,000	25,000,000	26,280,000	27,514,000	28,404,606	29,215,240	30,046,482
Sewer Connection Fees	—	—	—	—	—	—	—	—
Other Revenues	367,230	96,000	96,000	96,000	96,000	96,000	96,000	96,000
Interest	1,012,374	66,000	66,000	226,000	241,000	257,000	276,000	297,000
Transfers In	2,566,518	1,748,000	1,748,000	3,495,314	1,747,300	1,747,300	1,747,300	1,529,500
Fixed Assets Gains & Loss	119,683	—	—	—	—	—	—	—
Total Revenues	\$28,825,758	\$26,910,000	\$26,910,000	\$30,097,314	\$29,598,300	\$30,504,906	\$31,334,540	\$31,968,982
Expenditures								
Personnel	9,111,979	9,727,941	9,727,941	10,328,035	10,329,200	10,591,200	10,859,700	11,134,900
Non-Personnel	7,236,827	8,442,652	8,442,652	8,300,072	9,693,908	9,782,308	9,872,308	9,746,098
Transfers Out	6,182,724	6,357,760	6,257,760	8,249,364	6,316,000	6,351,000	6,378,000	6,415,000
Total Expenditures	\$22,531,530	\$24,528,353	\$24,428,353	\$26,877,471	\$26,339,108	\$26,724,508	\$27,110,008	\$27,295,998
Annual Surplus/(Shortfall)	6,294,228	2,381,647	2,481,647	3,219,843	3,259,192	3,780,398	4,224,532	4,672,984
Ending Fund Balance	\$43,303,112	\$45,684,758	\$45,784,759	\$49,004,602	\$52,263,794	\$56,044,192	\$60,268,724	\$64,941,708

Assumptions

- Sewer Service Charge revenue for FY 2022 is based on a 5% increase over the prior year. Planning-level rate adjustments in following years assume an average increase of 3% per year.
- No increases assumed in other revenue sources.
- The current debt service obligation of the Sewer Fund is about \$3.4 million for FY 2022, of which approximately 50% is paid from Capital Improvement and Replacement Funds.

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

ENTERPRISE FUNDS - OVERVIEW & FORECASTS

STORMWATER MAINTENANCE & OPERATIONS FUND

The Stormwater Maintenance & Operations Enterprise Fund provides funding for street cleaning activities, as well as 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, which are the Fund's 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 related to Waste Management activities in the city, and are paid through garbage billings.

The FY 2022 budget includes the addition of one FTE Real Property Manager, 60% of which is supported by the Public Works & Utilities Department, and 40% of which is supported by the Office of the City Manager. Public Works & Utilities' portion of the position funding has been split evenly across the Water, Wastewater, Stormwater, and Airport Operating Funds, as well as the Engineering and Transportation Divisions.

Forecast

Stormwater Maintenance & Operations Funds 615

	FY 2020 Actual	FY 2021 Revised	FY 2021 Estimated	FY 2022 Proposed	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected
Beginning Fund Balance	\$ 5,928,082	4,100,222	\$ 8,232,002	\$ 6,115,846	\$ 8,049,356	\$ 8,137,820	\$ 8,165,704	\$ 8,131,008
Program Revenues								
Stormwater Fees	2,067,642	2,020,000	2,020,000	2,025,000	2,030,000	2,035,000	2,040,000	2,045,000
Street Cleaning Fees	1,390,410	1,200,000	1,200,000	1,212,000	1,224,000	1,236,000	1,248,000	1,260,000
Inspection Fees	1,561,300	—	—	17,000	—	—	—	—
Other Revenues	—	17,000	17,000	—	17,000	17,000	17,000	17,000
Interest	149,606	16,000	16,000	16,000	40,000	40,000	40,000	40,000
Transfers In	—	—	—	1,841,000	—	—	—	—
Total Revenues	\$ 5,168,959	\$ 3,253,000	\$ 3,253,000	\$ 5,111,000	\$ 3,311,000	\$ 3,328,000	\$ 3,345,000	\$ 3,362,000
Expenditures								
Personnel	1,972,817	2,005,092	2,005,092	2,094,381	2,153,200	2,217,800	2,284,300	2,352,800
Non-Personnel	724,333	835,397	835,397	836,749	872,836	880,816	888,796	896,876
Transfers Out	167,889	2,528,668	2,528,668	246,360	196,500	201,500	206,600	211,800
Total Expenditures	\$ 2,865,038	\$ 5,369,157	\$ 5,369,157	\$ 3,177,490	\$ 3,222,536	\$ 3,300,116	\$ 3,379,696	\$ 3,461,476
Annual Surplus/(Shortfall)	2,303,920	(2,116,157)	(2,116,157)	1,933,510	88,464	27,884	(34,696)	(99,476)
Ending Fund Balance	\$ 8,232,002	\$ 6,115,846	\$ 6,115,846	\$ 8,049,356	\$ 8,137,820	\$ 8,165,704	\$ 8,131,008	\$ 8,031,532

Assumptions

- Assumes 0.25% annual increase in Stormwater Fee revenue and 1% annual increase in Street Cleaning Fee revenue.

ENTERPRISE FUNDS - OVERVIEW & FORECASTS

- FY 2022 Transfer In includes \$1,841,000 from Sewer Improvement CIP Fund 612, which is repayment for a FY 2021 Transfer Out to support the installation of trash capture devices.

ENTERPRISE FUNDS - OVERVIEW & FORECASTS

AIRPORT ENTERPRISE FUND

The Airport Enterprise Fund provides funding for the operation and maintenance of the Airport, including hangar maintenance, pavement rehabilitation, renovation of runway and airfield lighting and markings, a noise abatement program, and the security and safety of the Airport. Hayward Executive Airport is a 521-acre public facility managed by the City's Department of Public Works-Engineering & Transportation. The Airport serves as a reliever to the Oakland, San Francisco and San Jose International airports, and has 206 City-owned hangars and 139 tiedown spaces. In 2020, there were 461 based-aircraft, and annual aircraft operations reported by the FAA were 104,218, which is slightly lower than the number of operations from 2019 of 115,094 due to reduced traffic as a result of the ongoing COVID19 pandemic. We anticipate modest growth in activity over the next several years.

Forecast

Per the chart below, revenues are expected to improve through FY 2024. The reasons include projected increases in the number of operations at the airport, which in turn typically results in increased fuel sales and thus a direct, positive impact in commissions received from fuel flowage fees. In addition, two new hotels commenced construction in FY 2021, which will ultimately result in additional revenue of \$420,000 per year.

Airport Operating Fund - Fund 620								
	FY 2020 Actual	FY 2021 Revised	FY 2021 Estimated	FY 2022 Proposed	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected
Beginning Fund Balance	\$ 2,740,999	\$ 3,017,359	\$ 2,373,029	\$ 2,157,204	\$ 1,270,191	\$ 1,219,414	\$ 1,218,208	\$ 1,181,494
Program Revenues								
Interest & Tower Rent	331,129	125,689	250,000	168,865	325,000	325,000	325,000	325,000
Land Rent	1,852,167	1,753,903	1,753,903	1,753,903	2,353,425	2,436,679	2,436,679	2,436,679
Hangar Rent	1,229,288	1,253,376	1,284,710	1,253,376	1,389,414	1,431,096	1,474,029	1,518,250
Fees & Service Charges	6,752	28,156	28,156	8,000	28,156	28,156	28,156	28,156
Other Revenues	325,809	350,930	357,000	327,911	202,000	204,020	206,060	208,121
Total Revenues	\$ 3,745,146	\$ 3,512,054	\$ 3,673,769	\$ 3,512,054	\$ 4,297,995	\$ 4,424,951	\$ 4,469,924	\$ 4,516,206
Expenditures								
Personnel	1,715,128	1,788,678	1,502,204	1,959,977	1,934,634	2,012,019	2,092,500	2,176,200
Non-Personnel	843,572	603,011	603,011	799,307	603,011	603,011	603,011	603,011
Transfers Out	1,554,415	1,784,379	1,784,379	1,639,784	1,811,127	1,811,127	1,811,127	1,811,127
Total Expenditures	\$ 4,113,115	\$ 4,176,068	\$ 3,889,594	\$ 4,399,068	\$ 4,348,772	\$ 4,426,157	\$ 4,506,638	\$ 4,590,338
Annual Surplus/(Shortfall)	(367,970)	(664,014)	(215,825)	(887,014)	(50,777)	(1,206)	(36,714)	(74,132)
Ending Fund Balance	\$ 2,373,029	\$ 1,709,015	\$ 2,157,204	\$ 1,270,191	\$ 1,219,414	\$ 1,218,208	\$ 1,181,494	\$ 1,107,362

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

Assumptions

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

ENTERPRISE FUNDS - OVERVIEW & FORECASTS

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 2023, 2033, 2043, 2053 and Market Analysis: January in the years 2028, 2038, 2048). Commissions are collected from fuel flowage and previously from 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) was calculated at 6% of the first \$100,000, 8% of the next \$50,000, and 10% of all receipts in excess of \$150,000; this revenue source, which amounted to \$130,119 in FY20 (the last year of full operation of the golf course), ended on September 30, 2020 as the District opted not to renew its lease for the Skywest property. City staff will develop a draft development plan for the property that outlines potential uses for the 126-acre property. By the end of FY 2022, the plan will be finalized after holding several public meetings with residents and gaining final approval from Council. As the property is developed during the next several years, it can once again begin to generate revenue for the Airport.

SPECIAL REVENUE FUND - OVERVIEW & FORECAST

RECYCLING FUND

The Recycling Funds support activities related to the City's waste reduction and recycling programs.

Analysis

The major issue impacting the Recycling Fund is the primary revenue source, Measure D, 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. The increase in Measure D revenues in FY 2020 was largely related to a disruption in recycling markets stemming from China's decision to reduce acceptance of recyclables and resulting increase in landfilled materials.

To mitigate future drops in Measure D revenues, Council approved an Integrated Waste Management Fee (identified below as "Measure D Augmentation") to supplement Recycling Fund activities as part of the current solid waste and recycling services franchise agreement in FY 2015. For planning purposes, approximately \$493,000 is projected in FY 2022 for this new fee, with an approximately 3% annual increase reflected in the out years. The Integrated Waste Management Fee will offset the losses in the Fund.

Forecast

Recycling Funds 230/231/232

	FY 2020 Actual	FY 2021 Adjusted	FY 2021 Estimated	FY 2022 Proposed	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected
Beginning Fund Balance	\$2,941,748	\$3,694,792	\$3,694,792	\$3,442,968	\$3,671,943	\$4,040,112	\$4,406,050	\$4,770,627
Program Revenues								
Measure D Funds	682,594	400,000	400,000	340,000	330,000	330,000	330,000	330,000
CalRecycle	96,069	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Used Oil Grant	87,269	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Interest	94,380	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Donations (student contest)	(675)	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Integrated Waste Management Fee	546,033	480,000	480,000	492,960	506,270	519,939	533,978	548,395
WMAC Special Assessment Delinq	35,999	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Street Impact Fee	—	—	—	—	—	—	—	—
Total Revenues	1,541,670	976,500	976,500	929,460	932,770	946,439	960,478	974,895
Expenditures								
Personnel	508,417	361,367	361,367	389,955	383,200	394,200	406,200	418,200
Non-Personnel	231,514	276,222	813,257	248,543	126,201	128,001	129,801	131,601
Transfers Out	48,696	51,042	53,700	61,986	55,200	58,300	59,900	61,500
Total Expenditures	788,626	688,631	1,228,324	700,484	564,601	580,501	595,901	611,301
Annual Surplus/(Shortfall)	753,044	287,869	(251,824)	228,976	368,169	365,938	364,577	363,594
Ending Fund Balance	3,694,792	3,982,661	3,442,968	3,671,943	4,040,112	4,406,050	4,770,627	5,134,221

SPECIAL REVENUE FUND - OVERVIEW & FORECAST

Assumptions

- Slight decrease assumed in Measure D revenue.
- Integrated Waste Management (Measure D Augmentation) revenue assumed to be approximately \$493,000 in FY 2022, with projected annual increases of 3%.

INTERNAL SERVICE FUNDS - OVERVIEW & FORECAST

FACILITY MANAGEMENT OPERATION FUND

The Maintenance Services Department's Facilities Division is responsible for the operation, maintenance, and repair of the City's thirty-four buildings and facilities. Facility services include utilities, janitorial, contracted security services, providing a combination of preventative, proactive and reactive maintenance and repair for all building components and infrastructure, including HVAC, electrical, painting, plumbing, carpentry work and locksmith services. Facilities operations are funded via service fees charged to other City department customers based on historical operation, maintenance, repair, and administrative costs. The replacement of facility infrastructure and building components are funded in the City's 10-year Capital Improvement Plan Budget.

Analysis

For the final four months of FY 2020 and all of FY 2021, a combination of state and regional Stay at Home Orders was issued in an effort to reduce and minimize the spread of Covid-19, thus, normal staff work schedules were impacted. Based on staffing availability, service provision focused on tasks that directly supported the safety, health, and wellness of essential city staff who continued on-site work assignments through the pandemic.

In addition to routine departmental operations, Facilities staff provided operational support and assistance to the City's Emergency Operation Center's and many COVID-19 related projects, some key projects are highlighted below:

COVID19: Citywide Projects and Precautions:

- a. Assisted in the set-up and launch of two City of Hayward Covid-19 testing sites.
- b. Helped design and set-up the Covid-19 temporary housing solution at the Matt Jimenez Community Center
- c. Designed, manufactured, and installed various types of site-specific plexiglass sneeze-shields for all city facilities.
- d. Installed touchless faucets, urinals, and toilets in all occupied facilities.
- e. Installed UV lights, HEPA air purifiers, and hand sanitizing stations.
- f. Designed and installed all Covid-19 signage required per CDC protocols.
- g. Upgraded all HVAC filters to exceed CDC guidelines for filtration.
- h. Installed thermal temperature scanners in all occupied facilities.

In response to fiscal uncertainty associated with the COVID-19 pandemic in FY 2021, funding to support Facilities long-term capital asset replacement plan was reduced. Temporary measures were initiated to elongate the useful life of some capital assets and components, the bulk of planned facility improvement projects for the past FY were deferred.

Annual charge rates in future years will need to be increased after drawing down on the account balance in FY 2021. Financial best practices require maintaining a prudent Facilities fund balance. For the facilities operating fund, the fund balance is maintained as a risk management tool to account for unanticipated component failures caused by deferring the timely replacement of capital assets.

INTERNAL SERVICE FUNDS - OVERVIEW & FORECAST

Forecast

Facilities Management Operating Fund - Fund 725

	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Estimated	FY 2022 Proposed	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected
Beginning Fund Balance	\$ 150,884	\$ 123,065	\$ (301,064)	\$ (53,917)	\$ 32,272	\$ 121,045	\$ 212,483	\$ 263,312
Revenue								
Operational Service Rate*	3,723,104	3,930,587	4,045,699	4,086,156	4,208,741	4,335,003	4,421,703	4,510,137
Rental Fees	60,767	39,432	19,696	36,104	34,684	35,725	36,796	37,900
Other Revenue	173,736	179,550	181,438	179,438	187,324	192,944	198,732	204,694
GF Transfer In	—	407,849	—	—	—	—	—	—
Total Revenues	\$3,957,607	\$4,557,418	\$4,246,833	\$4,301,698	\$4,430,749	\$4,563,672	\$4,657,231	\$4,752,731
Expenditures								
Staffing	1,420,790	1,647,689	1,552,260	1,756,994	1,809,704	1,863,995	1,919,915	1,977,512
Maintenance	149,639	140,415	175,570	137,545	141,671	145,921	150,299	154,808
Utilities	887,313	1,016,289	906,137	932,256	960,224	989,030	1,018,701	1,049,262
Janitorial, Security, and Alarm Services	681,268	760,683	752,283	730,680	752,600	775,178	798,434	822,387
Supplies and Services	503,835	443,991	367,860	459,921	473,719	487,930	502,568	517,645
ISF: Fleet and Tech Services	127,182	187,319	101,953	99,352	102,333	105,403	108,565	111,822
Debt Service	167,358	748,505	95,414	—	—	—	—	—
Capital Expenditures	10,364	—	—	—	—	—	—	—
Transfer to Facilities CIP	—	—	—	—	—	—	—	—
Transfers Out	37,676	36,656	48,209	98,762	101,725	104,777	107,920	111,158
Total Expenditures	\$3,985,426	\$4,981,547	\$3,999,686	\$4,215,510	\$4,341,976	\$4,472,234	\$4,606,402	\$4,744,594
Annual Surplus/(Shortfall)	(27,819)	(424,129)	247,147	86,188	88,773	91,438	50,829	8,137
Ending Fund Balance	\$ 123,065	\$ (301,064)	\$ (53,917)	\$ 32,272	\$ 121,045	\$ 212,483	\$ 263,312	\$ 271,449

Assumptions

- Revenue growth rate -
 - Service Rates – In FY 2022 a 1% percent 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 3% are projected for FY 2023 through FY 2025, and 2% for FY 2026.
- Expense growth rate -
 - Staffing – A 3% annual growth rate is applied to forecasted budgets for staffing.
 - General Expenses - A 3% growth rate is applied to forecasted budgets for maintenance, supplies, services, and self-insurance charges.
 - Debt Service loans fully paid off FY 2021.
- 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.

INTERNAL SERVICE FUNDS - OVERVIEW & FORECAST

FLEET OPERATIONS FUND

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

Analysis

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

Forecast

Fleet Management Operating Fund - Fund 735

	FY 2019 Actuals	FY 2020 Actual	FY 2021 Estimated	FY 2022 Proposed	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected
Beginning Fund Balance	\$ 615,180	\$ 986,522	\$ 1,004,202	\$ 826,652	\$ 333,888	\$ 62,306	\$ 387,868	\$ 389,923
Program Revenue								
Operational Service Rate	4,337,894	4,100,000	3,530,105	3,530,105	3,800,000	4,200,000	4,200,000	4,200,000
Other Revenues	112,121	(89,125)	5,000	5,000	1,000	1,000	1,000	1,000
Transfers In	—	—	—	—	—	—	—	—
Gain and Loss	—	—	—	—	—	—	—	—
Total Revenue/Resources	4,450,015	4,010,875	3,535,105	3,535,105	3,801,000	4,201,000	4,201,000	4,201,000
Expenditures								
Staffing/Temp Staffing	1,476,966	1,720,094	1,627,076	1,727,931	1,779,769	1,833,162	1,888,157	1,944,802
Fuel	967,428	820,732	700,000	950,000	969,000	988,380	1,008,148	1,028,311
Maintenance, Repair, and Other Op Costs	829,543	634,842	732,070	753,204	768,268	783,633	799,306	815,292
Debt Service (GF Vehicle Loan Purchase)	475,808	475,721	361,194	243,819	243,819	243,819	147,593	—
Accidents	137,640	137,799	85,000	80,000	81,600	83,232	84,897	86,595
ISF Facilities & Tech Svcs	131,039	139,837	129,276	142,595	146,873	151,279	155,817	160,492
Trsfr: GF Cost Allocation, Self-Insur	60,248	64,170	78,039	80,828	83,253	85,750	88,323	90,973
Total Expenditures	\$ 4,078,673	\$ 3,993,195	\$ 3,712,655	\$ 4,027,869	\$ 4,072,582	\$ 4,169,255	\$ 4,172,241	\$ 4,126,465
Annual Surplus/(Shortfall)	371,342	17,680	(177,550)	(492,764)	(271,582)	31,745	28,759	74,535
Ending Fund Balance	\$ 986,522	\$ 1,004,202	\$ 826,652	\$ 333,888	\$ 62,306	\$ 94,051	\$ 416,627	\$ 464,458

INTERNAL SERVICE FUNDS - OVERVIEW & FORECAST

Future Year Estimate Assumptions

- Revenue - Although existing fund balance was drawn down in FY 2021 to lower customer department charge rates, future year's charge rates will need to be increased to maintain a reserve fund balance of 10% as a risk management tool to hedge against future fuel price increases or other unanticipated expenses.
- Expense - Future year assumptions include increases in staffing (3%), general expenses (2%), and fuel (5%).

Debt Service

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

	Lease Obligation	Fiscal Year of Issue	Fiscal Year of Maturity	Interest Rate	Authorized and Issued	Outstanding at June 30, 2020	FY 2021 Principal & Interest
1	2011 - Fire & Maint. Svcs.	FY2011	FY2021	3.24%	\$1,991,524	\$115,503	\$117,375
2	2014 - Fire	FY2014	FY2024	3.05%	824,000.00	\$359,777	\$96,226
3	2015 - Fire	FY2015	FY2024	2.92%	<u>\$1,272,000</u>	<u>\$682,012</u>	<u>\$147,594</u>
	Total				\$4,087,524	\$1,157,293	\$361,194

INTERNAL SERVICE FUNDS - OVERVIEW & FORECAST

INFORMATION TECHNOLOGY FUND

The Information Technology Internal Service Fund supports the operations of the Information Technology Department – and the technology needs of the City. The Department implements technology initiatives consistent with the City's strategic goals and resources. This includes managing and maintaining the citywide network and server infrastructure, the citywide VOIP telephone system, the Downtown Outdoor Wi-Fi, and administering Public-Educational-Government cable television broadcast technology. The Fund also supports the costs of the citywide Enterprise Resource Planning (ERP) system, as well as the City's Public Safety Computer Aided Dispatch/Records Management System (CAD/RMS) and related mobile computing environment.

Analysis

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

For FY2022, information technology maintenance and operations charges to departments were reduced by 2%.

Information Technology Fund 730

	FY 2020 Actual	FY 2020 Adopted	FY 2021 Estimated	FY 2021 Adopted	FY 2022 Proposed	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected
Beginning Fund Balance	\$ 3,660,176	\$ 3,660,176	\$ 4,541,711	\$ 4,464,709	\$ 5,346,244	\$ 4,856,386	\$ 4,103,505	\$ 3,437,920	\$ 2,878,815
Program Revenues									
Information Technology Fee	\$ 7,764,817	\$ 8,213,005	\$ 7,409,279	\$ 8,213,005	\$ 7,200,341	\$ 7,344,354	\$ 7,491,241	\$ 7,641,066	\$ 7,793,888
Technology Capital Fee	557,942	775,886	435,000	775,886	850,989	600,000	600,000	600,000	600,000
PEG Revenue	271,870	220,000	220,000	220,000	220,000	200,000	200,000	200,000	200,000
Other Revenue	32,707	32,000	18,000	32,000	32,000	18,000	18,000	180,000	18,000
Fund Interest	110,528	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Transfers In	—	—	—	—	—	—	—	—	—
Total Revenues	\$ 8,737,864	\$ 9,246,891	\$ 8,088,279	\$ 9,246,891	\$ 8,309,330	\$ 8,168,354	\$ 8,315,241	\$ 8,627,066	\$ 8,617,888
Expenditures									
Personnel	3,671,238	3,865,984	3,908,759	3,865,984	4,235,902	4,191,855	4,172,858	4,298,044	4,426,985
Non-Personnel	3,817,165	3,639,360	3,500,522	3,639,360	3,550,435	3,929,380	4,007,968	4,088,127	4,169,890
Transfers Out	843,867	860,012	756,000	860,012	1,012,850	800,000	800,000	800,000	800,000
Total Expenditures	\$ 8,332,270	\$ 8,365,356	\$ 8,165,281	\$ 8,365,356	\$ 8,799,188	\$ 8,921,235	\$ 8,980,826	\$ 9,186,171	\$ 9,396,875
Annual Surplus/(Shortfall)	405,594	881,535	(77,002)	881,535	(489,858)	(752,881)	(665,585)	(559,105)	(778,987)
Ending Fund Balance	\$ 4,065,770	\$ 4,541,711	\$ 4,464,709	\$ 5,346,244	\$ 4,856,386	\$ 4,103,505	\$ 3,437,920	\$ 2,878,815	\$ 2,099,828

Assumptions

In FY 2022 the fund balance will be used to cover the increase cost of software maintenance and cloud subscription costs because the departments needed to reduce 5% to supplies and services. Software Maintenance and Subscriptions increase at an average of 2% percent annually. The rate charged to other City departments is based on the costs for operations, maintenance, and support for City technology. Rate increases of 2% are projected for FY 2022 through FY 2025.

INTERNAL SERVICE FUNDS - OVERVIEW & FORECAST

A 3% annual growth rate is applied to forecasted budgets for staffing.

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

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

Information Technology Fee

The Information Technology Internal Service Fund charges an internal service fee to each City department. This fee supports each department's use of technology, appropriately sharing the true cost of their respective operations. In FY 2021 the projected total charges are \$8,165,279 and represent Information Technology Fee revenue to the fund.

What is included?

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

- a. Payroll system for all City employees
- b. Procurement and payment system for goods and services for departments
- c. Billing system for services provided by departments to residents, businesses and customers.
- d. Email and office productivity applications for City staff
- e. Network infrastructure that connects staff to servers, printers and the internet
- f. Network server file storage, backup and security of data and documents
- g. Maps and geographic data for department staff and the public (GIS)
- h. Direct IT support for City staff
- i. Mobile computing (mounted in-vehicle, laptop, tablet, smartphone, chromebook)
- j. City website and departmental web pages
- k. Telephones
- l. All other citywide applications such as Munis ERP, New World CAD/RMS, Laserfiche
- m. Audio visual equipment in council chamber and city conference rooms

What is NOT included?

Currently, the internal service fees do not cover replacement costs of all technology related equipment, including network infrastructure replacement and the cost of replacement PC's. A nominal transfer representing \$435,000 for capital expenditure is transferred from the General Fund. New software and additional laptops and computers not a part of the 5-year computer replace program are not covered.

How is the rate determined?

The cost of providing these services to each department is based on the number of PC's in each department, a commonly practiced methodology. Due to the specialized software requirements of the City's Public Safety Departments, ISF charges to the Police and Fire Departments have been further broken out from the core ISF charge. This allows the IT

INTERNAL SERVICE FUNDS - OVERVIEW & FORECAST

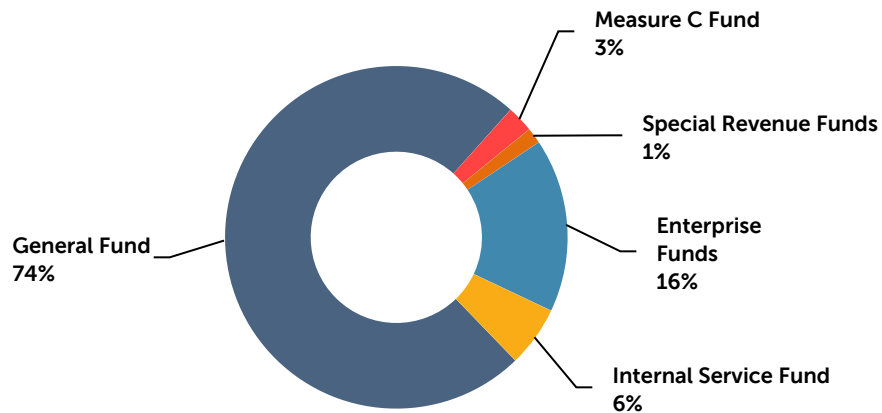
Department to audit and assess public safety software needs on an annual basis to ensure the ISF charges to those Departments accurately reflect cost as these products when added together often carry the highest annual maintenance costs.

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CITYWIDE STAFFING CHANGES SUMMARY

The FY 2022 Proposed Budget includes a total of 909.8 full time equivalent (FTE) positions. The majority of City staffing (74% or 671.8 FTE) is funded in the General Fund, with the remaining 26% spread out in the Measure C Fund, Special Revenues Funds, Enterprise Fund, and Internal Service Funds.



Compared to FY 2021 Adopted, total staff has increased by 2.5 budgeted FTE positions in the proposed FY 2022 Operating Budget. The increase is the result of positions added in the Enterprise Funds. In September 2020, Council approved an increase of 2.5 FTE in the Public Works and Utilities Department to address changes in business needs.

Total FTE by Funding Type

Fund Type	FY 2021 Adopted	FY 2022 Proposed	change
General Fund	671.1	671.8	0.8
Measure C Fund	23.0	23.0	0.0
Economic Development Fund	0.0	0.0	0.0
Special Revenue Funds	14.72	13.6	-1.2
Enterprise Funds	146.4	149.3	2.9
Internal Service Funds	52.2	52.2	0.0
Citywide Total	907.3	909.8	2.5

CITYWIDE STAFFING SUMMARY BY DEPARTMENT - GENERAL FUND

	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted	FY 2022 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	4.50	4.50	4.50	4.50
City Manager Department	15.53	17.83	16.53	16.28
Development Services Department	49.50	50.00	50.00	50.00
Finance Department	24.25	24.25	23.20	23.20
Fire Department	146.50	146.50	146.50	146.50
Human Resources Department	8.55	9.05	8.80	8.80
Library Department	35.80	36.80	36.80	37.80
Maintenance Services Department	22.61	23.89	23.89	23.89
Police Department	308.50	312.50	312.50	312.50
Public Works-Engineering,Transp., Airport Dept.	35.10	35.10	35.10	35.10
Public Works - Utilities & Environmental Services Dept.	0.25	0.25	0.25	0.25
	664.09	673.67	671.07	671.82

CITYWIDE STAFFING SUMMARY - BY FUND

	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Proposed
General Fund				
100 General Fund ¹	664.09	673.67	671.07	671.82
101 Measure C Fund	19.00	23.00	23.00	23.00
102 Economic Development	0.00	0.00	0.00	0.00
Special Revenue Funds				
217 Measure B - Paratransit Fund	2.12	3.12	2.61	2.61
220 Federal Grant Fund	0.10	0.00	0.25	0.25
223 Community Dev Block Grant Fund - Housing	0.45	0.00	0.00	0.00
225 Community Dev Block Grant Fund	1.70	1.55	1.58	1.58
230 Recycling Fund	0.00	0.00	0.00	0.00
232 Measure D Fund	2.75	2.75	2.25	2.25
245 Housing Authority Fund	0.65	0.51	0.46	0.46
246 Affordable Housing Fund	2.80	1.75	1.60	1.60
266-281 LLD #1 - #13 and Maint Dist #1 and #2	0.00	0.00	0.00	0.00
285 Inclusionary Housing Fund ²	0.15	0.74	1.44	1.39
286 Rental Housing Program Fund	0.00	0.00	2.03	2.03
295 South Hayward BART JPA Fund	0.00	0.00	0.00	0.00
815 Redevelopment Successor Agency ³	2.00	2.50	2.50	1.40
	12.72	12.92	14.72	13.57
Enterprise Funds				
605 Water Operating Fund ⁴	61.41	61.26	60.71	61.61
610 Wastewater Operating Fund ⁵	60.35	59.95	60.05	61.85
615 Stormwater Operating Fund ⁶	13.43	13.29	13.29	13.39
620 Airport Operating Fund	11.50	11.50	11.50	11.60
630 Recycled Water Fund	0.00	0.00	0.80	0.80
	146.69	146.80	146.35	149.25
Internal Service Funds				
705 Worker's Compensation Fund	4.45	4.95	4.20	4.20
710 General Liability Insurance Fund	4.00	4.00	4.00	4.00
725 Facilities Management Fund	9.88	10.43	10.43	10.43
730 Information Technology Fund	23.00	23.00	23.00	23.00
735 Fleet Management	10.47	10.53	10.53	10.53
	51.80	52.91	52.16	52.16
	894.30	909.30	907.30	909.80

CITYWIDE STAFFING SUMMARY - BY FUND

Staffing Changes:

1. Addition of 0.75 FTE in General Fund
2. Deletion of 0.05 FTE in Inclusionary Housing Fund
3. Deletion of 1.10 FTE in Redevelopment Successor Agency
4. Addition of 0.9 FTE in Water Operating Fund
5. Addition of 1.8 FTE in Waste Water Operating Fund
6. Addition of 0.10 FTE in Stormwater Operating Fund

CITYWIDE STAFFING SUMMARY - BY DEPARTMENT - ALL FUNDS

	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Proposed
Mayor & City Council Department	7.00	7.00	7.00	7.00
City Attorney Department	10.00	10.00	10.00	10.00
City Clerk Department	4.50	4.50	4.50	4.50
City Manager Department ¹	28.50	31.00	32.00	31.00
Development Services Department	49.50	50.00	50.00	50.00
Finance Department	35.50	35.50	33.50	33.50
Fire Department	146.50	146.50	146.50	146.50
Human Resources Department	13.00	14.00	13.00	13.00
Information Technology	20.00	20.00	20.00	20.00
Library Department ²	35.80	36.80	36.80	37.80
Maintenance Services Department	63.00	69.00	69.00	69.00
Police	322.50	326.50	326.50	326.50
Public Works-Engineering, Transp., Airport Dept.	47.00	47.00	47.00	47.00
Public Works - Utilities & Environmental Services Dept. ³	111.50	111.50	111.50	114.00
	894.30	909.30	907.30	909.80
Change from previous fiscal year	36.00	15.00	(2.00)	2.50

Staffing Changes From FY 2021 to FY 2022:

1. Deletion of 1.0 FTE in City Manager's Office
2. Addition of 1.0 FTE in Library Department
3. Addition of 2.5 FTE in Public Works - Utilities & Environmental Services Department. The net addition of 2.5 FTE were approved by Council in September 2020 to address change in business needs.

	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Proposed
MAYOR & CITY COUNCIL DEPARTMENT				
City Councilmembers	6	6	6	6
Mayor	1	1	1	1
	7	7	7	7
CITY ATTORNEY DEPARTMENT				
Asst City Attorney/Deputy City Attorney I/II	6	6	5	5
City Attorney	1	1	1	1
Legal Secretary I/II	0	0	0	0
Paralegal	3	3	2	1
Senior Assistant City Attorney	0	0	1	1
Senior Paralegal	0	0	1	2
	10	10	10	10
CITY CLERK DEPARTMENT				
Administrative Clerk I/II	0.5	0.5	0.5	0.5
City Clerk	1	1	1	1
Deputy City Clerk	1	1	1	1
Management Analyst I/II	1	0	0	0
Senior Secretary	1	2	2	2
	4.5	4.5	4.5	4.5

	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Proposed
CITY MANAGER DEPARTMENT				
Administrative Clerk I/II	3	3	3	1
Administrative Secretary	0	0	0	1
Assistant City Manager	1	1	1	2
Assistant to the City Manager	1	0	0	0
Audio Video Specialist	1	1	1	1
City Manager	1	1	1	1
Community & Media Relations Officer	1	1	1	1
Community Programs Specialist	1	2	3	3
Community Services Manager	1	1	1	1
Deputy City Manager	1	1	1	0
Digital Applications Designer	1	1	1	1
Economic Development Manager	1	1	1	1
Economic Development Specialist	2	2	2	2
Executive Assistant	2	2	2	2
Graphics & Media Relations Technician	1	1	1	1
Housing Development Specialist	1	1	1	1
Housing Manager	1	1	1	1
Management Analyst I/II	5	6	6	6
Management Fellow	0.5	1	1	1
Real Property Asset Manager	0	0	0	1
Secretary	0	0	0	0
Senior Code Enforcement Inspector	0	0	0	0
Senior Secretary	2	3	3	2
Video Assistant	1	1	1	1
	28.5	31	32	31

	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Proposed
DEVELOPMENT SERVICES DEPARTMENT				
Administrative Clerk I/II	4	4	4	4
Administrative Secretary	1	1	1	1
Assistant Civil Engineer	1	1	1	1
Assistant Planner	1	2	2	2
Associate Planner	2	2	2	2
Building Inspector	3	3	3	3
City Building Official	1	1	1	1
Code Enforcement Inspector I/II	6	6	6	6
Code Enforcement Manager	1	1	1	1
Deputy Director of Development Services	1	1	0	1
Development Review Engineer	0	0	0	0
Development Review Specialist	0	0	0	0
Director of Development Services	1	1	1	0
Graphics/Planning Illustrator	0	0	0	0
Junior Landscape Architect	0	0	1	1
Landscape Architect	1	1	1	1
Management Analyst I/II	1	1	2	2
Management Fellow	1	0.5	0	0
Permit Technician	3	3	3	3
Plan Checker	1	1	1	1
Plan Checking Engineer	1	1	1	1
Planning Manager	1	1	1	1
Principal Planner	1	1	1	1
Secretary	2	2	2	2
Senior Building Inspector/Electrical	1	1	1	1
Senior Building Inspector/Plumb-Mechanical	1	1	1	1
Senior Building Inspector/Structural	1	1	1	1
Senior Civil Engineer	1	1	1	1
Senior Code Enforcement Inspector	2	2	2	2
Senior Permit Technician	1	1	1	1
Senior Plan Checker	1	1	1	1
Senior Planner	3	2	2	2
Senior Secretary	2	2	2	2
Supervising Building Inspector	1	1	1	1
Supervising Plan Checker & Expeditor	1	1	1	1
Supervising Permit Technician	1	1	1	1
	50	49.5	50	50

	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted	FY 2022 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
Administrative Secretary	0	0	1	1
Budget Officer	1	1	1	1
Customer Account Clerk	6	6	6	6
Data Systems Operator	1	1	0	0
Deputy Director of Finance	1	1	1	1
Director of Finance	1	1	1	1
Finance Analyst	0	0	0	0
Finance Supervisor	0	0	0	0
Finance Technician	4	4	3	3
Mail & Purchasing Clerk	1	1	1	1
Mail & Revenue Clerk	1	1	1	1
Management Analyst II	2	2	1	1
Purchasing & Services Manager	1	1	1	1
Purchasing Technician	1	1	1	1
Revenue Manager	1	1	1	1
Senior Account Clerk	4	4	4	4
Senior Accountant	1	1	1	1
Senior Accounting Technician	0	0	0	0
Senior Customer Account Clerk	5	5	5	5
Supervising Customer Account Clerk	1	1	1	1
	35.5	35.5	33.5	33.5

	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted	FY 2022 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	1	1	1	1
Fire Training Officer	1	1	1	1
Firefighter (56 Hr)	50	49	49	49
Hazardous Materials Investigator	3	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	1	1	1	1
Senior Permit Technician	1	1	1	1
Senior Secretary	1	1	1	1
Staff Fire Captain	3	4	4	4
	146.5	146.5	146.5	146.5
HUMAN RESOURCES DEPARTMENT				
Administrative Intern	1	1	1	1
Deputy Director of Human Resources	1	1	0	0
Director of Human Resources	1	1	1	1
Human Resources Administrative Assistant	1	1	1	1
Human Resources Analyst I/II	4	5	5	5
Human Resources Manager	0	0	0	0
Human Resources Technician	4	4	4	4
Senior Human Resources Analyst	1	1	1	1
	13	14	13	13

	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted	FY 2022 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
Deputy Director of Information Technology	0	0	0	1
Director of Information Technology	1	1	1	1
Geographic Info Systems Coordinator	1	1	1	1
GIS Analyst	0	0	0	0
GIS Technician I/II	1	1	1	1
Information Systems Manager	0	0	0	0
Information Systems Support Tech	1	1	1	1
Information Technology Manager	3	3	3	3
IT Analyst I/II	3	3	2	2
IT Technician I/II	4	4	4	4
Network Systems Specialist	1	1	1	0
Network/Microsystem Specialist	0	0	0	0
Programmer Analyst	3	3	4	4
Senior Information Systems Support Tech	0	0	0	0
Technical Assistant	0	0	0	0
Technology Solutions Analyst I/II	1	1	1	1
Video Assistant	0	0	0	0
Web Specialist	0	0	0	0
	20	20	20	20

	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Proposed
LIBRARY DEPARTMENT				
Administrative Clerk I/II	0	0	0	0
Administrative Secretary	1	1	1	1
Community Services Manager	0	0	0	0
Community Programs Specialist	0	0	0	0
Director of Library	1	1	1	1
Educational Services Manager	1	1	1	1
Educational Services Coordinator	0	0	0	0
Housing Development Specialist	0	0	0	0
Housing Manager	0	0	0	0
Information Systems Support Technician	0	0	0	0
Lead Library Assistant	3	3	3	4
Lead Program Assistant	1	1	1	1
Librarian I	7.5	7.5	7.5	7.5
Librarian II	0	1	1	1
Library Assistant	8	8	8	8
Library Operations Manager	1	1	1	1
Library Page	3.9	3.9	3.9	3.9
Literacy Program Coordinator	1	1	1	1
Management Analyst I/II	1	1	1	1
Senior Library Assistant	0	0	0	0
Senior Library Page	2.4	2.4	2.4	2.4
Senior Property Rehabilitation Specialist	0	0	0	0
Supervising Librarian I	3	3	3	3
Program Assistant	1	1	1	1
	35.8	36.8	36.8	37.8

	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Proposed
MAINTENANCE SERVICES DEPARTMENT				
Administrative Secretary	0	0	0	0
Administrative Supervisor	1	1	1	1
Director of Maintenance Services	1	1	1	1
Electrician I/II	1	1	1	1
Equipment Mechanic I/II	5	5	5	5
Equipment Parts Storekeeper	1	1	1	1
Equipment Service Attendant	1	1	1	1
Facilities & Building Manager	1	1	1	1
Facilities Carpenter I	1	1	1	1
Facilities Carpenter II	1	1	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	15	15	15
Groundskeeper II	2	3	3	3
Groundskeeper III	1	1	1	1
HVAC Mechanic	1	1	1	1
Landscape Maintenance Manager	1	1	1	1
Landscape Maintenance Supervisor	0	0	0	0
Maintenance Leader	3	3	3	3
Maintenance Worker/Laborer	9	8	8	8
Management Analyst I/II	2	2	2	2
Secretary	0	0	0	0
Senior Equipment Mechanic	1	1	1	1
Lead Street Equipment Operator	0	2	2	2
Senior Maintenance Leader	2	2	2	2
Senior Secretary	2	3	3	3
Streets Maintenance Manager	1	1	1	1
Streets Maintenance Supervisor	0	0	0	0
Sweeper Equipment Operator	6	6	6	6
Tree Trimmer	3	3	3	3
	63	69	69	69

	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Proposed
POLICE DEPARTMENT				
Administrative Secretary	1	1	3	3
Administrative Supervisor	1	1	1	1
Animal Care Attendant	5	5	5	5
Animal Control Officer	3	3	3	3
Animal Services Administrator	1	1	1	1
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	20	20	20	20
Counseling Supervisor	1	2	2	2
Crime Analyst	1	1	1	1
Crime Analyst Supervisor	1	1	1	1
Crime Prevention Specialist	2	2	2	2
Crime Scene Technician	4	4	4	4
Family Counselor I	9	9	9	9
Jail Administrator	1	1	1	1
Jail Supervisor	4	4	4	4
Latent Fingerprint Examiner	1	1	1	1
Lead Program Assistant	0	2	2	2
Management Analyst I/II	1	1	1	1
Operations Support Services Manager	1	1	1	1
Personnel Operations Specialist	0	0	1	1
Personnel & Training Administrator	0	0	0	0
Police Captain	3	3	3	3
Police Lieutenant	12	12	12	12
Police Officer	155	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	3	3	3
Reserve Officer Coordinator	0.5	0.5	0.5	0.5
Secretary	5	5	2	2
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	326.5	326.5	326.5

	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Proposed
PUBLIC WORKS-ENGINEERING				
Administrative Secretary	1	1	1	1
Airport Business Supervisor	1	1	1	1
Airport Maintenance Worker	3	4	4	4
Airport Manager	1	1	1	1
Airport Operations Specialist	1	1	1	1
Airport Operations Supervisor	1	1	1	1
Assoc/Assist Civil Engineer	8	8	8	8
Assoc/Assist Transportation Engineer	2	1	1	1
Assoc Transportation Planner	1	1	1	1
Construction Inspector	5	5	5	5
Deputy Director of Engineering & Transportation	1	1	1	2
Director of Engineering & Transportation	0	0	0	0
Engineering Technician	4	4	4	4
Management Analyst I/II	2	1	1	1
Noise Abatement Analyst	0	0	0	0
Secretary	1	1	1	1
Senior Airport Maintenance Worker	1	1	1	1
Senior Civil Engineer	2	2	2	2
Senior Construction Inspector	2	2	2	2
Senior Management Analyst	1	1	1	1
Senior Secretary	3	3	3	3
Senior Transportation Engineer	1	2	2	2
Supervising Construction Inspector	1	1	1	1
Survey Engineer	1	1	1	1
Surveyor	1	1	1	1
Traffic Signal Technician	1	1	1	1
Transportation Manager	1	1	1	0
	47	47	47	47

	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Proposed
PUBLIC WORKS - UTILITIES				
Administrative Intern	0.5	0.5	0.5	0.5
Assistant Director of Public Works - Utilities	0	1	1	1
Administrative Secretary	1	1	1	1
Assoc Civil Engineer/Assist Civil Engineer	3	3	3	3
Backflow/Cross Connection Tester	1	1	1	1
Chemist	1	1	1	1
Cross Connection Control Specialist	1	1	1	1
Development Review Specialist	1	1	1	1
Director of Utilities & Environmental Services	1	1	1	1
Electrician I/II	6	6	6	6
Environmental Services Manager	1	1	1	1
Equipment Operator	3	3	3	3
Lab Supervisor	1	1	1	1
Laboratory Technician	2	2	2	2
Maintenance Worker/Laborer	1	1	1	1
Management Analyst I/II	2	2	2	2
Operator in Training	2	2	2	2
Recycling Specialist	0	0	0	0
Secretary	2	2	2	2
Senior Water Pollution Source Control Inspector	1	1	1	1
Senior Management Analyst	1	1	1	1
Senior Secretary	3	3	3	3
Senior Utilities Engineer	2	2	2	3
Senior Utility Customer Service Leader	1	1	1	1
Senior Utility Leader	1	1	1	2
Senior Utility Leader - Sewer	1	1	1	1
Senior Utility Service Representative	0	0	0	0
Senior Water Resources Engineer	1	0	0	1
Sewer Collection System Maintenance Supervisor	0	0	0	0
Solid Waste Program Manager	1	1	1	1
Storekeeper - Expediter	1	1	1	1
Sustainability Specialist	1	1	1	1
Sustainability Technician	0	0	0	0
Technical Intern	0.5	0.5	0.5	0.5
Utilities Engineering Manager	1	1	1	1
Utilities Field Services Supervisor	1	1	1	1
Utilities Maintenance Mechanic	10	10	10	10
Utilities Operations & Maintenance Manager	1	1	1	1
Utilities Operations & Maintenance Supervisor	1	1	1	1
Utilities Service Worker	2	2	2	2

	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Proposed
Utility Leader	3	3	3	3
Utility Leader - Sewer	2	2	2	3
Utility Worker - Sewer/Laborer	6	6	6	5
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
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
	111.5	111.5	111.5	114
TOTAL FTE (ALL FUNDS)				909.8

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**FY 2022 STAFFING
7.0 FTE**

Mayor & City Council Department

<i>Council Member At Large Mark Salinas</i> Term Expires 2024	<i>Council Member At Large Sara Lamnin</i> Term Expires 2022	<i>Council Member At Large Angela Andrews</i> Term Expires 2024	<i>Mayor Barbara Halliday</i> Term Expires 2022	<i>Council Member At Large Francisco Zermeño</i> Term Expires 2024	<i>Council Member At Large Elisa Márquez</i> Term Expires 2024	<i>Council Member At Large Aisha Wahab</i> Term Expires 2022
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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, while 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 2021 KEY ACTIVITIES AND ACCOMPLISHMENTS

1. Provided crucial community and organization leadership and stability during the COVID-19 pandemic emergency.
2. Oversaw critical services to Hayward community members during the COVID-19 emergency in partnership with non-profit community providers. These include COVID-19 testing, vaccination, family support grants, and food distribution.
3. Provided legislative and policy direction for the City Manager in support of the community's priorities and Strategic Roadmap projects.
4. Authorized and appropriated emergency funding in response to the COVID-19 pandemic response, including funds to provide rental assistance to low-income tenants experiencing hardship related to the COVID-19 Pandemic.
5. Approved a contingency plan to spend up to \$1.69 Million in Community Development Block Grant COVID-19 Emergency-Related Funding.
6. Oversaw the transition to remote library services in response to the COVID-19 pandemic, including library curbside services and the tech lending library that distributed technology to Hayward students.
7. Worked collaboratively with the City's bargaining units and staff leadership team to develop a fiscal stability plan to weather the economic crisis stemming from the pandemic.
8. Adopted a resolution to put a measure on the ballot to allow residents who are not qualified electors to serve on City boards and commissions and to replace pronouns in the Charter using gender neutral language.
9. Adopted a resolution to put a measure on the ballot to increase the City's Transient Occupancy Tax.
10. Adopted expanded residential rent stabilization and tenant protections.

MAYOR & CITY COUNCIL DEPARTMENT

11. Approved the opening of the temporary Navigation Center Hotel Annex project.
12. Adopted a temporary limit on third-party food delivery fee to support Hayward restaurants during the pandemic.
13. Adopted the Shoreline Master Plan.
14. Adopted the 2020 Bicycle and Pedestrian Master Plan.
15. Adopted the Mission Boulevard Form Based Code.
16. Adopted both residential and commercial eviction moratoria to protect tenants and small businesses from the negative financial impacts and economic hardship of the pandemic.
17. Oversaw the creation policy/goal statements for 2021 contract negotiations between the City of Hayward and four bargaining units.
18. Approved the construction of a 30-bed transitional age youth shelter.
19. Reviewed and provided policy direction and guidance on the public safety community engagement project and Police Department 2019 and 2020 year end reports.
20. Initiated work on and approved a consultant agreement for the Let's House Hayward Homelessness Strategic Plan.
21. Initiated a lean innovation process with staff and community members to develop solutions to address community safety concerns.
22. Reviewed and provided feedback on updates to the Council Handbook.
23. Approved key development projects throughout Hayward.
24. Oversaw the demolition of the former City Center building and approved approaches to address blight and unsafe conditions at the Holiday Bowl and Mission & Main properties.
25. Continued to oversee the Route 238 Property Disposition project, including sale and construction of a new Subaru car dealership on Parcel Group 7.
26. Held a joint work session with the Hayward Unified School District.
27. Completed annual performance evaluations for Council-appointed officers.
28. Issued proclamations to honor community members and important work being done in the Hayward community.

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2022

1. 5% Reduction in supplies and services expenses.

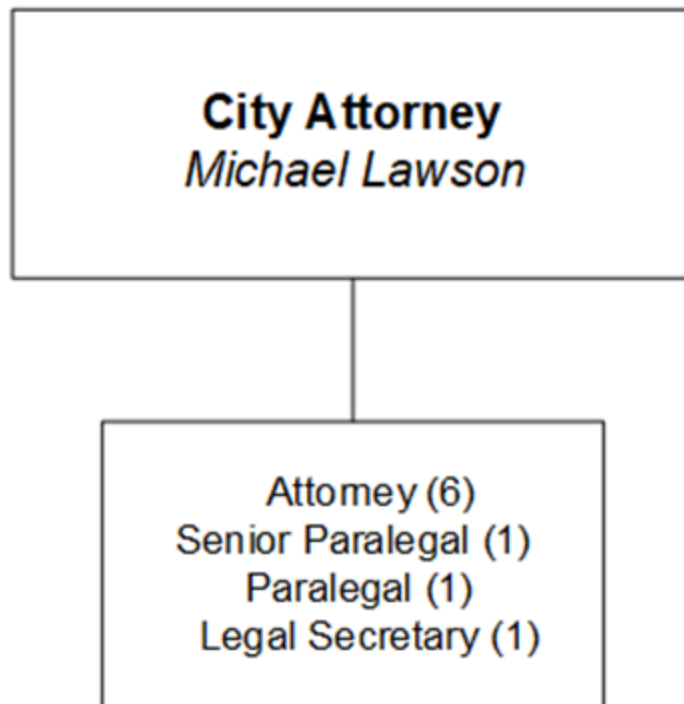
Mayor & City Council Department

General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
None	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Salary				
Regular	193,025	192,497	189,229	191,540
Overtime	—	—	—	—
Benefits				
Fringe Benefits	50,416	52,702	56,231	42,093
Retiree Medical	10,885	10,800	10,858	10,780
PERS	39,949	52,583	41,398	27,754
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 294,275	\$ 308,582	\$ 297,716	\$ 272,167
Supplies & Services	42,802	31,381	55,650	52,867
Internal Service Fees	75,482	79,462	71,682	70,303
<i>Net Operating Expenses</i>	\$ 118,284	\$ 110,843	\$ 127,332	\$ 123,170
Total Expenditures	\$ 412,559	\$ 419,425	\$ 425,048	\$ 395,337
General Fund Subsidy	412,559	419,425	425,048	395,337

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 2021 ADDITIONAL ACCOMPLISHMENTS

1. Resolution and closure on long-standing lawsuits involving CSUEB expansion, the Maple/Main mixed-use development site, and the Hayward Police Department.
2. Drafting Hayward-specific residential and commercial rental relief measures to address COVID-19 declarations of emergency.

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2022

1. 5% Reduction in supplies and services expenses.
2. 3% Increase in the City's insurance coverages and premium costs.

City Attorney Department

All Funds Summary - By Category

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue and Transfers in from Other Funds				
General Fund Revenue	\$ 30,192	\$ 47	\$ —	\$ —
Risk Management Fund	7,188,437	4,336,179	5,301,533	5,436,796
Risk Management Fund Balance	(1,403,337)	1,709,900	—	49,480
	\$ 5,815,292	\$ 6,046,126	\$ 5,301,533	\$ 5,486,276
Fund Subsidy				
General Fund Subsidy	1,226,768	1,377,252	1,491,224	1,498,626
Total Revenues \$7,042,060 \$ 7,423,378 \$ 6,792,757 \$ 6,984,902				
EXPENDITURES				
Expenditures				
Salary				
Regular	1,327,138	1,431,449	1,561,310	1,573,182
Overtime	—	—	—	—
Targeted Savings	—	—	—	(27,141)
Benefits				
Fringe Benefits	149,462	176,904	218,042	228,206
Retiree Medical	15,550	15,502	15,512	15,400
PERS	298,687	464,138	416,815	444,113
Furlough / COLA Deferral	—	—	(63,646)	—
Chrgs (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,790,836	\$ 2,087,993	\$ 2,148,032	\$ 2,233,760
Maintenance & Utilities	—	—	1,000	1,000
Supplies & Services	2,938,510	2,559,059	1,472,723	1,471,769
Internal Service Fees	140,539	149,296	133,502	130,947
Capital	2,172,175	2,627,030	3,037,500	3,128,625
<i>Net Operating Expense</i>	\$ 5,251,224	\$ 5,335,385	\$ 4,644,725	\$ 4,732,341
Transfers out to other funds	—	—	—	18,801
Total Expenditures \$7,042,060 \$ 7,423,378 \$ 6,792,757 \$ 6,984,902				

City Attorney Department

All Funds Summary - By Program

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue and Transfers in from Other Funds				
General Fund Revenue	\$ 30,192	\$ 47	\$ —	\$ —
Risk Management Fund	7,188,437	4,336,179	5,301,533	5,436,796
Risk Management Fund Balance	(1,403,337)	1,709,900	—	49,480
	\$ 5,815,292	\$ 6,046,126	\$ 5,301,533	\$ 5,486,276
Fund Subsidy				
General Fund Subsidy	1,226,768	1,377,252	1,491,224	1,498,626
Total Revenues	\$7,042,060	\$ 7,423,378	\$ 6,792,757	\$6,984,902
EXPENDITURES				
Expenditures and Transfer Out to Other Funds By Program				
General Fund	1,256,960	1,377,299	1,491,224	1,498,626
Risk Management Fund	5,785,100	6,046,080	5,301,533	5,486,276
Total Expenditures	\$7,042,060	\$ 7,423,378	\$ 6,792,757	\$6,984,902
Net Change	—	—	—	—

City Attorney Department

General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Other Revenue	\$ —	\$ —	\$ —	\$ —
Rental Review Fees	30,192	47	—	—
Total Revenues	\$ 30,192	\$ 47	\$ —	\$ —
EXPENDITURES				
Salary				
Regular	850,917	862,015	986,730	978,989
Overtime	—	—	—	—
Targeted Savings	—	—	—	(27,141)
Benefits				
Fringe Benefits	102,325	124,803	160,888	167,958
Retiree Medical	9,330	9,330	9,307	9,240
PERS	190,646	279,431	262,665	275,548
Furlough / COLA Deferral	—	—	(39,051)	—
Chrgs (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,153,218	\$ 1,275,579	\$ 1,380,539	\$ 1,404,593
Maintenance & Utilities	—	—	200	200
Supplies & Services	7,409	278	19,079	18,125
Internal Service Fees	96,333	101,442	91,406	75,708
Capital Outlay	—	—	—	—
<i>Net Operating Expense</i>	\$ 103,742	\$ 101,719	\$ 110,685	\$ 94,033
Total Expenditures	\$ 1,256,960	\$ 1,377,299	\$ 1,491,224	\$ 1,498,626
General Fund Subsidy	1,226,768	1,377,252	1,491,224	1,498,626

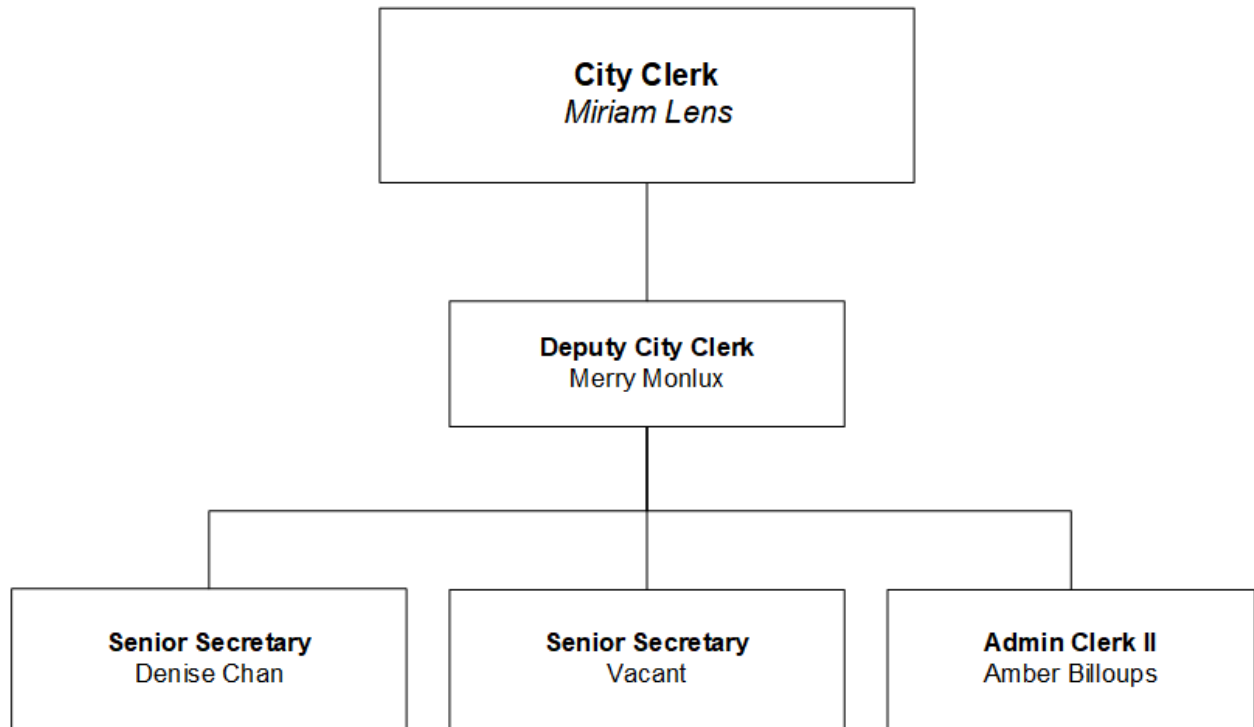
City Attorney Department

Risk Management - Internal Service Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Beginning Working Capital Balance	\$ 2,075,138	\$ 3,478,475	\$ 1,768,575	\$ 1,768,575
REVENUES				
Revenue				
Interest	82,471	100,099	—	—
Other Revenue	—	—	—	—
	<u>\$ 82,471</u>	<u>\$ 100,099</u>	<u>\$ —</u>	<u>\$ —</u>
Transfer In				
Liability Insurance Premium	4,105,966	4,236,080	5,301,533	5,436,796
From General Fund	3,000,000	—	—	—
	<u>\$ 7,105,966</u>	<u>\$ 4,236,080</u>	<u>\$ 5,301,533</u>	<u>\$ 5,436,796</u>
Total Revenues	\$ 7,188,437	\$ 4,336,179	\$ 5,301,533	\$ 5,436,796
EXPENDITURES				
Expenditures				
Salary				
Regular	476,221	569,434	574,580	594,193
Overtime	—	—	—	—
Benefits				
Fringe Benefits	47,136	52,101	57,154	60,248
Retiree Medical	6,220	6,172	6,205	6,160
PERS	108,041	184,707	154,150	168,565
Furlough / COLA Deferral	—	—	(24,595)	—
Chrgs (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	<u>\$ 637,618</u>	<u>\$ 812,414</u>	<u>\$ 767,493</u>	<u>\$ 829,167</u>
Maintenance & Utilities	—	—	800	800
Supplies & Services	2,931,101	2,558,781	1,453,644	1,453,644
Internal Service Fees	44,206	47,854	42,096	55,239
Insurance	2,172,175	2,627,030	3,037,500	3,128,625
<i>Net Operating Expense</i>	<u>\$ 5,147,482</u>	<u>\$ 5,233,666</u>	<u>\$ 4,534,040</u>	<u>\$ 4,638,308</u>
Transfers out to other funds				
Transfer Out to Other	—	—	—	18,801
Transfer to General Fund - Cost Allocation	—	—	—	—
<i>Total Transfers Out</i>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ 18,801</u>
Total Expenditures	\$ 5,785,100	\$ 6,046,080	\$ 5,301,533	\$ 5,486,276
Net Change	1,403,337	(1,709,900)	—	(49,480)
Ending Working Capital Balance	3,478,475	1,768,575	1,768,575	1,719,095

FY 2022 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.

CITY CLERK'S OFFICE

FY 2021 ADDITIONAL ACCOMPLISHMENTS

1. Achieved implementation of electronic signatures via DocuSign for agreements and urgent/time sensitive documents; processed over 350 documents to increase efficiency and mitigate in-person contact when executing agreements.
2. Implemented Granicus eComment tool to provide additional method of engagement for City Council meetings during the pandemic.
3. Partnered with Information Technology to migrate the City's database of records, LaserFiche, to Laserfiche Cloud, increasing documents available via the public portal. Currently working on making recorded documents and contracts available via the public records portal.
4. Provided virtual trainings on the use of Granicus solutions (Legistar, iLegislate) for new employees and assisted troubleshooting problems.
5. Responded to the legislative needs of City Council, staff, and the community in a timely and effective manner. Staff continued to answer telephone calls from home using the Cisco Jabber app. Staff answered 1,241 telephone calls.
6. Managed to extend terms of Hayward Youth Commission members by one year which continued participation from most Hayward schools during the pandemic.
7. Managed the virtual recruitment for City Commissions and Keep Hayward Clean and Green Task Force to ensure participation from various sectors during a global pandemic. The recruitment generated 92 applicants and 29 candidates were interviewed via the Zoom platform using breakout rooms.
8. Formalized the process for identifying and appointing Council approved alternates to commissions. Four alternates were identified and three successfully filled vacancies.
9. Facilitated virtual Ethics and Harassment Prevention trainings conducted by the City Attorney.
10. Managed the November 3, 2020 Municipal Election during the pandemic, issuing nomination papers to 14 City Council candidates; processed all election related documents; managed adding two City Measures (Ballot Measure NN: Transient Occupancy Tax and Ballot Measure OO: Charter Amendment) to the November ballot; and partnered with the Alameda County Registrar of Voters to identify and secure seven drop box locations and nine safe and accessible voting locations throughout Hayward for residents to participate and vote. The total number of registered voters in Hayward was 80,283.
11. Partnered with HARD to provide childcare service at City Council meetings on an as-needed basis. The service was suspended due to the pandemic.
12. Collaborated with Information Technology on the use of Microsoft Teams for City Council and Planning Commission meetings to allow for live public participation. This allowed for live public participation during meetings from March through July.

CITY CLERK'S OFFICE

13. Led the transition of virtual meetings from Microsoft Teams to the Zoom platform. Created Zoom instructions, guidelines, and schedules for meetings of the City Council and all Council appointed bodies; and conducted online trainings for panelists and chairs.
14. Created Zoom webinars for all City Council meetings and certain meeting bodies such as Planning Commission and Hayward Youth Commission.
15. Continued to facilitate production of records and information subject to the Public Records Act, fulfilling 452 requests via the City's Public Records platform, GovQA.
16. Instituted COVID-19 safety protocols for construction bidding to allow projects related to essential services to continue. Hosted 11 bid openings with some also using Microsoft Teams to communicate with bidders.
17. Incurred salary savings by temporarily redistributing tasks prior to moving forward with Sr. Secretary recruitment.
18. Became familiar with the VEOCI (Virtual Emergency Operations Center Emergency and Crisis Emergency) software to enter data related to the Citywide COVID-19 incident; uploaded official documents; created logs and entered applications/forms for Disaster Service Worker volunteers to the software.
19. Renewed notary commission to assist with notarization of City documents.

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2022

1. 5% Reduction in supplies and services expenses.
2. Hire vacant Senior Secretary.
3. U.S. Passport Program subject to change based on the State of California's Blueprint for a Safer Economy, and its current tiered assignment to Alameda County.

City Clerk Department

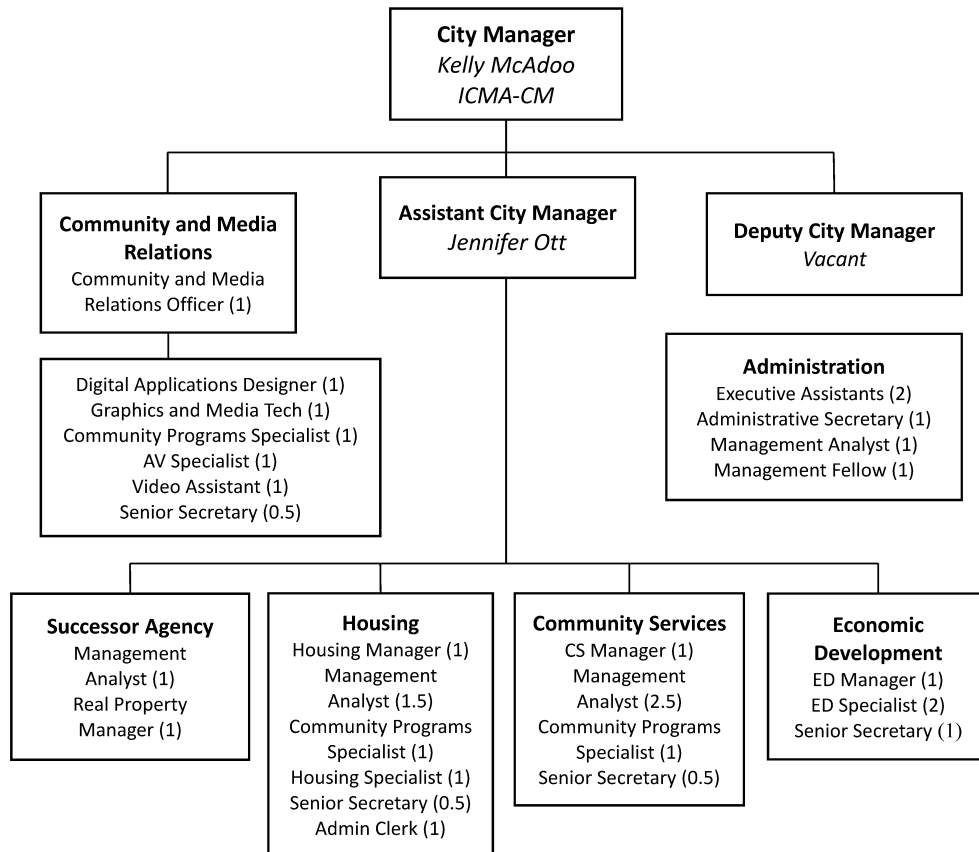
General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Sale of Documents - Passports	\$ 17,277	\$ 21,480	\$ 20,000	\$ —
Other Revenue	18,676	—	—	—
Sale of Documents - General	84	61	3,000	—
Total Revenues	\$ 36,037	\$ 21,540	\$ 23,000	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	404,155	427,451	442,804	478,910
Overtime	2,395	2,099	—	—
Targeted Savings	—	—	—	(25,883)
Benefits				
Fringe Benefits	70,742	57,312	50,994	71,972
Retiree Medical	6,220	6,943	6,980	6,930
PERS	89,027	135,313	113,224	129,956
Furlough / COLA Deferral	—	—	(12,704)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 572,539	\$ 629,118	\$ 601,298	\$ 661,885
Maintenance & Utilities	—	—	—	—
Supplies & Services	112,099	72,140	96,280	91,466
Election Expense	245,396	—	250,000	—
Internal Service Fees	138,875	145,798	132,906	130,751
<i>Net Operating Expense</i>	\$ 496,370	\$ 217,938	\$ 479,186	\$ 222,217
Total Expenditures	\$1,068,909	\$ 847,056	\$1,080,484	\$ 884,102
General Fund Subsidy	1,032,872	825,516	1,057,484	884,102

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FY 2022 STAFFING
31.0 FTE



CITY MANAGER'S OFFICE

MISSION STATEMENT

The mission of the City Manager's Office is to assist the City Council in developing policies that are responsive to the needs of the community, to ensure effective implementation of adopted policies, and to provide ethical and competent direction and leadership to the organization as a whole. The City Manager is the Chief Executive Officer and assures accountability of all departments except those under the direction of the City Attorney and the City Clerk.

DEPARTMENT OVERVIEW

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

DIVISION/PROGRAM SUMMARIES

Communications & Media Relations

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

Economic Development

The Economic Development Division is responsible for creating and supporting a positive climate for businesses in the Hayward community. The Division proactively works the business and development community for retention, expansion, and attraction of businesses to the community. In addition, the Division works to improve the image of Hayward through a variety of community focused activities and events.

Redevelopment Successor Agency

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

Community Services

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

CITY MANAGER'S OFFICE

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.

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2022

1. 5% Reduction in General Fund supplies and services expenses.
2. Proposed elimination of 2.0 FTE - Administrative Clerk I/II.
3. Proposed addition of 1.0 FTE - Real Property Manager. Position is funded 0.4 FTE in the City Manager's Office; and 0.6 FTE in Public Works & Utilities.
4. Proposed elimination of 1.0 FTE - Deputy City Manager.
5. Proposed addition of 1.0 FTE - Assistant City Manager.

City Manager Department

All Funds Summary - By Category

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue and Transfers In From Other Funds				
General Fund Revenue	\$ 69,649	\$ 133,533	\$ 340,150	\$ 411,500
Economic Development Fund	365,421	370,235	350,000	350,000
Downtown Business Improve Prog	12	—	—	—
South Hayward B.A.R.T. JPA	532,369	22,464	421,280	421,280
Successor Agency RDA	4,168,024	3,835,441	3,510,542	3,510,542
Community Development Block Grant	2,533,743	1,585,276	1,692,652	1,715,127
Housing Authority Fund	1,529,481	349,220	200,000	200,000
Affordable Housing Monitoring Fund	161,999	63,067	165,500	155,500
HOME Investment Prtnrshp Block Grant Prog	164,527	215,407	459,000	427,100
Paratransit Program Measure B	1,069,364	993,532	957,338	713,196
Paratransit Program Measure BB	920,320	903,523	850,661	985,415
Inclusionary Housing Fund	944,045	3,832,805	2,024,000	1,024,000
Rent Review Program Fund	—	544,108	430,000	550,000
	\$ 12,458,951	\$ 12,848,612	\$ 11,401,122	\$ 10,463,660
(Contribution to)/ Use of Fund Balance				
Economic Development Fund	(11,913)	(20,235)	—	—
Downtown Business Improve Prog	48,591	—	—	—
South Hayward B.A.R.T. JPA	(360,921)	361,980	144,940	144,940
Successor Agency RDA	213,926	238,154	943,727	873,525
Community Development Block Grant	1,963,891	(260,059)	78,558	(74,762)
Housing Authority Fund	(960,788)	(218,336)	40,876	42,998
Affordable Housing Monitoring Fund	242,868	360,703	182,727	226,512
HOME Investment Prtnrshp Block Grant Prog	170,333	90,725	(19,863)	14,721
Paratransit Program Measure B	(16,428)	33,669	559,516	908,179
Paratransit Program Measure BB	(920,320)	(900,263)	(433,504)	765,000
Inclusionary Housing Fund	(939,018)	(3,711,619)	(1,731,550)	(733,737)
Rent Review Program Fund	—	(137,905)	(20,614)	(89,469)
	\$ (569,777)	\$ (4,163,186)	\$ (255,188)	\$ 2,077,906
Fund Subsidy				
General Fund Subsidy	4,401,098	4,433,255	6,345,575	5,268,413
Information Tech Fund Subsidy	215,814	288,329	363,407	358,508
	\$ 4,616,912	\$ 4,721,584	\$ 6,708,982	\$ 5,626,921
Total Revenues	\$16,506,086	\$ 13,407,011	\$ 17,854,917	\$ 18,168,487

City Manager Department

All Funds Summary - By Category

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
EXPENDITURES				
Expenditures				
Salary				
Regular	\$ 2,782,609	\$ 3,093,793	\$ 3,833,615	\$ 3,766,137
Overtime	10,221	31,711	—	—
Targeted Savings	—	—	(182,471)	(133,309)
Benefits				
Fringe Benefits	419,023	461,027	747,405	644,297
Retiree Medical	36,543	42,646	48,862	49,437
PERS	594,486	991,913	1,006,804	1,053,328
Program Reduction Savings	—	—	(74,786)	—
Furlough / COLA Deferral	—	—	(114,471)	—
Charges (to)/from other programs	—	—	(88,555)	(88,555)
<i>Net Staffing Expense</i>	\$ 3,842,882	\$ 4,621,089	\$ 5,176,404	\$ 5,291,335
Supplies & Services	2,584,520	2,661,414	3,304,975	3,850,358
Grants & Loans	5,311,141	1,662,383	4,534,159	3,283,079
Community Promotions	86,047	47,722	—	50,000
Hayward Clean and Green	—	—	—	—
Maintenance & Utilities	40,250	21,776	41,157	41,157
Principal Retirement	2,030,998	1,805,000	1,880,000	1,975,000
Loan Interest	1,280,534	1,209,506	1,344,550	1,254,250
Project Expenditures				
Capital	—	—	281,500	281,500
Internal Service Fees	309,347	359,954	369,459	410,653
<i>Net Operating Expense</i>	\$ 11,642,837	\$ 7,767,754	\$ 11,755,800	\$ 11,145,996
Other Department Operating Costs	(23,006)	(2,194)	—	—
(Maintenance Services Department)				
Transfers to Other Funds	1,020,367	1,018,167	922,713	1,731,156
Total Expenditures	\$16,506,086	\$ 13,407,011	\$ 17,854,917	\$ 18,168,487
Net Change	—	—	—	—

City Manager Department

All Funds Summary - By Program

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue and Transfers In From Other Funds				
General Fund Revenue	\$ 69,649	\$ 133,533	\$ 340,150	\$ 411,500
Economic Development Fund	365,421	370,235	350,000	350,000
Downtown Business Improvement	12	—	—	—
South Hayward B.A.R.T. JPA	532,369	22,464	421,280	421,280
Successor Agency RDA	4,168,024	3,835,441	3,510,542	3,510,542
Community Development Block Grant	2,533,743	1,585,276	1,692,652	1,715,127
Housing Authority Fund	1,529,481	349,220	200,000	200,000
Affordable Housing Monitoring Fund	161,999	63,067	165,500	155,500
HOME Investment Prtnrshp Block Grant Prog	164,527	215,407	459,000	427,100
Paratransit Program Measure B	1,069,364	993,532	957,338	713,196
Paratransit Program Measure BB	920,320	903,523	850,661	985,415
Inclusionary Housing Fund	944,045	3,832,805	2,024,000	1,024,000
Rent Review Program Fund	—	544,108	430,000	550,000
	\$ 12,458,951	\$ 12,848,612	\$ 11,401,122	\$ 10,463,660
(Contribution)/ Use of Fund Balance				
Economic Development Fund	(11,913)	(20,235)	—	—
Downtown Business Improvement	48,591	—	—	—
South Hayward B.A.R.T. JPA	(360,921)	361,980	144,940	144,940
Successor Agency RDA	213,926	238,154	943,727	873,525
Community Development Block Grant	1,963,891	(260,059)	78,558	(74,762)
Housing Authority Fund	(960,788)	(218,336)	40,876	42,998
Affordable Housing Monitoring Fund	242,868	360,703	182,727	226,512
HOME Investment Prtnrshp Block Grant Prog	170,333	90,725	(19,863)	14,721
Paratransit Program Measure B	(16,428)	33,669	559,516	908,179
Paratransit Program Measure BB	(920,320)	(900,263)	(433,504)	765,000
Inclusionary Housing Fund	(939,018)	(3,711,619)	(1,731,550)	(733,737)
Rent Review Program Fund	—	(137,905)	(20,614)	(89,469)
	\$ (569,777)	\$ (4,163,186)	\$ (255,188)	\$ 2,077,906
Fund Subsidy				
General Fund Subsidy	4,401,098	4,433,255	6,345,575	5,268,413
Information Technology Fund Subsidy	215,814	288,329	363,407	358,508
	\$ 4,616,912	\$ 4,721,584	\$ 6,708,982	\$ 5,626,921
Total Revenues	\$16,506,086	\$ 13,407,011	\$ 17,854,917	\$ 18,168,487

City Manager Department

All Funds Summary - By Program

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
EXPENDITURES				
Expenditures and Transfer Out to Other Funds				
Office of the City Manager	4,470,746	4,566,788	6,685,725	5,679,913
Information Technology	215,814	288,329	363,407	358,508
Economic Development Fund	353,508	350,000	350,000	350,000
Downtown Business Improvement	48,603	—	—	—
South Hayward B.A.R.T. JPA	171,448	384,444	566,220	566,220
Successor Agency RDA	4,381,950	4,073,595	4,454,269	4,384,067
Community Development Block Grant	4,497,634	1,325,217	1,771,210	1,640,365
Housing Authority Fund	568,693	130,884	240,876	242,998
Affordable Housing Monitoring Fund	404,867	423,770	348,227	382,012
HOME Investment Prtnrshp Block Grant Prog	334,860	306,132	439,137	441,821
Paratransit Program Measure B	1,052,936	1,027,201	1,516,853	1,621,375
Paratransit Program Measure BB	—	3,260	417,157	1,750,415
Inclusionary Housing Fund	5,027	121,186	292,450	290,263
Rent Review Program Fund	—	406,204	409,386	460,531
	\$16,506,086	\$ 13,407,011	\$ 17,854,917	\$ 18,168,487
Other Department Operating Costs	(23,006)	(2,194)	—	—
Total Expenditures	\$16,506,086	\$ 13,407,011	\$ 17,854,917	\$ 18,168,487
Net Change	—	—	—	—

City Manager Department

General Fund Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Grants	\$ —	\$ —	\$ —	\$ —
Code Enforcement Fees	—	—	—	—
Rental Inspection Fees	—	—	—	—
Miscellaneous Fees	—	—	—	—
Fines and Forfeitures	—	—	—	—
Other Revenue	69,649	133,533	340,150	411,500
Total Revenues	\$ 69,649	\$ 133,533	\$ 340,150	\$ 411,500
EXPENDITURES				
Expenditures				
Salary				
Regular	1,771,996	1,856,351	2,279,829	2,226,328
Overtime	4,870	21,777	—	—
Targeted Savings	—	—	(182,471)	(133,309)
Benefits				
Fringe Benefits	240,408	245,024	378,987	358,240
Retiree Medical	19,438	23,190	24,865	25,456
PERS	372,578	597,127	595,571	616,333
Program Reduction Savings	—	—	(74,786)	—
Furlough / COLA Deferral	—	—	(67,180)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$2,409,289	\$2,743,468	\$2,954,816	\$ 3,093,047
Maintenance & Utilities	15,132	20,747	5,457	5,457
Supplies & Services	1,243,248	992,771	814,316	714,141
Community Promotions	86,047	47,722	—	50,000
Hayward Clean and Green	—	—	—	—
Internal Service Fees	187,030	221,130	246,926	235,268
Grants	530,000	540,950	2,664,210	1,582,000
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 2,061,457	\$ 1,823,319	\$ 3,730,909	\$ 2,586,866
Total Expenditures	\$4,470,746	\$4,566,788	\$ 6,685,725	\$ 5,679,913
General Fund Subsidy	4,401,098	4,433,255	6,345,575	5,268,413

City Manager Department

Administration-General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Miscellaneous Revenue	\$ 67,399	\$ 44,933	\$ 61,500	\$ 61,500
Total Revenues	\$ 67,399	\$ 44,933	\$ 61,500	\$ 61,500
EXPENDITURES				
Expenditures				
Salary				
Regular	1,054,415	1,099,585	1,262,280	1,330,234
Overtime	3,309	20,543	—	—
Benefits				
Fringe Benefits	125,904	131,653	181,433	199,105
Retiree Medical	9,330	10,384	12,766	13,444
PERS	218,845	353,013	325,418	364,652
Furlough / COLA Deferral	—	—	(41,486)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,411,803	\$ 1,615,178	\$ 1,682,393	\$ 1,907,435
Maintenance & Utilities	15,132	20,747	5,457	5,457
Supplies & Services	652,411	652,152	431,476	381,476
Internal Service Fees	101,340	110,197	111,158	116,733
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 768,883	\$ 783,096	\$ 548,091	\$ 503,666
Total Expenditures	\$ 2,180,686	\$ 2,398,274	\$ 2,230,483	\$ 2,411,101
General Fund Subsidy	2,113,287	2,353,342	2,168,983	2,349,601

City Manager Department

Communications & Media Relations - General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Other	\$ 2,250	\$ 1,650	\$ —	\$ —
Total Revenues	\$ 2,250	\$ 1,650	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	249,960	213,023	264,784	239,540
Overtime	269	52	—	—
Targeted Savings	—	—	(49,667)	—
Benefits				
Fringe Benefit	38,945	34,816	40,778	44,048
Retiree Medical	3,888	3,857	3,878	3,850
PERS	53,298	66,199	68,278	65,330
Furlough / COLA Deferral	—	—	(6,889)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 346,359	\$ 317,947	\$ 321,162	\$ 352,768
Maintenance & Utilities	—	—	—	—
Supplies & Services	147,370	118,329	173,075	173,075
Internal Service Fees	17,936	38,031	42,096	41,331
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 165,306	\$ 156,360	\$ 215,171	\$ 214,406
Total Expenditures	\$ 511,665	\$ 474,307	\$ 536,334	\$ 567,174
General Fund Subsidy	509,415	472,657	536,334	567,174

City Manager Department

Economic Development - General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Other Revenue	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	305,433	375,474	476,557	487,771
Overtime	1,292	1,183	—	—
Targeted Savings	—	—	(74,786)	(133,309)
Benefits				
Fringe Benefits	52,714	60,136	111,062	96,358
Retiree Medical	6,220	6,943	6,205	6,160
PERS	61,552	114,610	127,267	137,995
Program Reduction	—	—	(74,786)	—
Furlough / COLA Deferral	—	—	(12,512)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 427,211	\$ 558,345	\$ 559,007	\$ 594,974
Maintenance & Utilities	—	—	—	—
Supplies & Services	311,454	211,630	181,265	131,265
Community Promotions	86,047	47,722	—	50,000
Internal Service Fees	48,396	49,404	43,505	42,360
<i>Net Operating Expense</i>	\$ 445,897	\$ 308,756	\$ 224,770	\$ 223,625
Total Expenditures	\$ 873,108	\$ 867,100	\$ 783,777	\$ 818,599
General Fund Subsidy	873,108	867,100	783,777	818,599

City Manager Department

Community Services - General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
None	\$ —	\$ 86,950	\$ —	\$ —
Total Revenues	\$ —	\$ 86,950	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	162,187	168,270	160,820	168,783
Overtime	—	—	—	—
Benefits				
Fringe Benefits	22,846	18,419	15,969	15,763
Retiree Medical	—	2,006	2,016	2,002
PERS	38,884	63,304	43,574	48,356
Furlough / COLA Deferral	—	—	(6,293)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 223,917	\$ 251,998	\$ 216,086	\$ 234,904
Maintenance & Utilities	—	—	—	—
Supplies & Services	38,315	10,660	28,500	28,325
Internal Service Fees	19,358	23,498	50,167	34,844
Grants	530,000	540,950	2,664,210	1,582,000
<i>Net Operating Expense</i>	\$ 587,673	\$ 575,108	\$ 2,742,877	\$ 1,645,169
Total Expenditures	\$ 811,590	\$ 827,107	\$ 2,958,963	\$ 1,880,073
General Fund Subsidy	811,590	740,157	2,958,963	1,880,073

City Manager Department

Housing - General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Rental Income	\$ —	\$ —	\$ 278,650	\$ 350,000
				—
Total Revenues	\$ —	\$ —	\$ 278,650	\$ 350,000
EXPENDITURES				
Expenditures				
Salary				
Regular	—	—	115,389	—
Overtime	—	—	—	—
Benefits				
Fringe Benefits	—	—	29,745	2,965
Retiree Medical	—	—	—	—
PERS	—	—	31,034	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ —	\$ —	\$ 176,168	\$ 2,965
Maintenance & Utilities	—	—	—	—
Supplies & Services	93,698	—	—	—
Internal Service Fees	—	—	—	—
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 93,698	\$ —	\$ —	\$ —
Fund Transfers Out				
Cost Allocation to General Fund	—	—	—	—
Liability Insurance Premium	—	—	—	—
<i>Total Transfers Out</i>	\$ —	\$ —	\$ —	\$ —
Total Expenditures	\$ 93,698	\$ —	\$ 176,168	\$ 2,965
General Fund Subsidy	\$ 93,698	\$ —	\$ (102,482)	\$ (347,035)

City Manager Department

Neighborhood Services - General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Grants	\$ —	\$ —	\$ —	\$ —
Code Enforcement Fees	—	—	—	—
Other Revenue		—	—	—
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	—	—	—	—
Overtime	—	—	—	—
Benefits				
Fringe Benefits	—	—	—	—
Retiree Medical	—	—	—	—
PERS	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ —	\$ —	\$ —	\$ —
Maintenance & Utilities	—	—	—	—
Supplies & Services	—	—	—	—
Internal Service Fees	—	—	—	—
<i>Net Operating Expense</i>	\$ —	\$ —	\$ —	\$ —
Total Expenditures	\$ —	\$ —	\$ —	\$ —
General Fund Subsidy	—	—	—	—

City Manager Department

Community Development Block Grant - By Category - Special Revenue Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Beginning Working Capital Balance	\$ 2,329,672	\$ 365,781	\$ 625,840	\$ 547,282
REVENUES				
Revenue				
Grants	2,302,960	1,392,412	1,692,652	1,715,127
Delayed Loan Payments	172,670	167,288	—	—
Principal Payments	—	—	—	—
Interest Earned	57,260	25,467	—	—
Other Revenue	852	108	—	—
	\$ 2,533,743	\$ 1,585,276	\$ 1,692,652	\$ 1,715,127
Transfers In From Other Funds				
From Com Econ Dev Blk Grant to Sm Bus Loans	0	0	—	—
From Revlvg Loan to Com Econ Dev Blk Grant	0	—	—	—
From HRLP Loan to HRLP Admin	0	—	—	—
From Sm Bus Loan to Sm Bus Loan Delivery	0	—	—	—
	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ 2,533,743	\$ 1,585,276	\$ 1,692,652	\$ 1,715,127
EXPENDITURES				
Expenditures				
Salary				
Regular	220,701	229,681	186,155	199,562
Overtime	—	—	—	—
Benefits				
Fringe Benefits	31,554	24,686	26,623	27,177
Retiree Medical	—	2,622	2,405	2,590
PERS	51,142	61,735	49,534	56,171
Furlough / COLA Deferral	—	—	(7,226)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 303,397	\$ 318,725	\$ 257,491	\$ 285,500
Maintenance & Utilities	—	—	—	—
Supplies & Services	68,565	69,010	46,121	46,121
Internal Service Fees	—	3,912	2,881	2,939
Grants	4,125,671	930,090	1,464,718	1,298,379
Project Costs	—	—	—	—
<i>Net Operating Expense</i>	\$ 4,194,236	\$ 1,003,012	\$ 1,513,720	\$ 1,347,439

City Manager Department

Community Development Block Grant - By Category - Special Revenue Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Fund Transfers Out to				
Cost Allocation to General Fund	—	—	—	—
Transfer Out to Other	—	—	—	7,426
Liability Insurance Premium	—	3,480	—	—
<i>Total Transfers Out</i>	<i>\$ —</i>	<i>\$ 3,480</i>	<i>\$ —</i>	<i>\$ 7,426</i>
Total Expenditures	\$4,497,634	\$ 1,325,217	\$ 1,771,210	\$ 1,640,365
Net Difference Gain (Use) of Fund Bal	(1,963,891)	260,059	(78,558)	74,762
Ending Working Capital Balance	365,781	625,840	547,282	622,043

City Manager Department

Community Development Block Grant - By Program - Special Revenue Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Beginning Working Capital Balance	\$ 2,329,672	\$ 365,781	\$ 625,840	\$ 547,282
REVENUES				
Revenue				
Community Development Block Grant	2,386,015	1,597,994	1,692,652	1,715,127
Revolving Loan Program	144,948	(9,303)	—	—
Small Business Revolving Loan	86,471	22,828	48,448	—
Total Revenues	\$ 2,533,743	\$ 1,585,276	\$ 1,692,652	\$ 1,715,127
EXPENDITURES				
Expenditures				
Community Development Block Grant	2,757,563	1,325,186	1,771,210	1,640,365
Revolving Loan Program	1,340,071	31	—	—
Small Business Revolving Loan	200,013	20,000	78,510	—
Total Expenditures	\$4,497,634	\$ 1,325,217	\$ 1,771,210	\$ 1,640,365
Net Difference Gain (Use) of Fund Bal	(1,963,891)	260,059	(78,558)	74,762
Ending Working Capital Balance	365,781	625,840	547,282	622,043

City Manager Department

Measure B - Paratransit Program - Special Revenue Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Beginning Working Capital Balance	\$ 1,449,782	\$ 1,466,210	\$ 1,432,540	\$ 873,024
REVENUES				
Revenue				
Interest	37,171	37,514	—	—
Measure B	1,030,905	956,053	957,338	713,196
Measure BB	—	—	—	—
Other Revenue	1,288	(35)	—	—
Total Revenues	\$ 1,069,364	\$ 993,532	\$ 957,338	\$ 713,196
EXPENDITURES				
Expenditures				
Salary				
Regular	231,557	195,316	301,077	315,638
Overtime	—	—	—	—
Benefits				
Fringe Benefits	33,859	31,199	56,686	58,497
Retiree Medical	3,110	3,271	4,840	4,019
PERS	53,369	66,213	80,581	89,327
Furlough / COLA Deferral			(7,352)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 321,896	\$ 295,999	\$ 435,832	\$ 467,482
Maintenance & Utilities	199	—	3,500	3,500
Supplies & Services	612,350	604,249	957,643	984,945
Internal Service Fees	68,648	75,467	63,512	96,324
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 681,197	\$ 679,716	\$ 1,024,655	\$ 1,084,769
Fund Transfers Out				
Cost Allocation to General Fund	39,319	39,319	39,319	39,319
Transfer Out to Other	—	1,729	—	12,267
Liability Insurance Premium	10,525	10,439	17,047	17,538
<i>Total Transfers Out</i>	\$ 49,844	\$ 51,487	\$ 56,366	\$ 69,124
Total Expenditures	\$ 1,052,936	\$ 1,027,201	\$ 1,516,853	\$ 1,621,375
Net Difference Gain (Use) of Fund Balance	16,428	(33,669)	(559,516)	(908,179)
Ending Working Capital Balance	1,466,210	1,432,540	873,024	(35,154)

City Manager Department

Measure BB - Paratransit Program - Special Revenue Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Beginning Working Capital Balance	\$ 1,945,296	\$ 2,865,616	\$ 3,765,879	\$ 4,199,382
REVENUES				
Revenue				
Interest	—	—	—	—
Measure BB	861,176	818,958	850,661	985,415
Other Revenue	59,144	84,565	—	—
Total Revenues	\$ 920,320	\$ 903,523	\$ 850,661	\$ 985,415
EXPENDITURES				
Expenditures				
Salary				
Regular	—	—	—	—
Overtime	—	—	—	—
Benefits				
Fringe Benefits	—	—	—	—
Retiree Medical	—	—	—	—
PERS	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ —	\$ —	\$ —	\$ —
Maintenance & Utilities	—	—	—	—
Supplies & Services	—	3,260	417,157	1,000,415
Internal Service Fees	—	—	—	—
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ —	\$ 3,260	\$ 417,157	\$ 1,000,415
Fund Transfers Out				
Cost Allocation to General Fund	—	—	—	—
Liability Insurance Premium	—	—	—	—
Capital Improvement Fund	—	—	—	750,000
<i>Total Transfers Out</i>	\$ —	\$ —	\$ —	\$ 750,000
Total Expenditures	\$ —	\$ 3,260	\$ 417,157	\$ 1,750,415
Net Difference Gain (Use) of Fund Balance	920,320	900,263	433,504	(765,000)
Ending Working Capital Balance	2,865,616	3,765,879	4,199,382	3,434,383

City Manager Department

Housing Authority Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Beg Working Capital Balance	\$ 7,299,322	\$ 8,260,110	\$ 8,478,446	\$ 8,437,570
REVENUES				
Revenue				
Contribution In	—	—	—	—
Fund Interest	200,233	214,753	40,000	40,000
Interest Income	65,708	36,487	40,000	40,000
Principal Income	1,262,504	97,748	120,000	120,000
Other Revenue	1,036	232	—	—
	\$ 1,529,481	\$ 349,220	\$ 200,000	\$ 200,000
Total Revenues	\$ 1,529,481	\$ 349,220	\$ 200,000	\$ 200,000
EXPENDITURES				
Expenditures				
Salary				
Regular	71,320	64,898	64,538	65,175
Overtime	—	60	—	—
Benefits				
Fringe Benefits	14,918	11,350	11,193	11,731
Retiree Medical	—	1,003	791	708
PERS	17,275	22,168	17,487	18,673
Furlough / COLA Deferral	—	—	(2,739)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 103,513	\$ 99,478	\$ 91,270	\$ 96,287
Supplies & Services	24,248	6,003	300	300
Grants & Loans	213,058	191,342	405,231	402,700
Internal Service Fees	96,000	96,000	—	—
<i>Net Operating Expense</i>	\$ 333,306	\$ 293,345	\$ 405,531	\$ 403,000
Fund Transfers Out				
General Fund-Cost Allocation	3,897	3,897	3,897	3,897
Liability Insurance Premium	—	3,480	4,262	4,385
Transfer Out to Other	—	11,872	—	2,162
<i>Total Transfers Out</i>	\$ 3,897	\$ 19,249	\$ 8,159	\$ 10,444
Total Expenditures	\$ 568,693	\$ 130,884	\$ 240,876	\$ 242,998
Net Difference Gain (Use) of Fund Bal	960,788	218,336	(40,876)	(42,998)
Ending Working Capital Balance	8,260,110	8,478,446	8,437,570	8,394,573

City Manager Department

Affordable Housing Monitoring Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Beg Working Capital Balance	\$ 1,110,345	\$ 867,477	\$ 506,774	\$ 324,047
REVENUES				
Revenue				
Interest Income	16,790	7,604	5,500	5,500
Mortgage Bonds Admin Fee	145,209	55,463	160,000	150,000
Total Revenues	\$ 161,999	\$ 63,067	\$ 165,500	\$ 155,500
EXPENDITURES				
Expenditures				
Salary				
Regular	226,402	205,336	166,838	172,414
Overtime	353	—	—	—
Benefits				
Fringe Benefits	48,693	40,923	33,078	33,535
Retiree Medical	4,665	4,500	2,714	2,464
PERS	46,008	70,017	44,341	48,446
Furlough / COLA Deferral	—	—	(6,473)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 326,120	\$ 320,776	\$ 240,498	\$ 256,858
Supplies & Services	35,389	62,989	68,050	57,300
Internal Service Fees	19,358	21,450	17,682	38,091
<i>Net Operating Expense</i>	\$ 54,747	\$ 84,439	\$ 85,732	\$ 95,391
Fund Transfers Out				
General Fund-Cost Allocation	13,474	13,474	13,474	13,474
Liability Insurance Premium	10,525	3,480	8,523	8,769
Transfer Out to Other	—	1,602	—	7,520
<i>Total Transfers Out</i>	\$ 23,999	\$ 18,556	\$ 21,997	\$ 29,763
Total Expenditures	\$ 404,867	\$ 423,770	\$ 348,227	\$ 382,012
Net Difference Gain (Use) of Fund Bal	(242,868)	(360,703)	(182,727)	(226,512)
Ending Working Capital Balance	867,477	506,774	324,047	97,535

City Manager Department

HOME Investment Partnerships Block Grant Program

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Grants	\$ 164,527	\$ 217,503	\$ 449,000	\$ 427,100
Program Income	—	(2,096)	10,000	—
Interest Income	—	—	—	—
Total Fund Revenue	\$ 164,527	\$ 215,407	\$ 459,000	\$ 427,100
EXPENDITURES				
Expenditures				
Salary				
Regular	1,105	8,586	24,312	27,187
Overtime	—	—	—	—
Benefits				
Fringe Benefits	172	1,228	3,586	3,459
Retiree Medical	—	155	—	385
PERS	278	2,818	6,587	7,789
Furlough / COLA Deferral	—	—	(880)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,555	\$ 12,787	\$ 33,606	\$ 38,821
Grants & Loans	213,058	191,342	405,231	402,700
Transfer Out	96,000	96,000	—	—
<i>Net Operating Expense</i>	\$ 333,306	\$ 293,345	\$ 405,531	\$ 403,000
Total Expenditures	\$ 334,860	\$ 306,132	\$ 439,137	\$ 441,821
Net Change	(170,333)	(90,725)	19,863	(14,721)

City Manager Department

Inclusionary Housing - Special Revenue Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Beginning Working Capital Balance	\$ 4,981,226	\$ 5,920,244	\$ 9,631,863	\$ 11,363,413
REVENUES				
Revenue				
Interest Income	135,758	233,634	24,000	24,000
Other Income	808,287	3,599,171	2,000,000	1,000,000
Total Revenues	\$ 944,045	\$ 3,832,805	\$ 2,024,000	\$ 1,024,000
EXPENDITURES				
Expenditures				
Salary				
Regular	—	67,313	196,900	179,862
Overtime	—	170	—	—
Benefits				
Fringe Benefits	—	9,720	31,152	28,482
Retiree Medical	—	190	1,148	2,218
PERS	—	23,218	48,659	51,530
Furlough / COLA Deferral	—	—	(6,785)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ —	\$ 100,611	\$ 271,075	\$ 262,091
Maintenance & Utilities	—	—	—	—
Supplies & Services	5,027	15,276	20,000	20,000
Internal Service Fees	—	1,819	1,375	1,404
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 5,027	\$ 17,095	\$ 21,375	\$ 21,404
Fund Transfers Out				
Cost Allocation to General Fund	—	—	—	—
Transfer Out to Other	—	—	—	6,768
Liability Insurance Premium	—	3,480	—	—
<i>Total Transfers Out</i>	\$ —	\$ 3,480	\$ —	\$ 6,768
Total Expenditures	\$ 5,027	\$ 121,186	\$ 292,450	\$ 290,263
Net Difference Gain (Use) of Fund Balance	939,018	3,711,619	1,731,550	733,737
Ending Working Capital Balance	5,920,244	9,631,863	11,363,413	12,097,150

City Manager Department

Rental Review Program - Special Revenue Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2022 Proposed
Beginning Working Capital Balance	\$ —	\$ —	\$ —	\$ 20,614
REVENUES				
Revenue				
Interest Income	—	544,108	—	—
Other Income	—	—	430,000	550,000
Administrative Fee	—	—	—	—
Total Revenues	\$ —	\$ 544,108	\$ 430,000	\$ 550,000
EXPENDITURES				
Expenditures				
Salary				
Regular	—	169,804	174,481	177,707
Overtime	—	5,075	—	—
Benefits				
Fringe Benefits	—	35,200	57,583	35,451
Retiree Medical	—	—	3,568	3,126
PERS	—	59,318	46,196	49,810
Furlough / COLA Deferral	—	—	(6,178)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ —	\$ 269,397	\$ 275,650	\$ 266,094
Maintenance & Utilities	—	—	—	—
Supplies & Services	—	136,806	125,200	176,148
Internal Service Fees	—	—	4,274	4,363
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ —	\$ 136,806	\$ 129,474	\$ 180,511
Fund Transfers Out				
Cost Allocation to General Fund	—	—	—	—
Transfer Out to Other	—	—	—	9,541
Liability Insurance Premium	—	—	4,262	4,385
<i>Total Transfers Out</i>	\$ —	\$ —	\$ 4,262	\$ 13,926
Total Expenditures	\$ —	\$ 406,204	\$ 409,386	\$ 460,531
Net Difference Gain (Use) of Fund Balance	—	137,905	20,614	89,469
Ending Working Capital Balance	—	137,905	20,614	110,083

City Manager Department

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Beg Working Capital Balance	\$ 869,302	\$ 1,230,223	\$ 868,243	\$ 723,303
REVENUES				
Revenue				
In-House Parking Collection	—	—	—	—
Interest Income	—	—	—	—
Other Revenue	532,369	22,464	421,280	421,280
Total Revenues	\$ 532,369	\$ 22,464	\$ 421,280	\$ 421,280
EXPENDITURES				
Expenditures				
Salary				
Regular	—	—	—	—
Overtime	—	—	—	—
Benefits				
Fringe Benefits	—	—	—	—
Retiree Medical	—	—	—	—
PERS	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	<i>\$ —</i>	<i>\$ —</i>	<i>\$ —</i>	<i>\$ —</i>
Maintenance & Utilities	24,000	—	24,000	24,000
Supplies & Services	147,448	384,444	260,720	260,720
Capital Outlay	—	—	281,500	281,500
<i>Net Operating Expense</i>	<i>\$ 171,448</i>	<i>\$ 384,444</i>	<i>\$ 566,220</i>	<i>\$ 566,220</i>
Fund Transfers Out to				
General Fund	—	—	—	—
Total Expenditures	\$ 171,448	\$ 384,444	\$ 566,220	\$ 566,220
Other Department Operating Costs (Maintenance Services Department)	(23,006)	(2,194)	—	—
Net City Manager Dept Expenditures	\$ 148,442	\$ 382,250	\$ 566,220	\$ 566,220
Net Change	360,921	(361,980)	(144,940)	(144,940)
Ending Working Capital Balance	1,230,223	868,243	723,303	578,363

City Manager Department

Downtown Business Improvement Program-Special Revenue Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Beg Working Capital Balance	\$ 31,983	\$ (16,608)	\$ (16,608)	\$ (16,608)
REVENUES				
Fund Revenue				
Business License Surcharge	10	—	—	—
Interest Income	2	—	—	—
Other Revenue	—	—	—	—
	\$ 12	\$ —	\$ —	\$ —
Fund Transfers In From				
Redevelop Agency Operating Fund	—	—	—	—
	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ 12	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
Supplies & Services	48,603	—	—	—
<i>Net Operating Expense</i>	\$ 48,603	\$ —	\$ —	\$ —
Total Expenditures	\$ 48,603	\$ —	\$ —	\$ —
Net Change	(48,591)	—	—	—
Ending Working Capital Balance	(16,608)	(16,608)	(16,608)	(16,608)

City Manager Department

Information Technology - Internal Service Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Other Revenue	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	140,473	179,247	224,509	232,125
Overtime	4,998	3,995	—	—
Benefits				
Fringe Benefits	34,156	42,745	75,896	49,568
Retiree Medical	4,665	4,629	4,653	4,620
PERS	26,250	52,256	60,831	66,504
Furlough / COLA Deferral	—	—	(8,057)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 210,541	\$ 282,872	\$ 357,832	\$ 352,817
Maintenance & Utilities	—	—	—	—
Supplies & Services	—	—	—	—
Internal Service Fees	5,273	5,457	5,575	5,691
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 5,273	\$ 5,457	\$ 5,575	\$ 5,691
Total Expenditures	\$ 215,814	\$ 288,329	\$ 363,407	\$ 358,508
Information Tech Fund Subsidy	215,814	288,329	363,407	358,508

City Manager Department

Successor Agency RDA Operating Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Beg Working Capital Balance	\$ 1,319,268	\$ 1,533,194	\$ 1,771,349	\$ 2,715,076
REVENUES				
Fund Revenue				
Property Tax (80% Tax Increment)	4,109,694	3,791,673	2,883,636	2,883,636
Interest on Fund Balance	205	15	—	—
Principal	—	—	—	—
Success Agency Admin Allowance	—	—	250,000	250,000
School Impact Fee Reimb	—	—	326,906	326,906
Lease Pmt - Cinema Place	50,000	33,333	50,000	50,000
Other Revenue	8,125	10,420	—	—
	\$4,168,024	\$3,835,441	\$ 3,510,542	\$ 3,510,542
Fund Transfers In from				
Transf to Successor Agency RDA	—	—	—	—
Capital Transfer From General Fund	—	—	—	—
	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$4,168,024	\$3,835,441	\$ 3,510,542	\$ 3,510,542
Fund Expenditures				
Salary				
Regular	119,056	117,261	214,976	170,140
Overtime	—	632	—	—
Benefits				
Fringe Benefits	15,263	18,952	72,621	38,157
Retiree Medical	4,665	3,086	3,878	3,850
PERS	27,586	37,044	57,017	48,745
Furlough / COLA Deferral	—	—	(1,601)	—
Charges (to)/from other programs	—	—	(88,555)	(88,555)
<i>Net Staffing Expense</i>	\$ 166,570	\$ 176,976	\$ 258,335	\$ 172,338
Supplies & Services	30,772	25,360	104,968	104,968
Maintenance & Utilities	919	1,029	8,200	8,200
Loan Interest	1,280,534	1,209,506	1,344,550	1,254,250
Principal Retirement	1,735,000	1,805,000	1,880,000	1,975,000
Bond Issuance and Refunding Cost	295,998	—	—	—
Internal Service Fees	29,038	29,810	26,287	25,606
<i>Net Operating Expense</i>	\$ 3,372,261	\$3,070,704	\$ 3,364,005	\$ 3,368,024

City Manager Department

Successor Agency RDA Operating Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Fund Transfers Out to				
Liability Insurance Premium	43,119	25,915	31,929	31,955
Transfer Out to Other	—	—	—	11,750
Transfer per Cooperative Agreement	800,000	800,000	800,000	800,000
	\$ 843,119	\$ 825,915	\$ 831,929	\$ 843,705
Total Expenditures	\$ 4,381,950	\$ 4,073,595	\$ 4,454,269	\$ 4,384,067
Net Change	(213,926)	(238,154)	(943,727)	(873,525)
Ending Working Capital Balance	1,533,194	1,771,349	2,715,076	3,588,601

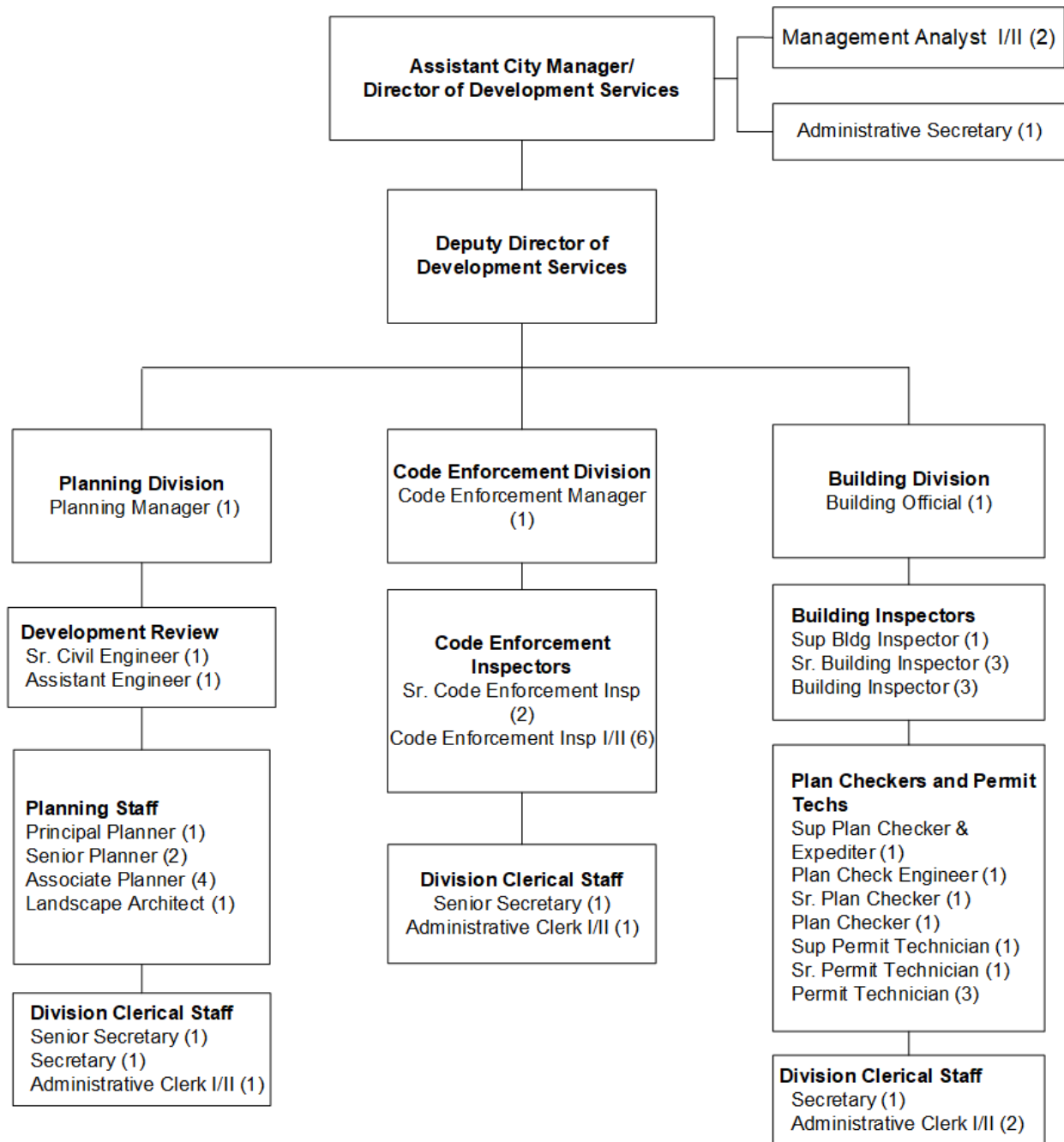
City Manager Department

Economic Development-Economic Development Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Beginning Working Capital Balance	\$ 704,448	\$ 716,361	\$ 736,596	\$ 736,596
REVENUES				
Revenue				
Transfers In	350,000	350,000	350,000	350,000
Interest Income	15,421	20,235	—	—
Total Revenues	\$ 365,421	\$ 370,235	\$ 350,000	\$ 350,000
EXPENDITURES				
Expenditures				
Salary				
Regular	—	—	—	—
Overtime	—	—	—	—
Benefits				
Fringe Benefits	—	—	—	—
Retiree Medical	—	—	—	—
PERS	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ —	\$ —	\$ —	\$ —
Maintenance & Utilities	—	—	—	—
Supplies & Services	350,000	350,000	350,000	350,000
Internal Service Fees	—	—	—	—
Capital Outlay	—	—	—	—
<i>Net Operating Expense</i>	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000
Transfers Out	3,508	—	—	—
Total Expenditures	\$ 353,508	\$ 350,000	\$ 350,000	\$ 350,000
Net Change	11,913	20,235	—	—
Ending Working Capital Balance	716,361	736,596	736,596	736,596

**FY 2022 STAFFING
49.0 FTE**

Development Services Department



DEVELOPMENT SERVICES DEPARTMENT

MISSION STATEMENT

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

Your City, Your Community, Your Hayward.

DEPARTMENT OVERVIEW

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

DIVISION/PROGRAM SUMMARIES

Administration Division

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

Building Division

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

DEVELOPMENT SERVICES DEPARTMENT

Planning Division

The Planning Division is responsible for creating, updating and implementing City land use policies that achieve the physical development of the City as envisioned by the General Plan, and in support of Council priorities. The Planning Division also provides support to the Planning Commission, which serves as a decision-making body for various development proposals and as an advisory body to the City Council for legislative actions.

The Current Planning section of the Planning Division reviews development applications associated with a wide variety of residential, commercial, retail and industrial projects to ensure consistency and compliance with the City's General Plan, the Zoning Ordinance and Subdivision Ordinance, and all state and federal regulations, including the California Environmental Quality Act.

The Long Range Planning section is responsible for development of and amendments to; the City's General Plan, Zoning Code, Specific Plans, Form-based Codes, and other policies such as the Cannabis ordinance.

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

Code Enforcement

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

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2022

1. 5% reduction in General Fund supplies and service expenses.
2. Reduction of \$1.6M in Permit revenue and \$300K in Fee Charges revenue, to establish a new Inspection Fee revenue account with a projection of \$1.9M.

Development Services Department

All Funds Summary - By Category

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
General Fund Revenue	\$ 9,943,075	\$ 7,543,917	\$ 7,099,045	\$ 6,869,045
Park Districts	4,857,808	2,730,640	2,235,906	2,235,906
Hayward Shoreline JPA	—	204,359	208,000	208,000
	\$ 14,800,883	\$ 10,478,916	\$ 9,542,951	\$ 9,312,951
(Contribution)/Use of Fund Balance				
Hayward Shoreline JPA	127,427	39,726	(103,667)	(91,667)
Park District Funds	(3,119,814)	(2,730,640)	402,910	402,910
	\$ (2,992,387)	\$ (2,690,914)	\$ 299,243	\$ 311,243
Fund Subsidy				
General Fund Subsidy	62,496	1,904,677	1,940,577	2,878,278
Total Revenues	\$ 11,870,992	\$ 9,692,679	\$ 11,782,771	\$ 12,502,472
EXPENDITURES				
Expenditures				
Salary				
Regular	4,761,187	4,703,791	5,532,871	5,560,618
Overtime	26,342	10,322	2,700	2,700
Target Savings	—	—	(410,706)	(283,918)
Benefits				
Fringe Benefits	992,590	971,149	1,189,461	1,277,258
Retiree Medical	78,917	73,674	74,856	76,615
PERS	1,081,415	1,548,029	1,462,415	1,568,639
Program Reduction Savings			(214,121)	—
Furlough/COLA Deferral	—	—	(181,028)	—
Charges (to)/from other programs	(196,688)	(615,162)	(494,800)	(494,800)
<i>Net Staffing Expense</i>	\$ 6,743,762	\$ 6,691,803	\$ 6,961,649	\$ 7,707,113
Maintenance & Utilities	34,839	33,821	50,800	50,800
Supplies & Services	2,577,802	1,535,352	3,821,315	3,779,147
Internal Service Fees	1,014,589	1,431,703	949,007	965,412
Capital	—	—	—	—
Projects	—	—	—	—
<i>Net Operating Expense</i>	\$ 3,627,230	\$ 3,000,875	\$ 4,821,122	\$ 4,795,359
<i>Transfers Out to Other Funds</i>	1,500,000	—	—	—
Total Expenditures	\$ 11,870,992	\$ 9,692,679	\$ 11,782,771	\$ 12,502,472

Development Services Department

All Funds Summary - By Program

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Administration	\$ 289,235	\$ —	\$ —	\$ —
Building	6,198,128	4,668,874	5,036,000	4,536,000
Planning	1,080,349	990,376	731,000	731,000
Code Enforcement	2,375,363	1,884,667	1,332,045	1,602,045
Hayward Shoreline JPA	—	204,359	208,000	208,000
Park Districts	4,857,808	2,730,640	2,235,906	2,235,906
	\$ 14,800,883	\$ 10,478,916	\$ 9,542,951	\$ 9,312,951
(Contribution)/Use of Fund Balance				
Park District Funds	(3,119,814)	(2,730,640)	402,910	402,910
	\$ (2,992,387)	\$ (2,690,914)	\$ 299,243	\$ 311,243
Fund Subsidy				
General Fund Subsidy	62,496	1,904,677	1,940,577	2,878,278
Total Revenues	\$ 11,870,992	\$ 9,692,679	\$ 11,782,771	\$ 12,502,472
EXPENDITURES				
Expenditures				
Administration	776,366	829,808	830,762	845,163
Building	4,532,450	4,533,035	3,992,765	4,292,974
Planning	2,894,455	2,374,030	2,400,668	2,527,487
Code Enforcement	1,802,299	1,711,720	1,815,426	2,081,699
Hayward Shoreline JPA	127,427	244,085	104,333	116,333
Park Districts	1,737,994	—	2,638,816	2,638,816
Total Expenditures	\$ 11,870,992	\$ 9,692,679	\$ 11,782,771	\$ 12,502,472

Development Services Department

General Fund Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Licenses & Permits	\$ 3,925,012	\$ 3,266,838	\$ 3,200,000	\$ 1,800,000
Fees & Service Charges	3,398,104	2,420,805	2,669,045	1,669,045
Code Enforcement Fees	738,446	510,970	500,000	500,000
Rental Inspection Fees	1,592,277	1,323,001	730,000	1,000,000
Other Revenue	289,235	22,302	—	1,900,000
Total Revenues	\$ 9,943,075	\$ 7,543,917	\$ 7,099,045	\$ 6,869,045
EXPENDITURES				
Expenditures				
Salary				
Regular	4,761,187	4,703,791	5,532,871	5,560,618
Overtime	26,342	10,322	2,700	2,700
Target Savings	—	—	(410,706)	(283,918)
Benefits				
Fringe Benefits	992,590	971,149	1,189,461	1,277,258
Retiree Medical	78,917	73,674	74,856	76,615
PERS	1,081,415	1,548,029	1,462,415	1,568,639
Program Reduction Savings	—	—	(214,121)	—
Furlough/COLA Deferral	—	—	(181,028)	—
Charges (to)/from other programs	(196,688)	(615,162)	(500,000)	(500,000)
<i>Net Staffing Expense</i>	\$ 6,743,762	\$ 6,691,803	\$ 6,956,449	\$ 7,701,913
Maintenance & Utilities	34,839	33,821	50,800	50,800
Supplies & Services	2,212,381	1,291,266	1,083,366	1,029,198
Internal Service Fees	1,014,589	1,431,703	949,007	965,412
Capital	—	—	—	—
Transfer Out	—	—	—	—
<i>Net Operating Expense</i>	\$ 3,261,809	\$ 2,756,790	\$ 2,083,173	\$ 2,045,410
Total Expenditures	\$10,005,571	\$ 9,448,594	\$ 9,039,622	\$ 9,747,323
General Fund Subsidy	62,496	1,904,677	1,940,577	2,878,278

Development Services Department

Administration - General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Other Revenue	\$ 289,235	\$ —	\$ —	\$ —
Total Revenues	\$ 289,235	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	519,330	494,126	513,652	536,933
Overtime	—	—	—	—
Benefits				
Fringe Benefits	81,152	99,032	105,526	111,623
Retiree Medical	7,775	6,943	6,205	6,160
PERS	114,572	163,489	133,395	147,732
Furlough/COLA Deferral	—	—	(20,454)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 722,829	\$ 763,590	\$ 738,324	\$ 732,778
Maintenance & Utilities	—	—	—	—
Supplies & Services	12,416	14,837	52,440	51,922
Internal Service Fees	41,121	51,382	39,999	60,463
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 53,537	\$ 66,219	\$ 92,439	\$ 112,385
Total Expenditures	\$ 776,366	\$ 829,808	\$ 830,762	\$ 845,163
General Fund Subsidy	1,065,602	829,808	830,762	845,163

Development Services Department

Building - General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Licenses & Permits	\$ 3,925,012	\$ 3,266,838	\$ 3,200,000	\$ 1,800,000
Fees & Service Charges	2,273,116	1,402,035	1,836,000	836,000
Other Revenue	—	—	—	1,900,000
Total Revenues	\$ 6,198,128	\$ 4,668,874	\$ 5,036,000	\$ 4,536,000
EXPENDITURES				
Expenditures				
Salary				
Regular	1,811,161	1,894,856	2,101,308	2,182,519
Overtime	10,294	7,281	2,200	2,200
Target Savings	—	—	(89,759)	(33,940)
Benefits				
Fringe Benefits	430,044	445,540	470,874	543,883
Retiree Medical	30,323	30,087	30,247	30,030
PERS	420,911	631,783	558,880	614,679
Program Reduction Savings				—
Furlough/COLA Deferral	—	—	(67,035)	—
Charges (to)/from other programs	(4,778)	(21,318)	—	—
<i>Net Staffing Expense</i>	\$ 2,697,956	\$ 2,988,229	\$ 3,006,715	\$ 3,339,371
Maintenance & Utilities	5,644	3,344	6,000	6,000
Supplies & Services	1,343,754	847,685	519,861	494,161
Internal Service Fees	485,096	693,777	460,190	453,442
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 1,834,494	\$ 1,544,806	\$ 986,051	\$ 953,603
Total Expenditures	\$ 4,532,450	\$ 4,533,035	\$ 3,992,765	\$ 4,292,974
General Fund Subsidy	(1,665,678)	(135,838)	(1,043,235)	(243,026)

Development Services Department

Planning - General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Fees & Service Charges	\$ 1,080,349	\$ 968,073	\$ 731,000	\$ 731,000
Other Revenue	—	22,302	—	—
Total Revenues	\$1,080,349	\$ 990,376	\$ 731,000	\$ 731,000
EXPENDITURES				
Expenditures				
Salary				
Regular	1,491,125	1,513,252	1,795,410	1,690,090
Overtime	2,028	1,601	500	500
Target Savings	—	—	(237,467)	(129,083)
Benefits				
Fringe Benefits	296,310	290,952	371,562	367,661
Retiree Medical	23,714	19,672	21,341	21,945
PERS	350,026	502,716	486,003	479,378
Program Reduction Savings	—	—	(85,423)	—
Furlough/COLA Deferral	—	—	(62,753)	—
Charges (to)/from other programs	(191,911)	(593,844)	(500,000)	(500,000)
<i>Net Staffing Expense</i>	\$ 1,971,292	\$ 1,734,349	\$ 1,789,173	\$ 1,930,491
Maintenance & Utilities	459	—	600	600
Supplies & Services	636,671	311,172	361,970	341,970
Internal Service Fees	286,033	328,509	248,925	254,426
Capital	—	—	—	—
Transfer Out	—	—	—	—
<i>Net Operating Expense</i>	\$ 923,163	\$ 639,681	\$ 611,495	\$ 596,996
Total Expenditures	\$ 2,894,455	\$ 2,374,030	\$ 2,400,668	\$ 2,527,487
General Fund Subsidy	1,814,107	1,383,654	1,669,668	1,796,487

Development Services Department

Park Districts - Special Revenue Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Beginning Working Capital Balance	\$ 7,351,168	\$10,470,982	\$13,201,622	\$12,798,712
REVENUES				
Revenue				
Interest and Rents	254,768	312,813	—	—
Other Revenue	4,603,040	2,417,827	2,235,906	2,235,906
Total Revenues	\$ 4,857,808	\$ 2,730,640	\$ 2,235,906	\$ 2,235,906
EXPENDITURES				
Expenditures				
Salary				
Regular	—	—	—	—
Overtime	—	—	—	—
Benefits				
Fringe Benefits	—	—	—	—
Retiree Medical	—	—	—	—
PERS	—	—	—	—
Furlough/COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	5,200	5,200
<i>Net Staffing Expense</i>	\$ —	\$ —	\$ 5,200	\$ 5,200
Supplies & Services	237,994	—	2,633,616	2,633,616
<i>Net Operating Expense</i>	\$ 237,994	\$ —	\$ 2,633,616	\$ 2,633,616
Fund Transfers Out to Other Funds	1,500,000	—	—	—
Total Expenditures	\$ 1,737,994	\$ —	\$ 2,638,816	\$ 2,638,816
Net Change	3,119,814	2,730,640	(402,910)	(402,910)
Ending Fund Balance	10,470,982	13,201,622	12,798,712	12,395,802

Development Services Department

Code Enforcement - General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Code Enforcement Fees	\$ 738,446	\$ 510,970	\$ 500,000	\$ 500,000
Miscellaneous Fees	44,640	50,696	102,045	102,045
Rental Inspection Fees	1,592,277	1,323,001	730,000	1,000,000
Total Revenues	\$ 2,375,363	\$ 1,884,667	\$ 1,332,045	\$ 1,602,045
EXPENDITURES				
Expenditures				
Salary				
Regular	939,570	801,557	1,122,501	1,151,076
Overtime	14,020	1,441	—	—
Target Savings	—	—	(83,480)	(51,225)
Benefits				
Fringe Benefits	185,084	135,625	241,500	254,092
Retiree Medical	17,105	16,972	17,063	18,480
PERS	195,905	250,040	284,137	326,850
Program Reduction Savings	—	—	(128,698)	—
Furlough/COLA Deferral	—	—	(30,786)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,351,684	\$ 1,205,636	\$ 1,422,237	\$ 1,699,273
Maintenance & Utilities	28,736	30,477	44,200	44,200
Supplies & Services	219,540	117,573	149,095	141,145
Internal Service Fees	202,339	358,035	199,894	197,081
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 450,615	\$ 506,085	\$ 393,189	\$ 382,426
Total Expenditures	\$ 1,802,299	\$ 1,711,720	\$ 1,815,426	\$ 2,081,699
General Fund Subsidy	(573,064)	(172,947)	483,381	479,654

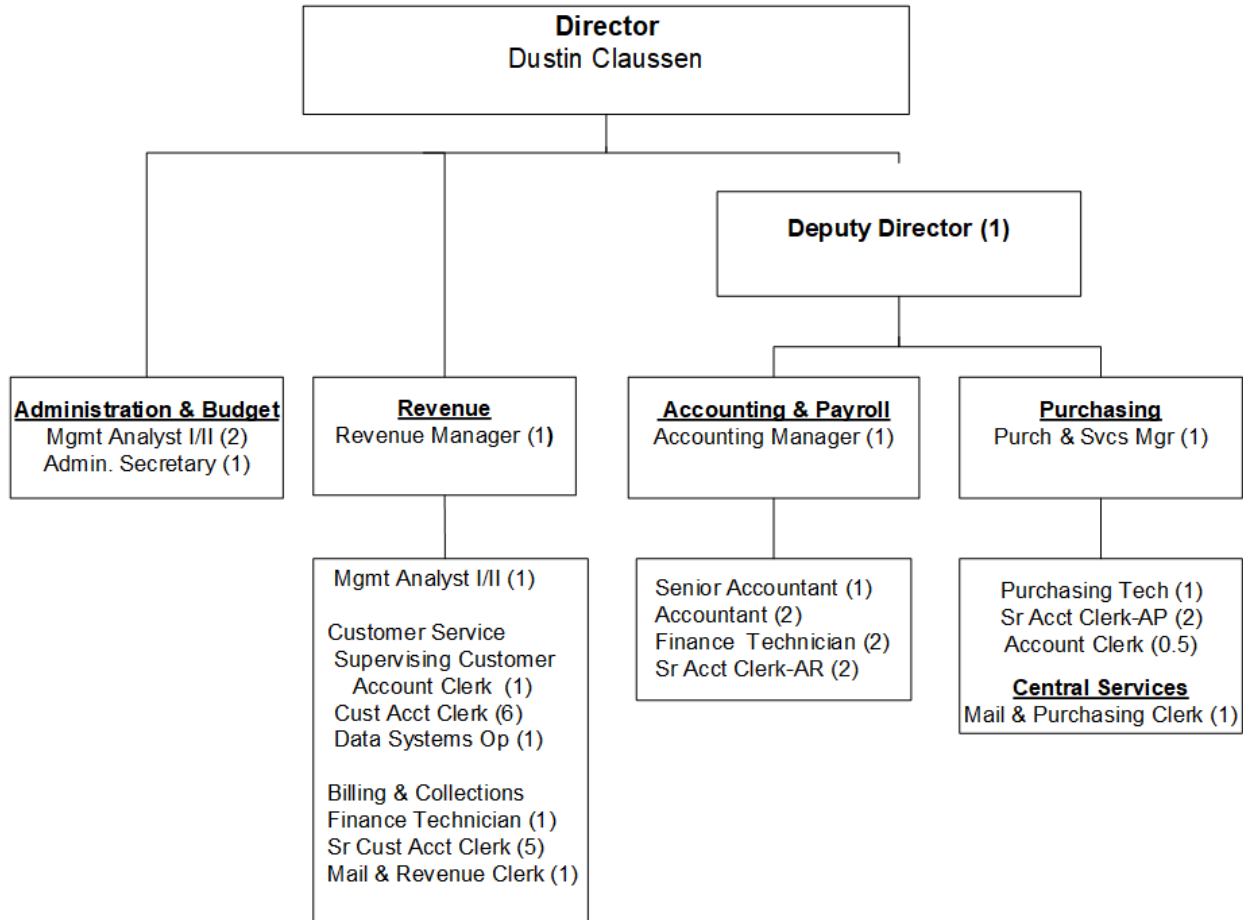
Development Services Department

Hayward Shoreline JPA - Special Revenue Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Beginning Working Capital Balance		(127,427)	(167,154)	(63,487)
REVENUES				
Revenue				
Interest and Rents	—	—	—	—
Other Revenue	—	204,359	208,000	208,000
Total Revenues	\$ —	\$ 204,359	\$ 208,000	\$ 208,000
EXPENDITURES				
Expenditures				
Salary				
Regular	—	—	—	—
Overtime	—	—	—	—
Benefits				
Fringe Benefits	—	—	—	—
Retiree Medical	—	—	—	—
PERS	—	—	—	—
Furlough/COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	<i>—</i>	<i>—</i>	<i>—</i>	<i>—</i>
Supplies & Services	127,427	244,085	104,333	116,333
<i>Net Operating Expense</i>	<i>\$ 127,427</i>	<i>\$ 244,085</i>	<i>\$ 104,333</i>	<i>116,333</i>
Total Expenditures	\$ 127,427	\$ 244,085	\$ 104,333	\$ 116,333
Net Change	(127,427)	(39,726)	103,667	91,667
Ending Fund Balance	(127,427)	(167,154)	(63,487)	28,180

**FY 2022 STAFFING
33.5 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 members 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 Annual Comprehensive Financial Report (ACFR).

FINANCE DEPARTMENT

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.

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2022

1. 5% reduction in General Fund supplies and services expenses.

Finance Department

All Funds Summary - By Category

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue and Transfers In From Other Funds				
General Fund Revenue	\$ 1,032,270	\$ 1,176,698	\$ 1,185,978	\$ 1,205,978
	\$ 1,032,270	\$ 1,176,698	\$ 1,185,978	\$ 1,205,978
Fund Subsidy				
General Fund Subsidy	3,705,346	3,649,072	3,457,810	3,766,050
Water Fund Subsidy	\$ 1,429,464	\$ 1,583,457	\$ 1,639,940	\$ 1,709,499
	\$ 5,134,809	\$ 5,232,529	\$ 5,097,750	\$ 5,475,549
Total Revenues	\$ 6,167,079	\$ 6,409,226	\$ 6,283,728	\$ 6,681,527
EXPENDITURES				
Expenditures By Category				
Salary				
Regular	2,969,852	2,899,650	3,265,791	3,198,686
Overtime	18,214	42,589	(6,000)	(6,000)
Targeted Savings	—	—	(148,339)	—
Benefits				
Fringe Benefits	521,200	481,409	573,538	571,603
Retiree Medical	54,736	54,310	54,599	51,282
PERS	643,677	922,502	842,189	874,683
Program Reduction Savings	—	—	(240,253)	—
Furlough / COLA Deferral	—	—	(99,233)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 4,207,679	\$ 4,400,459	\$ 4,242,292	\$ 4,690,254
Maintenance & Utilities	3,161	6,895	4,308	4,308
Supplies & Services	1,403,869	1,420,085	1,502,876	1,445,326
Internal Service Fees	552,477	581,787	534,252	541,639
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 1,959,508	\$ 2,008,767	\$ 2,041,436	\$ 1,991,273
Total Expenditures	\$ 6,167,186	\$ 6,409,226	\$ 6,283,728	\$ 6,681,527
Net Change	108	—	—	—

Finance Department

All Funds Summary - By Program

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
General Fund	\$ 1,032,270	\$ 1,176,698	\$ 1,185,978	\$ 1,205,978
	\$ 1,032,270	\$ 1,176,698	\$ 1,185,978	\$ 1,205,978
Fund Subsidy				
General Fund Subsidy	3,705,346	3,649,072	3,457,810	3,766,050
Water Fund Subsidy	1,429,464	1,583,457	1,639,940	1,709,499
	\$ 5,134,809	\$ 5,232,529	\$ 5,097,750	\$ 5,475,549
Total Revenues	\$ 6,167,079	\$ 6,409,226	\$ 6,283,728	\$ 6,681,527
EXPENDITURES				
Expenditures By Program				
Administration	1,454,063	1,470,877	1,638,602	1,675,170
Accounting	1,408,719	1,445,049	1,443,172	1,535,878
Purchasing	814,381	876,511	691,836	828,848
Revenue	1,060,452	1,033,332	870,179	932,131
Utility Billing	1,429,571	1,583,457	1,639,940	1,709,499
Total Expenditures	\$ 6,167,186	\$ 6,409,226	\$ 6,283,728	\$ 6,681,527
Net Change	108	—	—	—

Finance Department

Finance - General Fund Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Fees & Charges for Service	\$ 144,331	\$ 149,519	\$ 170,096	\$ 170,096
Intergovernmental	214,870	295,662	452,574	452,574
Bus Tax Technology Fee	99,702	96,155	90,000	90,000
Fines & Forfeitures	442,405	284,057	300,000	320,000
Licenses & Permits	91,716	113,894	138,308	138,308
Other Revenue	39,245	237,410	35,000	35,000
Total Revenues	\$ 1,032,270	\$ 1,176,698	\$ 1,185,978	\$ 1,205,978
EXPENDITURES				
Expenditures				
Salary				
Regular	2,237,502	2,167,906	2,407,960	2,383,924
Overtime	17,503	42,141	(12,000)	(12,000)
Targeted Savings	—	—	(148,339)	—
Benefits				
Fringe Benefits	368,715	329,495	382,005	402,833
Retiree Medical	37,709	37,415	37,614	35,728
PERS	481,781	685,887	624,532	655,766
Program Reduction	—	—	(130,434)	—
Furlough / COLA Deferral	—	—	(77,490)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 3,143,211	\$ 3,262,843	\$ 3,083,848	\$ 3,466,252
Maintenance & Utilities	2,596	5,985	2,250	2,250
Supplies & Services	1,161,756	1,108,688	1,137,782	1,080,232
Internal Service Fees	430,052	448,253	419,908	423,294
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 1,594,404	\$ 1,562,926	\$ 1,559,940	\$ 1,505,776
Total Expenditures	\$ 4,737,615	\$ 4,825,770	\$ 4,643,788	\$ 4,972,028
General Fund Subsidy	3,705,346	3,649,072	3,457,810	3,766,050

Finance Department

Administration - General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Fees & Charges for Service	\$ 139,178	\$ 134,562	\$ 150,000	\$ 150,000
Intergovernmental	77,775	126,184	72,828	72,828
Licenses & Permits	84,897	113,117	127,308	127,308
Other Revenue	10,804	12,599	3,000	3,000
Total Revenues	\$ 312,654	\$ 386,462	\$ 353,136	\$ 353,136
EXPENDITURES				
Expenditures				
Salary				
Regular	486,100	522,300	595,093	639,032
Overtime	—	—	—	—
Targets Savings	—	—	—	—
Benefits				
Fringe Benefits	66,971	66,449	81,831	71,549
Retiree Medical	7,464	7,406	7,445	7,392
PERS	104,309	168,425	154,412	177,017
Furlough / COLA Deferral	—	—	(19,113)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 664,844	\$ 764,580	\$ 819,668	\$ 894,990
Maintenance & Utilities	912	912	500	500
Supplies & Services	726,812	640,515	760,382	722,882
Internal Service Fees	61,494	64,869	58,052	56,798
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 789,218	\$ 706,297	\$ 818,934	\$ 780,180
Total Expenditures	\$1,454,063	\$1,470,877	\$1,638,602	\$ 1,675,170
General Fund Subsidy	1,141,409	1,084,415	1,285,466	1,322,034

Finance Department

Accounting - General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Other Revenue	\$ 6,770	\$ 7,591	\$ 2,000	\$ 2,000
Total Revenues	\$ 6,770	\$ 7,591	\$ 2,000	\$ 2,000
EXPENDITURES				
Expenditures				
Salary				
Regular	754,789	750,130	809,454	830,664
Overtime	16,608	34,528	2,000	2,000
Benefits				
Fringe Benefits	159,686	133,544	140,556	176,067
Retiree Medical	12,440	12,343	12,409	12,320
PERS	165,132	247,428	212,751	231,410
Furlough / COLA Deferral	—	—	(29,351)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,108,655	\$ 1,177,972	\$ 1,147,819	\$ 1,252,461
Maintenance & Utilities	578	—	500	500
Supplies & Services	167,309	128,953	166,700	156,200
Internal Service Fees	132,178	138,124	128,153	126,717
<i>Net Operating Expense</i>	\$ 300,065	\$ 267,077	\$ 295,353	\$ 283,417
Total Expenditures	\$ 1,408,719	\$ 1,445,049	\$ 1,443,172	\$ 1,535,878
General Fund Subsidy	1,401,950	1,437,458	1,441,172	1,533,878

Finance Department

Purchasing and Central Services - General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Other Revenue	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	487,227	486,673	480,807	492,705
Overtime	—	7,299	—	—
Targeted Savings	—	—	(82,452)	—
Benefits				
Fringe Benefits	45,892	44,779	45,932	63,622
Retiree Medical	8,553	8,486	8,531	8,470
PERS	106,228	139,021	123,432	133,847
Furlough / COLA Deferral	—	—	(15,595)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 647,900	\$ 686,258	\$ 560,654	\$ 698,643
Maintenance & Utilities	1,106	5,073	1,250	1,250
Supplies & Services	11,809	27,246	(25,500)	(27,250)
Internal Service Fees	153,567	157,934	155,432	156,205
<i>Net Operating Expense</i>	\$ 166,482	\$ 190,253	\$ 131,182	\$ 130,205
Total Expenditures	\$ 814,381	\$ 876,511	\$ 691,836	\$ 828,848
General Fund Subsidy	814,381	876,511	691,836	828,848

Finance Department

Revenue - General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Licenses & Permits	\$ 6,819	\$ 777	\$ 11,000	\$ 11,000
Fees & Charges for Service	5,153	14,957	20,096	20,096
Intergovernmental	137,095	169,478	379,746	379,746
Bus Tax Technology Fee	—	96,155	90,000	90,000
Fines & Forfeiture	442,405	284,057	300,000	320,000
Other Revenue	21,672	217,221	30,000	30,000
Total Revenues	\$ 712,846	\$ 782,645	\$ 830,842	\$ 850,842
EXPENDITURES				
Expenditures				
Salary				
Regular	509,385	408,802	522,606	421,523
Overtime	896	315	(14,000)	(14,000)
Targeted Savings	—	—	(65,887)	—
Benefits				
Fringe Benefits	96,166	84,723	113,686	91,596
Retiree Medical	9,252	9,180	9,229	7,546
PERS	106,113	131,013	133,937	113,492
Program Reduction Savings	—	—	(130,434)	—
Furlough / COLA Deferral	—	—	(13,431)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 721,812	\$ 634,033	\$ 555,706	\$ 620,157
Maintenance & Utilities	—	—	—	—
Supplies & Services	255,826	311,974	236,200	228,400
Internal Service Fees	82,813	87,325	78,272	83,574
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 338,639	\$ 399,299	\$ 314,472	\$ 311,974
Total Expenditures	\$1,060,452	\$1,033,332	\$ 870,179	\$ 932,131
General Fund Subsidy	347,606	250,687	39,337	81,289

Finance Department

Utility Billing - Enterprise Fund

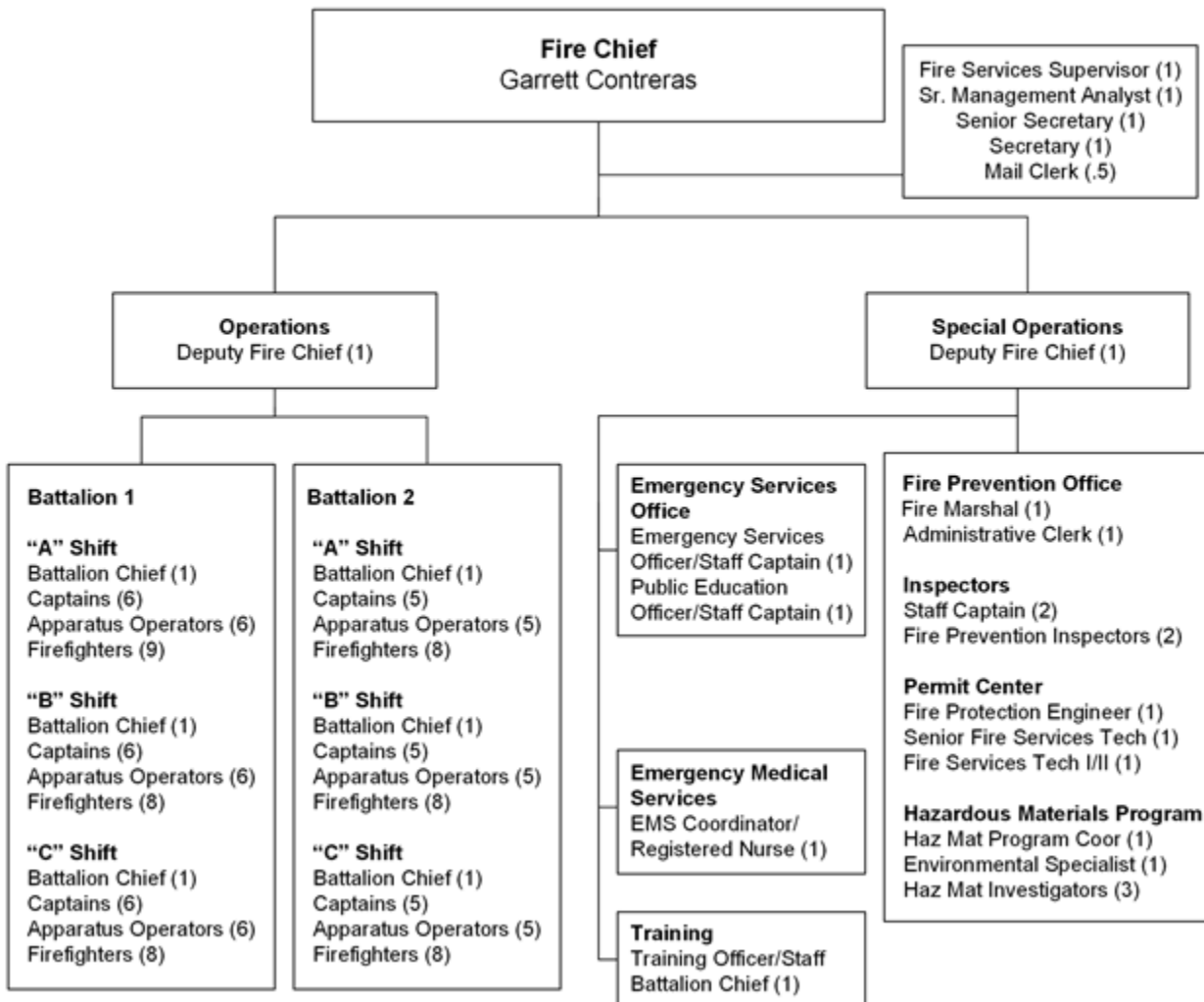
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Deposits and Other Revenue	\$ 108	\$ —	\$ —	\$ —
Total Revenues	\$ 108	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	732,349	731,745	857,831	814,762
Overtime	711	447	6,000	6,000
Benefits				
Fringe Benefits	152,485	151,913	191,533	168,770
Retiree Medical	17,027	16,895	16,985	15,554
PERS	161,896	236,616	217,658	218,917
Program Reduction Savings	—	—	(109,819)	—
Furlough / COLA Deferral	—	—	(21,743)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$1,064,467	\$ 1,137,616	\$1,158,444	\$1,224,002
Maintenance & Utilities	565	910	2,058	2,058
Supplies & Services	242,114	311,397	365,094	365,094
Internal Service Fees	122,425	133,534	114,344	118,345
<i>Net Operating Expense</i>	\$ 365,104	\$ 445,841	\$ 481,496	\$ 485,497
Total Expenditures	\$ 1,429,571	\$ 1,583,457	\$1,639,940	\$1,709,499
Water Fund Subsidy	1,429,464	1,583,457	1,639,940	1,709,499

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**FY 2022 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. The Department is comprised of three divisions - Fire Administration, Operations, and Special Operations - further described below. 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. 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. It 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, the Fairview Fire District, and a Training Center located adjacent to Fire Station 6.

These services include structural and wildland firefighting, vehicle extrication, high and low angle rescue, hazardous materials response, and First Responder Advanced Life Support (FRALS) 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.

HAYWARD FIRE DEPARTMENT

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 Officer: The Emergency Services Officer manages the update and maintenance of the City's Comprehensive Emergency Management Plan, emergency training and drills, and partner coordination.

Public Information Officer: The Public Information Officer creates a Hayward-specific curriculum and teaches the City's Community and Neighborhood Emergency Response Teams (CERT, NERT), Personal Emergency Preparedness classes, and a K-12 classroom education program with a focus on third grade age groups.

Fire Prevention Program: Fire Prevention is located within City Hall and coordinates closely with Development Services divisions 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 has met mandated training requirements. Training also assists with the entry-level firefighter testing process and promotional examinations.

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

HAYWARD FIRE DEPARTMENT

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2022

1. Change in Linen Service and Operations (Reduction \$30,000): Discontinuing linen service that supplies fire stations with clean towels. Since the Department purchased washers and dryers for each station, staff will be taking on these duties in-house. This will allow us to reduce our operating budget by \$30,000.
2. EMS Supplies (Increase of \$15,000): Increase in EMS supplies budget of \$15,000. The Department is experiencing an increased need for narcotics and PPE on EMS calls due to COVID. Our vendor has also increased prices for narcotics, and we need to increase our medical supplies budget by \$15,000.
3. Vehicle Safety Devices (Increase of 75,000): All new vehicles in the fire service as a new industry standard (including our new rigs) install Haas vehicle safety devices. These devices alert other first responder and nearby civilian vehicles through navigation applications that an emergency vehicle is near and approaching. For installation and annual service for five years, the Department negotiated a \$75,000 fee; however, it will result in cost savings over time.

Fire Department

Fire - General Fund Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Licenses & Permits	\$ 1,492,143	\$ 1,393,112	\$ 1,621,413	\$ 1,621,413
Fees & Service Charges	1,780,128	1,258,945	1,445,801	1,445,801
Fairview FPD Reimbursement	3,055,647	3,177,376	3,206,992	3,303,202
EMS Reimbursement	221,396	—	—	—
Mutual Aid Reimbursement	1,422,552	125,193	2,449,088	1,800,000
Mt Eden Fire Services	—	—	—	—
Other Revenue	22,367	36,507	—	—
Total Revenues	\$ 7,994,234	\$ 5,991,133	\$ 8,723,294	\$ 8,170,416
EXPENDITURES				
Expenditures				
Salary				
Regular	21,328,402	21,242,139	21,788,453	22,392,710
Overtime	3,814,918	4,075,153	96,075	96,075
Targeted Savings	—	—	(561,044)	(573,525)
Benefits				
Other Benefits	4,928,814	5,087,554	5,612,322	6,208,460
Retiree Medical	835,791	853,076	836,342	882,310
PERS	8,428,394	9,470,145	10,686,910	12,010,495
Furlough / COLA Deferral	—	—	(538,364)	—
Charges (to)/from other programs	(11,306)	(42,464)	—	—
<i>Net Staffing Expense</i>	\$ 39,325,012	\$40,685,603	\$37,920,694	\$41,016,525
Maintenance & Utilities	43,142	94,462	84,400	84,400
Supplies & Services	723,516	737,929	804,072	853,868
Internal Service Fees	3,323,189	4,260,237	2,963,360	3,635,867
Capital	5,696	—	—	—
<i>Net Operating Expense</i>	\$ 4,095,544	\$ 5,092,629	\$ 3,851,832	\$ 4,574,135
Total Expenditures	\$ 43,420,555	\$45,778,231	\$41,772,525	\$45,590,660
General Fund Subsidy	35,426,322	39,787,098	33,049,231	37,420,244

Fire Department

General Fund - Summary By Program

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Administration	\$ —	\$ —	\$ —	\$ —
Special Operations	3,264,560	2,648,886	3,067,214	3,067,214
Operations	4,729,674	3,342,247	5,656,080	5,103,202
Total Revenues	\$ 7,994,234	\$ 5,991,133	\$ 8,723,294	\$ 8,170,416
EXPENDITURES				
Expenditures				
Administration	998,483	993,224	1,109,065	1,153,959
Special Operations	4,241,018	4,515,024	4,684,625	5,004,939
Operations	38,181,055	40,269,983	35,978,835	39,431,762
Total Expenditures	\$43,420,555	\$ 45,778,231	\$ 41,772,525	\$45,590,660
General Fund Subsidy	35,426,322	39,787,098	33,049,231	37,420,244

Fire Department

Administration - General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Other Revenue	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	599,833	572,797	669,280	661,760
Overtime	5,790	5,358	—	—
Targeted Savings	—	—	(46,939)	(20,830)
Benefits				
Other Benefits	91,125	83,697	128,308	119,147
Retiree Medical	7,775	12,456	12,581	12,675
PERS	184,113	199,405	240,354	253,795
Furlough / COLA Deferral	—	—	(22,611)	—
<i>Net Staffing Expense</i>	\$ 888,636	\$ 873,713	\$ 980,973	\$ 1,026,547
Maintenance & Utilities	—	—	—	—
Supplies & Services	37,761	43,936	30,800	30,800
Internal Service Fees	72,086	75,575	97,292	96,612
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 109,847	\$ 119,511	\$ 128,092	\$ 127,412
Total Expenditures	\$ 998,483	\$ 993,224	\$ 1,109,065	\$ 1,153,959
General Fund Subsidy	998,483	993,224	1,109,065	1,153,959

Fire Department

Special Operations General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Licenses & Permits	\$ 1,479,977	\$ 1,386,476	\$ 1,621,413	\$ 1,621,413
Fees & Service Charges	1,780,128	1,258,945	1,445,801	1,445,801
Other Revenue	4,455	3,465	—	—
Total Revenues	\$ 3,264,560	\$ 2,648,886	\$ 3,067,214	\$ 3,067,214
EXPENDITURES				
Expenditures				
Salary				
Regular	2,199,016	2,289,141	2,473,874	2,500,760
Overtime	288,924	265,167	35,000	35,000
Targeted Savings	—	—	(127,126)	(41,041)
Benefits				
Other Benefits	542,090	559,685	678,158	683,518
Retiree Medical	61,711	59,035	66,139	66,365
PERS	770,740	901,162	968,827	1,096,527
Furlough / COLA Deferral	—	—	(63,249)	—
Charges (to)/from other programs	(11,306)	(42,464)	—	—
<i>Net Staffing Expense</i>	\$ 3,851,175	\$ 4,031,725	\$ 4,031,623	\$ 4,341,129
Maintenance & Utilities	—	—	—	—
Supplies & Services	40,743	166,791	260,500	275,296
Internal Service Fees	349,100	316,508	392,502	388,514
<i>Net Operating Expense</i>	\$ 389,843	\$ 483,299	\$ 653,002	\$ 663,810
Total Expenditures	\$ 4,241,018	\$ 4,515,024	\$ 4,684,625	\$ 5,004,939
General Fund Subsidy	976,458	1,866,138	1,617,411	1,937,725

Fire Department

Operations - General Fund

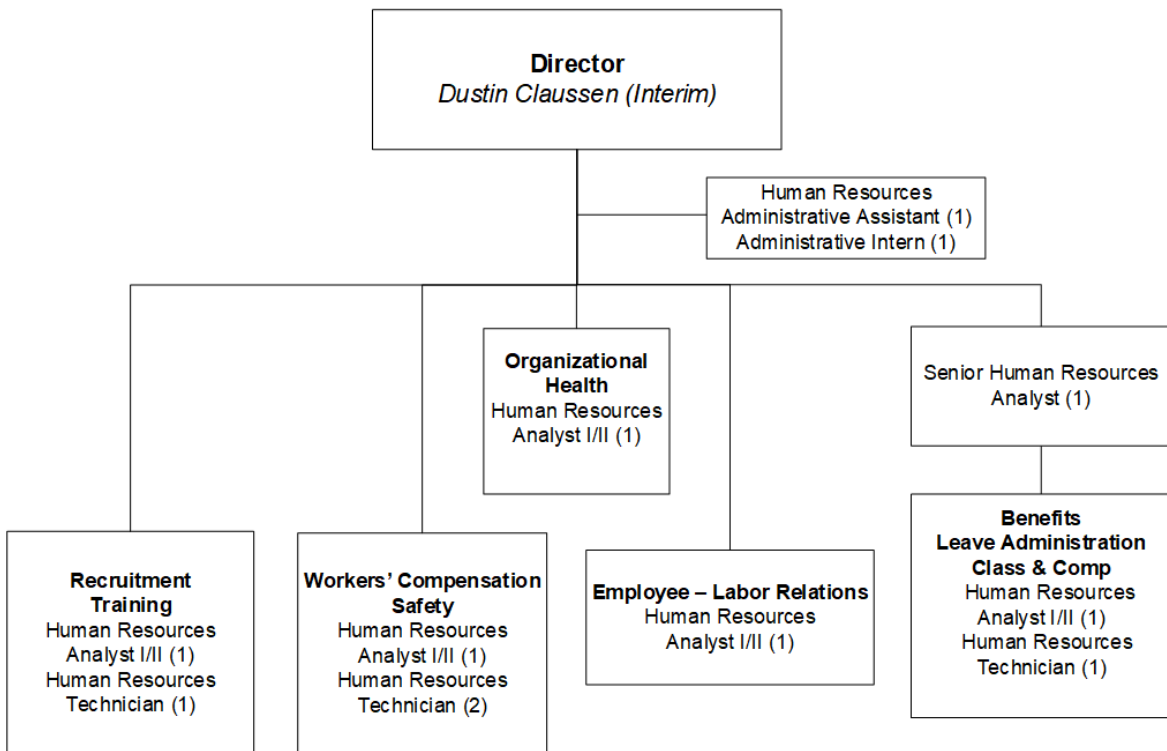
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Local Agency Reimbursement	\$ 3,055,647	\$ 3,177,376	\$ 3,206,992	\$ 3,303,202
EMS Reimbursement	221,396	—	—	—
Mutual Aid Reimbursement	1,422,552	125,193	2,449,088	1,800,000
Other Revenue	17,912	33,042	—	—
Permits	12,166	6,636	—	—
Total Revenues	\$ 4,729,674	\$ 3,342,247	\$ 5,656,080	\$ 5,103,202
EXPENDITURES				
Expenditures				
Salary				
Regular	18,529,552	18,380,201	18,645,299	19,230,190
Overtime	3,520,204	3,804,628	61,075	61,075
Targeted Savings	—	—	(386,979)	(511,654)
Benefits				
Other Benefits	4,295,599	4,444,173	4,805,857	5,405,795
Retiree Medical	766,305	781,585	757,622	803,270
PERS	7,473,541	8,369,578	9,477,728	10,660,173
Furlough / COLA Deferral	—	—	(452,504)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	<i>\$ 34,585,201</i>	<i>\$ 35,780,164</i>	<i>\$ 32,908,098</i>	<i>\$ 35,648,849</i>
Maintenance & Utilities	43,142	94,462	84,400	84,400
Supplies & Services	645,012	527,203	512,772	547,772
Internal Service Fees	2,902,003	3,868,154	2,473,566	3,150,741
Capital	5,696	—	—	—
<i>Net Operating Expense</i>	<i>\$ 3,595,853</i>	<i>\$ 4,489,819</i>	<i>\$ 3,070,738</i>	<i>\$ 3,782,913</i>
Total Expenditures	\$38,181,055	\$40,269,983	\$ 35,978,835	\$ 39,431,762
General Fund Subsidy	33,451,381	36,927,736	30,322,755	34,328,560

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**FY 2022 STAFFING
13.0 FTE**

Human Resources Department



HUMAN RESOURCES DEPARTMENT

MISSION STATEMENT

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

DEPARTMENT OVERVIEW

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

DIVISION/PROGRAM SUMMARIES

Benefits Administration

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

Employee and Labor Relations

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

HUMAN RESOURCES DEPARTMENT

Organizational Health

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

Recruitment and Selection

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

Workplace Safety

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

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2022

1. 5% reduction in General Fund supplies and service expenses.
2. Continuation of a one-year COVID-19 contact tracing program initiated as a part of the Mid-Year FY 2021 Budget Process (\$50,000).
3. Additional resources for remote/online testing, onboarding, and document management tools (\$9,300).
4. Additional resources for employee relations and investigation services (\$25,000).

Human Resources Department

All Funds Summary - By Category

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue and Transfers In from Other Funds				
General Fund Revenue	\$ —	\$ —	\$ 31,212	\$ 31,212
Worker's Compensation Fund	8,999,718	8,753,398	8,675,927	9,866,339
Employee Benefits Fund	5,505,387	5,315,800	4,544,666	7,940,633
	\$ 14,505,105	\$ 14,069,199	\$ 13,251,805	\$ 17,838,184
(Contributions)/Use of Fund Balance				
Worker's Compensation	(2,928,419)	(7,080,429)	(2,209,556)	(3,336,226)
Employee Benefits	(321,545)	486,449	—	90,000
	\$ (3,249,964)	\$ (6,593,979)	\$ (2,209,556)	\$ (3,246,226)
Fund Subsidy				
General Fund Subsidy	1,942,711	2,158,249	1,891,382	2,128,838
Total Revenues	\$ 13,197,852	\$ 9,633,468	\$ 12,933,631	\$ 16,720,796
EXPENDITURES				
Expenditures By Expense Category				
Salary				
Regular	1,308,482	1,381,811	1,480,522	1,377,526
Overtime	5,962	3,780	—	—
Vacancy Savings	—	—	(40,529)	(46,111)
Benefits				
Fringe Benefits	197,408	225,245	376,184	371,758
Retiree Medical	18,663	20,058	21,716	20,020
PERS	294,131	438,077	389,672	381,064
Program Reduction Savings	—	—	(250,016)	—
Furlough / COLA Deferral	—	—	(52,961)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,824,646	\$ 2,068,970	\$ 1,924,588	\$ 2,104,258
Worker's Compensation Expense	4,968,859	492,008	5,121,723	5,121,723
Retiree Medical Benefits	5,183,842	5,802,249	4,544,666	8,030,633
Maintenance & Utilities	1,254	1,123	1,000	1,000
Supplies & Services	962,353	996,190	1,088,224	1,152,274
Internal Service Fees	244,795	259,009	232,121	269,244
<i>Net Operating Expense</i>	\$ 11,361,103	\$ 7,550,579	\$ 10,987,735	\$ 14,574,874
Transfers Out To Other Funds	12,103	13,919	21,308	41,664
Total Expenditures	\$ 13,197,852	\$ 9,633,468	\$ 12,933,631	\$ 16,720,796
Net Change	—	—	—	—

Human Resources Department

All Funds Summary - By Program

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue and Transfers In from Other Funds				
General Fund	\$ —	\$ —	\$ 31,212	\$ 31,212
Worker's Compensation Fund	8,999,718	8,753,398	8,675,927	9,866,339
Employee Benefits Fund	5,505,387	5,315,800	4,544,666	7,940,633
	\$ 14,505,105	\$ 14,069,199	\$ 13,251,805	\$ 17,838,184
(Contributions)/Use of Fund Balance				
Worker's Compensation	(2,928,419)	(7,080,429)	(2,209,556)	(3,336,226)
Employee Benefits	(321,545)	486,449	—	90,000
	\$ (3,249,964)	\$ (6,593,979)	\$ (2,209,556)	\$ (3,246,226)
Fund Subsidy				
General Fund Subsidy	1,942,711	2,158,249	1,891,382	2,128,838
Total Revenues	\$ 13,197,852	\$ 9,633,468	\$ 12,933,631	\$ 16,720,796
EXPENDITURES				
Expenditures and Transfer Out to Other Funds By Program				
HR - General Fund	1,942,711	2,158,249	1,922,594	2,160,050
Worker's Compensation	6,071,299	1,672,970	6,466,371	6,530,113
Employee Benefits	5,183,842	5,802,249	4,544,666	8,030,633
Total Expenditures	\$ 13,197,852	\$ 9,633,468	\$ 12,933,631	\$ 16,720,796
Net Change				

Human Resources Department

Human Resources - General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Medicare Part D Subsidy	\$ —	\$ —	\$ 31,212	\$ 31,212
Total Revenues	\$ —	\$ —	\$ 31,212	\$ 31,212
EXPENDITURES				
Expenditures				
Salary				
Regular	909,172	939,824	983,200	978,406
Overtime	1,231	2,762	—	—
Vacancy Savings	—	—	(40,529)	(46,111)
Benefits				
Fringe Benefits	150,284	158,848	309,523	304,161
Retiree Medical	13,295	13,192	14,038	13,552
PERS	200,657	296,895	255,681	267,550
Program Reduction Savings	—	—	(138,819)	—
Furlough / COLA Deferral	—	—	(36,155)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,274,640	\$ 1,411,521	\$ 1,346,940	\$ 1,517,559
Maintenance & Utilities	1,254	1,123	1,000	1,000
Supplies & Services	461,435	528,966	380,724	444,774
Internal Service Fees	205,382	216,639	193,931	196,717
Capital Outlay	—	—	—	—
<i>Net Operating Expense</i>	\$ 668,071	\$ 746,729	\$ 575,655	\$ 642,491
Total Expenditures	\$ 1,942,711	\$ 2,158,249	\$ 1,922,594	\$ 2,160,050
General Fund Subsidy	1,942,711	2,158,249	1,891,382	2,128,838

Human Resources Department

Worker's Compensation - Internal Service Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Beginning Working Capital Balance	\$(2,711,305)	\$ 217,114	\$ 7,297,543	\$ 9,507,099
REVENUES				
Revenue				
Worker's Compensation Premium	8,164,180	8,207,499	8,675,927	9,866,339
Other Revenue	435,538	545,899	—	—
	\$ 8,599,718	\$ 8,753,398	\$ 8,675,927	\$ 9,866,339
Fund Transfers In from				
General Fund / Enterprise Funds	400,000	—	—	—
<i>Total Transfers In</i>	\$ 400,000	\$ —	\$ —	\$ —
Total Revenues	\$ 8,999,718	\$ 8,753,398	\$ 8,675,927	\$ 9,866,339
EXPENDITURES				
Fund Expenditures				
Salary				
Regular	399,310	441,986	497,322	399,120
Overtime	4,731	1,018	—	—
Benefits				
Fringe Benefits	47,123	66,397	66,661	67,597
Retiree Medical	5,368	6,866	7,678	6,468
PERS	93,474	141,182	133,991	113,514
Program Reduction Savings	—	—	(111,197)	—
Furlough / COLA Deferral	—	—	(16,806)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 550,006	\$ 657,450	\$ 577,649	\$ 586,699
Worker's Compensation Expense	4,968,859	492,008	5,121,723	5,121,723
Maintenance & Utilities	—	—	—	—
Supplies & Services	500,918	467,224	707,500	707,500
Internal Service Fees	39,413	42,370	38,191	72,527
<i>Net Operating Expense</i>	\$ 5,509,190	\$ 1,001,601	\$ 5,867,414	\$ 5,901,750
Fund Transfers Out to				
General Fund - Cost Allocation	—	—	—	—
Transfer Out to Other	—	—	—	19,741
Liability Insurance Premium	12,103	13,919	21,308	21,923
<i>Total Transfers Out</i>	\$ 12,103	\$ 13,919	\$ 21,308	\$ 41,664
Total Expenditures	\$ 6,071,299	\$ 1,672,970	\$ 6,466,371	\$ 6,530,113
Net Change	2,928,419	7,080,429	2,209,556	3,336,226
Ending Working Capital Balance*	217,114	7,297,543	9,507,099	12,843,325

*Unfunded actuarial liability is included in balance

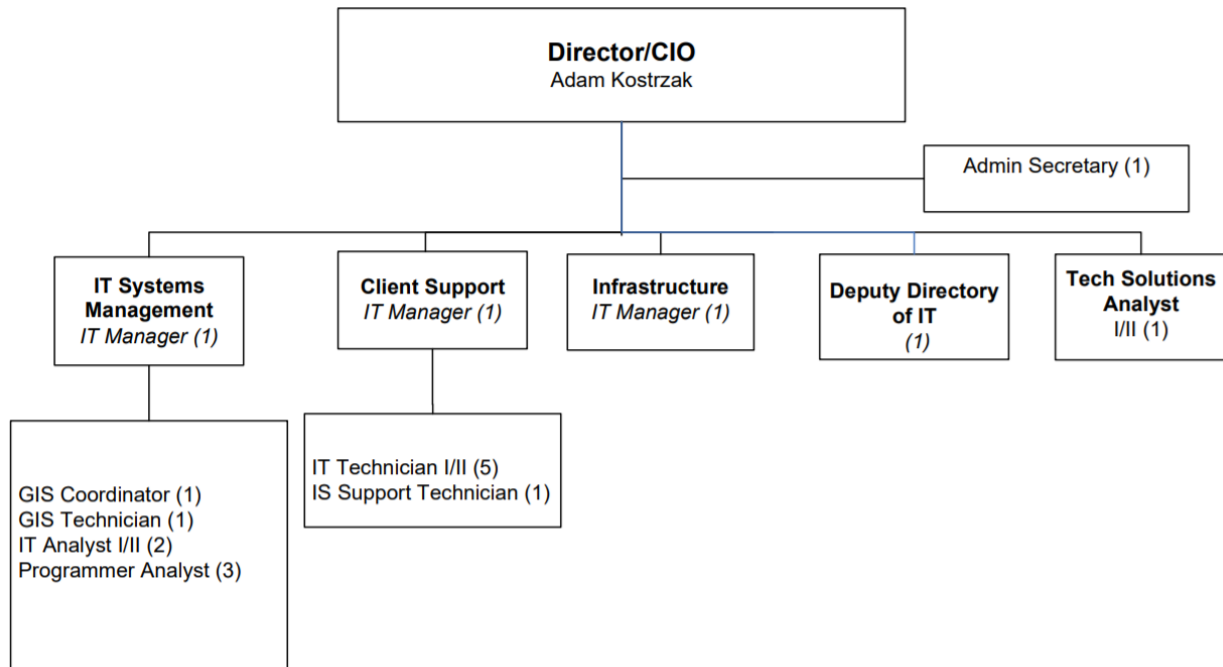
Human Resources Department

Employee Benefits - Internal Service Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Beginning Working Capital Balance	\$ 4,246,686	\$ 4,568,231	\$ 4,081,782	\$ 4,081,782
REVENUES				
Revenue				
Interest	101,036	108,603	—	—
Other Revenue	—	—	—	—
Retiree Medical Premium	3,404,351	3,491,864	3,544,666	3,650,354
	\$ 3,505,387	\$ 3,600,467	\$ 3,544,666	\$ 3,650,354
Fund Transfers In				
Transfer from General Fund	2,000,000	1,715,333	1,000,000	4,290,279
Total Revenues	\$ 5,505,387	\$ 5,315,800	\$ 4,544,666	\$ 7,940,633
EXPENDITURES				
Expenditures				
Police	2,390,916	1,703,919	1,801,244	1,892,880
Fire	1,504,657	746,027	901,677	987,494
Misc	1,288,269	779,304	841,745	859,980
Unfunded Liability Expense	—	2,573,000	1,000,000	4,290,279
Retiree Medical Expense	\$ 5,183,842	\$ 5,802,249	\$ 4,544,666	\$ 8,030,633
Total Expenditures	\$ 5,183,842	\$ 5,802,249	\$ 4,544,666	\$ 8,030,633
Net Change	321,545	(486,449)	—	(90,000)
Ending Working Capital Balance	4,568,231	4,081,782	4,081,782	3,991,782

**FY 2022 STAFFING
20.0 FTE**

Information Technology Department



INFORMATION TECHNOLOGY DEPARTMENT

MISSION STATEMENT

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

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

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

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

DEPARTMENT OVERVIEW

To better meet the needs of the organization and improve services to our residents the Information Technology Department progresses along its 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

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 financial system and Geographic Information Systems (GIS) tools and databases.

INFORMATION TECHNOLOGY DEPARTMENT

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.

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2022

1. Upgrade of current financial system to latest SaaS application.
2. Proposed addition of Deputy Director of IT (1.0 FTE), deletion of Network Systems Specialist (-1.0 FTE).
3. Renewal of SaaS applications and maintenance costs of software procured outside of IT in previous years, now shifted to IT budget oversight.
4. Convert legacy data systems.
5. Provide tools and technology to aide in remote workforce transition.

Information Technology Department

Information Technology - Internal Service Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Information Technology Internal Srv Fee	\$ 7,708,214	\$ 8,322,759	\$ 8,988,891	\$ 8,051,330
Fund Interest	71,526	110,528	6,000	6,000
PEG Revenue	278,929	271,870	220,000	220,000
Other Revenue	64,652	32,707	32,000	32,000
<i>Total Revenue</i>	\$ 8,123,321	\$ 8,737,864	\$ 9,246,891	\$ 8,309,330
Fund Transfers In from				
General Fund	—	—	—	—
<i>Total Transfers In</i>	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ 8,123,321	\$ 8,737,864	\$ 9,246,891	\$ 8,309,330
EXPENDITURES				
Expenditures				
Salary				
Regular	2,161,690	2,370,485	2,587,239	2,776,637
Overtime	105,615	79,645	90,000	90,000
Benefits				
Fringe Benefits	402,072	427,694	542,548	544,799
Retiree Medical	34,210	35,487	35,676	35,420
PERS	483,578	757,928	694,604	789,046
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	(84,083)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Salary & Benefits</i>	\$ 3,187,165	\$ 3,671,238	\$ 3,865,984	\$ 4,235,902
Maintenance & Utilities	2,111,354	1,842,111	1,827,122	1,580,000
Supplies & Services	478,141	934,688	1,673,400	1,828,852
Internal Service Fees	132,044	136,958	138,838	141,583
Debt Service CAD/RMS/ERP/Cisco	—	—	—	—
Capital	1,191,340	903,407	—	—
<i>Net Operating Expense</i>	\$ 3,912,879	\$ 3,817,165	\$ 3,639,360	\$ 3,550,435
Transfers Out to				
Transfer Out to Other	—	—	—	108,103
Information Tech Capital Fund	630,000	756,000	756,000	800,000
Liability Insurance Premium	87,165	87,867	104,012	104,747
<i>Net Transfers Out</i>	\$ 717,165	\$ 843,867	\$ 860,012	\$ 1,012,850
Total Expenditures	\$ 7,817,208	\$ 8,332,270	\$ 8,365,356	\$ 8,799,188

Information Technology Department

Information Technology - Internal Service Fund

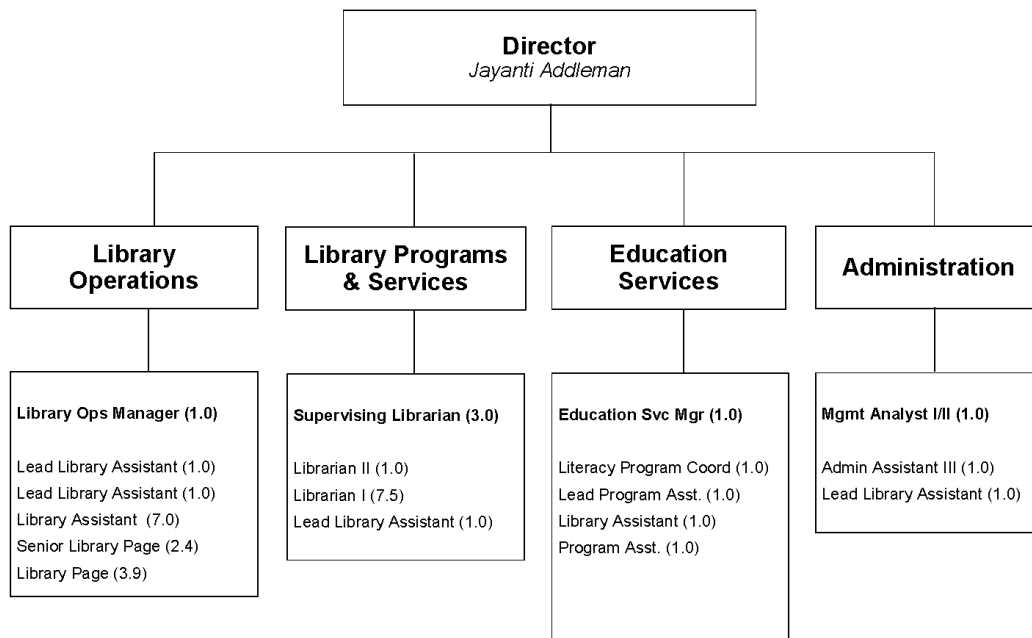
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Net Change	306,112	405,594	881,535	(489,858)
Other Dept Operating Costs (City Manager's Department)	(215,814)	(288,329)	(363,407)	(358,508)
Net IT Department Expenditures	\$ 7,601,394	\$ 8,043,941	\$ 8,001,949	\$8,440,680

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FY 2022 STAFFING
37.8 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 for all ages that respond to community needs and interests; information and referral services; recreational and cultural materials and programs; and lifelong learning and self-improvement 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

LIBRARY DEPARTMENT

- 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 a bookmobile;
- 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, charges 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.

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2022

1. 5% reduction in General Fund supplies and services.
2. Proposed addition of 1.0 FTE - Lead Library Assistant to operate new bookmobile. Proposed position to be fully funded through the City's Hayward Promise Neighborhood Grant for FY 2022.

Library Department

All Funds Summary - By Category

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue and Transfers In From Other Funds				
General Fund Revenue	\$ 18,324	\$ 32,414	\$ 30,000	\$ —
	\$ 18,324	\$ 32,414	\$ 30,000	\$ —
	\$ —	\$ —	\$ —	\$ —
Fund Subsidy				
General Fund Subsidy	5,181,628	5,852,341	5,958,758	6,408,569
Total Revenues	\$ 5,199,952	\$ 5,884,755	\$ 5,988,758	\$ 6,408,569
EXPENDITURES				
Expenditures				
Salary				
Regular	2,449,585	2,700,364	2,845,535	3,069,473
Overtime	3,644	322	—	—
Targeted Savings	—	—	(188,566)	(90,724)
Benefits				
Fringe Benefits	440,075	445,826	584,118	539,670
Retiree Medical	52,560	55,236	57,083	56,672
PERS	510,012	825,929	731,240	790,618
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	(90,442)	—
Charges (to)/from other programs	—	—	(92,489)	(92,489)
<i>Net Staffing Expense</i>	\$ 3,455,876	\$ 4,027,677	\$ 3,846,479	\$ 4,273,219
Maintenance & Utilities	6,624	4,905	126,500	126,500
Supplies & Services	375,770	377,336	611,806	581,206
Grants	—	—	—	—
Internal Service Fees	1,361,682	1,474,837	1,403,973	1,427,644
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 1,744,076	\$ 1,857,078	\$ 2,142,279	\$ 2,135,350
Transfers to Other Funds	—	—	—	—
Total Expenditures	\$ 5,199,952	\$ 5,884,755	\$ 5,988,758	\$ 6,408,569
Net Change	—	—	—	—

Library Department

All Funds Summary - By Program

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue and Transfers in from Other Funds				
General Fund Revenue	\$ 18,324	\$ 32,414	\$ 30,000	\$ —
	\$ 18,324	\$ 32,414	\$ 30,000	\$ —
Fund Subsidy				
General Fund Subsidy	5,181,628	5,852,341	5,958,758	6,408,569
Total Revenues	\$ 5,199,952	\$ 5,884,755	\$ 5,988,758	\$ 6,408,569
EXPENDITURES				
Expenditures and Transfers Out to Other Funds				
Administration	756,266	856,399	830,198	848,615
Library Services	4,083,907	4,492,087	4,573,734	4,940,779
Community Services	945	—	—	—
Education Services	358,835	536,270	584,827	619,175
Total Expenditures	\$ 5,199,952	\$ 5,884,755	\$ 5,988,758	\$ 6,408,569
Net Change	—	—	—	—

Library Department

Library - General Fund Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Library Fines	\$ 18,324	\$ 32,414	\$ 30,000	\$ —
Grants	—	—	—	—
Other Revenue	—	—	—	—
Total Revenues	\$ 18,324	\$ 32,414	\$ 30,000	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	2,449,585	2,700,364	2,845,535	3,069,473
Overtime	3,644	322	—	—
Targeted Savings	—	—	(188,566)	(90,724)
Benefits				
Fringe Benefits	440,075	445,826	584,118	539,670
Retiree Medical	52,560	55,236	57,083	56,672
PERS	510,012	825,929	731,240	790,618
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	(90,442)	—
Charges (to)/from other programs	—	—	(92,489)	(92,489)
<i>Net Staffing Expense</i>	\$3,455,876	\$4,027,677	\$3,846,479	\$4,273,219
Maintenance & Utilities	6,624	4,905	126,500	126,500
Supplies & Services	375,770	377,336	611,806	581,206
Grants	—	—	—	—
Internal Service Fees	1,361,682	1,474,837	1,403,973	1,427,644
Capital				
<i>Net Operating Expense</i>	\$1,744,076	\$1,857,078	\$2,142,279	\$2,135,350
Total Expenditures	\$5,199,952	\$5,884,755	\$5,988,758	\$6,408,569
General Fund Subsidy	5,181,628	5,852,341	5,958,758	6,408,569

Library Department

Administration - General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Grants	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	449,227	460,586	492,018	500,229
Overtime	1,717	—	—	—
Benefits				
Fringe Benefits	89,194	108,213	118,106	118,084
Retiree Medical	6,220	6,172	6,205	6,160
PERS	72,842	147,154	125,553	135,518
Furlough / COLA Deferral	—	—	(18,302)	—
Charges (to)/from other programs	—	—	(92,489)	(92,489)
<i>Net Staffing Expense</i>	\$ 619,200	\$ 722,125	\$ 631,092	\$ 667,502
Maintenance & Utilities	1,289	1,392	1,500	1,500
Supplies & Services	61,049	76,349	140,083	122,533
Internal Service Fees	74,728	56,533	57,523	57,080
<i>Net Operating Expense</i>	\$ 137,066	\$ 134,274	\$ 199,106	\$ 181,113
Total Expenditures	\$ 756,266	\$ 856,399	\$ 830,198	\$ 848,615
General Fund Subsidy	756,266	856,399	830,198	848,615

Library Department

Library Services - General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Library Fines	\$ 18,324	\$ 32,414	\$ 30,000	\$ —
Grants	—	—	—	—
Other Revenue	—	—	—	—
Total Revenues	\$ 18,324	\$ 32,414	\$ 30,000	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	1,792,953	1,920,636	1,971,999	2,174,892
Overtime	4,628	4,751	—	—
Targeted Savings	—	—	(188,566)	(82,612)
Benefits				
Fringe Benefits	303,411	283,447	408,386	361,317
Retiree Medical	42,452	41,350	43,122	42,812
PERS	390,672	576,689	506,310	554,693
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	(59,465)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 2,531,415	\$ 2,822,443	\$ 2,681,786	\$ 3,051,102
Maintenance & Utilities	5,335	3,513	125,000	125,000
Supplies & Services	44,111	56,389	133,983	120,933
Books & Materials	270,610	246,789	337,740	337,740
Internal Service Fees	1,232,436	1,362,953	1,295,225	1,306,004
<i>Net Operating Expense</i>	\$ 1,552,492	\$ 1,669,643	\$ 1,891,948	\$ 1,889,677
Total Expenditures	\$ 4,083,907	\$ 4,492,087	\$ 4,573,734	\$ 4,940,779
General Fund Subsidy	4,065,583	4,459,672	4,543,734	4,940,779

Library Department

Education Services - General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
None	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	206,723	319,143	381,518	394,352
Overtime			—	—
Targeted Savings	—	—	—	(8,112)
Benefits				
Fringe Benefits	47,383	54,166	57,626	60,269
Retiree Medical	3,888	7,714	7,756	7,700
PERS	46,323	102,085	99,377	100,407
Furlough / COLA Deferral	—	—	(12,675)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 304,317	\$ 483,108	\$ 533,602	\$ 554,615
Maintenance & Utilities	—	—	—	—
Supplies & Services	—	(2,190)	—	—
Internal Service Fees	54,518	55,351	51,225	64,560
<i>Net Operating Expense</i>	\$ 54,518	\$ 53,161	\$ 51,225	\$ 64,560
Total Expenditures	\$ 358,835	\$ 536,270	\$ 584,827	\$ 619,175
General Fund Subsidy	358,835	536,270	584,827	619,175

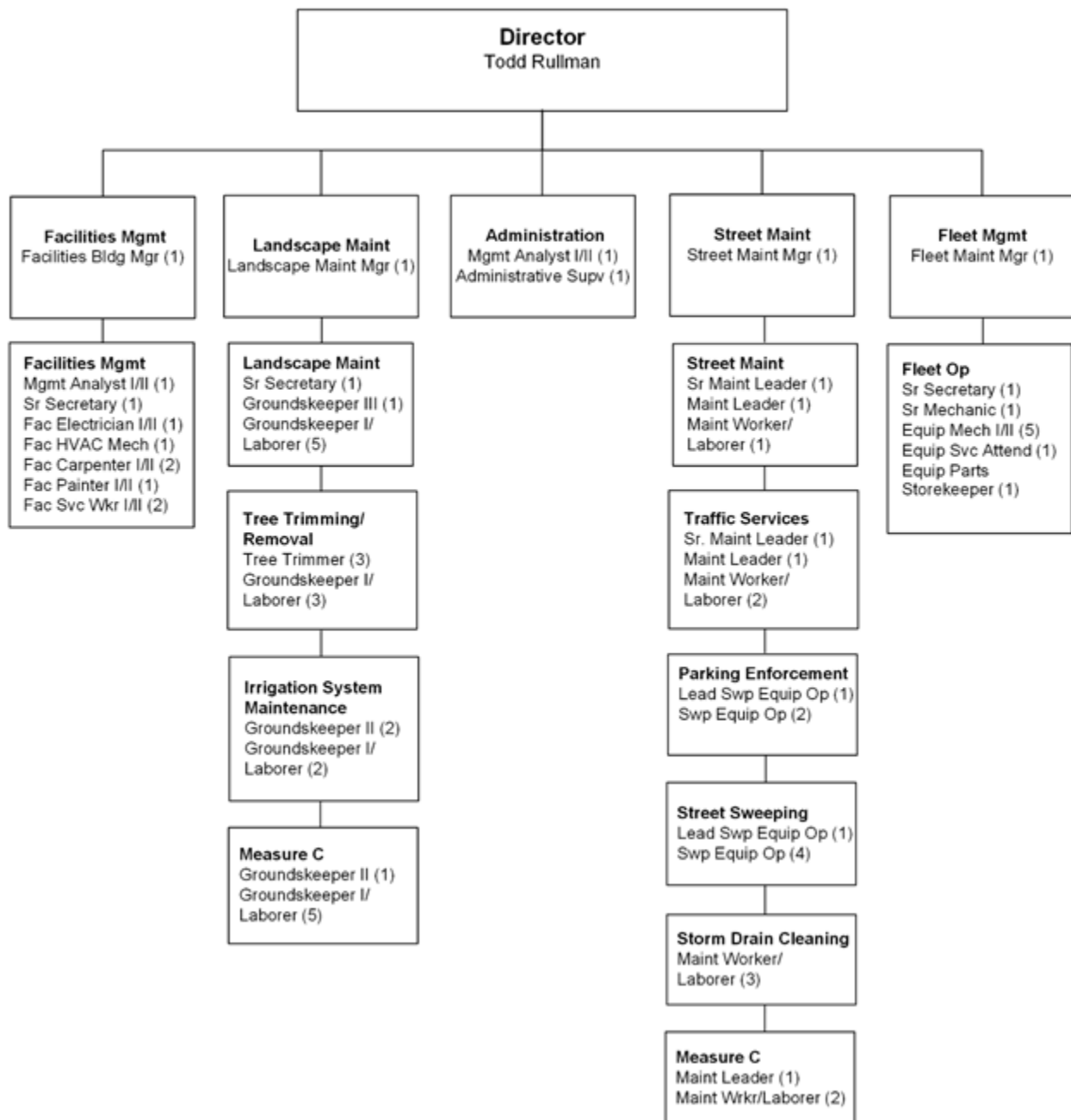
Library Department

Community Services - General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
None	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	682		—	—
Overtime	—		—	—
Benefits				
Fringe Benefits	87		—	—
Retiree Medical	—		—	—
PERS	175		—	—
Charges (to)/from other programs	—		—	—
<i>Net Staffing Expense</i>	\$ 945	\$ —	\$ —	\$ —
Maintenance & Utilities	—	—	—	—
Supplies & Services	—	—	—	—
Internal Service Fees	—	—	—	—
Grants	—	—	—	—
<i>Net Operating Expense</i>	\$ —	\$ —	\$ —	\$ —
Total Expenditures	\$ 945	\$ —	\$ —	\$ —
General Fund Subsidy	945	—	—	—

**FY 2022 STAFFING
69.0 FTE**

Maintenance Services Department



MAINTENANCE SERVICES DEPARTMENT

MISSION STATEMENT

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

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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.

MAINTENANCE SERVICES DEPARTMENT

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.

Landscape and Lighting Districts (LLAD) and Maintenance Districts (MD) - Staff manages ongoing maintenance and capital replacement for 18 LLAD and 2 MD zones. Services and maintenance provided are financed by property tax special assessments charged to homeowners 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, 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, and 7) Disposing of replaced vehicles and equipment.

Vehicle replacements and equipment purchases are funded in the City's 10-year Capital Improvement Plan Budget. The useful life of these fleet units is maximized and managed via the Ten-Year Fleet Capital Replacement Plan. The Plan identifies replacement timelines based on age, mileage, maintenance, and safety. When a vehicle reaches thresholds for end of useful life and is disposed of, carbon emissions are a key consideration in the selection of its replacement. This is in alignment with The City's Strategic Roadmap "Combat Climate Change" Priority Project No. 7 to transition 15% of total City fleet to Electric Vehicle (EV)/ Hybrid models.

Management is working to invest in green hybrid and EV units where possible and within current replacement cycles and budget parameters. Development of an implementation plan to increase City EV charging infrastructure is necessary to accommodate future increases in the City's EV Fleet. This EV infrastructure effort is in alignment with the City's Strategic Roadmap "Improve Infrastructure" Priority Project No. 9 to expand EV charging infrastructure for City fleet and employees. The City has contracted with East Bay Community Energy to complete a citywide fleet asset analysis to recommend both short and long-term strategies to install additional charging infrastructure to support our transition to purchase additional electric vehicles. The project team will be recommending a full fleet transition from your current vehicles to plug-in electric vehicles (no standard hybrids will be recommended). This

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will include recommendations for specific near-term vehicle replacements and higher-level long-term replacements. The team will also lay out a charging strategy that includes recommendations for each vehicle domicile facility. Additionally, these facilities will be evaluated for potential deployment of solar and battery energy storage systems. Specific deployment recommendations will be made where feasible.

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 2021 ADDITIONAL ACCOMPLISHMENTS

To address staff safety from the spread of Covid-19, the Maintenance Services Department field staff followed a 50% staffing reduction model to maximize social distancing while working in the field. Throughout this challenging year, the department accomplished the following, even upon the rising level of positive Covid-19 cases in the community and amongst staff. An exceptional service provision continues to be the single-highest priority department-wide; our willingness to work collaboratively through a changing environment has allowed service levels to remain high throughout the pandemic which has served our customers well.

In Response to Covid-19

1. Covid-19 Testing Center: Staff worked collaboratively with the City's Emergency Operations Center to setup a safe and efficient Covid-19 drive-thru testing site at Fire Station 7. The testing location was later moved to the Skywest Golf Course.
2. Community Food and Supply Distribution: Staff worked collaboratively with the City Manager's Office to assist in the pickup and distribution of community food and supplies, which were distributed weekly at Skywest Golf Course. The distribution location was later moved to Chabot College.
3. Navigation Center: Staff worked collaboratively with the City Manager's Office to deliver and setup four additional trailers to house additional unhoused clients at the

MAINTENANCE SERVICES DEPARTMENT

City's Navigation Center in support of Covid-19 social distancing measures.

4. Staff Safe Return to Work: Projects completed within our City facilities to support CDC guidelines around Covid-19 to ensure City staff could return to work safely included:
 - a. Plexiglass sneeze-shields,
 - b. Touchless faucets, urinals, and toilets,
 - c. UV lights, HEPA air purifiers, and hand sanitizing stations,
 - d. CDC protocol signage,
 - e. Upgraded HVAC filters which exceeded CDC guidelines for air filtration,
 - f. Temperature scanners for all City staffed locations, and
 - g. Plumbing and electrical upgrades installed at all fire stations to facilitate the purchase and installation of industrial-style washers and dryers to support stand-alone cleaning for fire staff gear.

Support Quality of Life in The Community

1. Homeless Camps: Responded to and completed 191 requests to address homeless camps, in collaboration with the Hayward Police Department and the Hayward Code Enforcement department.
2. Property Maintenance: Responded to and completed all maintenance requests on seven City-owned Route 238 By-Pass parcels (fencing repairs, illegal dumping, board-ups, weed abatement, tenant maintenance, and homeless camp abatement).
3. Downtown Parking Lots: Completed signage upgrades and replacement for six municipal lots. The project included 90 new signs (wayfinding signs posted along the road prior to arriving at the parking lot, along with signage inside the parking lots, to include hourly limits).
4. Illegal Dumping: Responded to 2,662 requests to remove illegal dumping and removed over 6,330 sq ft of trash and debris.
5. Graffiti: Responded to 632 requests to abate graffiti and painted over 19,465 sq ft of graffiti.
6. Tree Care: Responded to 1,259 tree related requests through inspection, trimming, planting, removal, and responding to tree emergencies (responding to fallen trees, or tree limbs down during rain and windstorms).
7. Street Signage: Responded to 327 requests to repair or replace City street signs, including fabrication and installation.
8. Street Repair: Responded to 238 requests to repair failing and damaged pavement, to include fixing potholes.
9. Stormwater Prevention: Posted 20 additional streets with street sweeping restrictive parking signage as part of the annual Stormwater Trash Reduction Plan. The signs further encourage vehicles to relocate from the curb on street sweeping days to allow for bi-weekly cleaning of City streets.

MAINTENANCE SERVICES DEPARTMENT

10. Shopping Carts: Responded to and removed 328 abandoned shopping carts.
11. Drafted, issued, and received requests for quotations for landscape maintenance in the following City-owned areas:
 - a. Route 238 Surplus Properties (235 Acres) - Contract to remove vegetation and rubbish to create a defensible space and remove ladder fuels for fire prevention.
 - b. City owned properties (11 properties) - Contract to remove vegetation and rubbish to create a defensible space and remove ladder fuels for fire prevention.
 - c. Route 238 Phase 1 and 2 (537,637 sq. feet of landscaping) - Contract for landscape maintenance of the newly accepted Route 238 Phase 2 area, along with the existing Phase 1 area, in one comprehensive contract.
 - d. La Vista, LLAD #14 (144,929 sq. feet of landscaping) – New contract for landscape maintenance of this newly accepted Landscape and Lighting Assessment District.
 - e. Prominence, LLAD #3 (215,165 sq. feet of landscaping) – Updated contract for landscape maintenance for this existing Landscape and Lighting Assessment District.
 - f. Twin Bridges, LLAD #7 – Contract for tree trimming.
 - g. Cannery, LLAD #13 – Contract for tree trimming.
 - h. Heritage Plaza – Contract for tree trimming.

Support Quality of Life for City Staff

1. City Facilities - Upgrades:
 - a. Access Control System: Staff completed a request for proposal and selected a vendor to install a new citywide access control system. Installation of the new security system began in FY 2021, with installation of additional City facilities planned for FY 2022.
 - b. Security Doors: Staff installed glass security doors on the first and second floors of City Hall to prevent unauthorized public access into staff work areas.
 - c. Office Reconfiguration: Staff completed the City Attorney's Office renovation, to include a workroom, conference room, and cubicle reconfiguration.
2. City Fleet
 - a. Maintained City vehicles assigned to public safety and operational departments to ensure the minimum baseline of available vehicles was operational.
 - b. Initiated the Police Patrol Hybrid Vehicle Pilot Program with the replacement of four patrol gasoline powered vehicles with four hybrid patrol models. Upon successful testing of the hybrid vehicles, future patrol vehicle replacements may be hybrid powered.
 - c. Purchased an all-electric ride-on lawnmower to replace a gasoline model in a deliberate effort to evaluate and purchase greener types of vehicles and equipment. The new mower will be used in the downtown area and will operate quietly, eliminating noise in and around businesses and homes.

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2022

1. 5% reduction in General Fund supplies and services.

MAINTENANCE SERVICES DEPARTMENT

2. Contracted Landscape Maintenance: Route 238 Phase 1 and 2 contracted landscape maintenance began in March 2021. An additional on-going budget is required in FY 2022 to fund this annual contract for the full twelve months of the year. (\$65,000)
3. Community Clean-Up: Adopt-A-Block budgets were reduced for FY 2021 as part of City cost saving measures. The program will resume in FY 2022, with a \$5,000 budget provide for supplies to community members who volunteer their time to clean-up our City. (\$5,000)

Maintenance Services Department

All Funds Summary - By Category

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
General Fund Revenue	\$ 1,667,344	\$ 1,501,454	\$ 1,576,661	\$ 1,576,661
Stormwater Revenue	—	—	—	—
Facilities Revenue	3,957,607	4,557,418	4,269,523	4,301,698
Fleet Revenue	4,450,015	4,010,875	3,535,105	3,535,105
S. Hayward B.A.R.T. JPA Rev	41,151	50,806	—	—
LLD/MD	1,132,522	1,312,880	1,441,168	1,441,168
	\$11,248,639	\$ 11,433,432	\$ 10,822,457	\$10,854,632
(Contribution)/Use of Fund Balance				
Facilities	27,819	424,129	(136,068)	(86,188)
Fleet Management	(371,342)	(17,680)	555,750	492,764
LLD/MD	162,535	(331,583)	439,531	(1,441,168)
	\$ (180,988)	\$ 74,866	\$ 859,214	\$ (1,034,592)
Fund Subsidy				
Gen Fund Subsidy - Maint Svc	3,594,893	3,549,182	3,024,049	3,504,614
Gen Fund Subsidy - Facilities				
Measure C Fund Subsidy	761,785	1,058,980	1,257,347	1,410,360
S. Hayward B.A.R.T. JPA Sub	(18,145)	(48,612)	—	—
Stormwater Fund Sub - Streets	1,634,855	1,657,028	1,739,878	1,780,664
Water Fund Sub - Landscape	909,575	978,087	1,077,317	1,132,922
	\$ 6,882,962	\$ 7,194,664	\$ 7,098,590	\$ 7,828,559
Transfers In From Other Funds				
Total Revenues	\$17,950,612	\$18,702,962	\$ 18,780,261	\$17,648,600
EXPENDITURES				
Expenditures				
Salary				
Regular	5,107,644	5,595,574	5,913,047	6,220,096
Overtime	586,689	604,848	449,778	449,778
Targeted Savings	—	—	(145,047)	(73,256)
Benefits				
Fringe Benefits	1,792,252	1,902,511	2,066,813	2,107,596
Retiree Medical	99,441	95,661	105,476	106,260
PERS	1,133,675	1,802,483	1,501,448	1,675,817
Program Reduction Savings	—	—	(221,192)	—
Furlough / COLA Deferral	—	—	(189,513)	—
Charges (to)/from other programs	(232,660)	(174,373)	(215,005)	(269,090)
<i>Net Staffing Expense</i>	\$ 8,487,040	\$ 9,826,704	\$ 9,265,804	\$ 10,217,201

Maintenance Services Department

All Funds Summary - By Category

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Maintenance & Utilities	3,749,652	3,432,106	4,429,667	3,137,348
Supplies & Services	2,984,954	2,592,292	3,151,967	2,530,845
Internal Service Fees	1,967,556	1,526,330	1,349,966	1,290,305
Debt Service	643,167	1,224,226	456,609	243,819
Capital Outlay	20,320	478	—	—
<i>Net Operating Expense</i>	\$ 9,365,649	\$ 8,775,432	\$ 9,388,209	\$ 7,202,317
Transfers Out to Other Funds	97,924	100,826	126,248	229,082
Total Expenditures	\$17,950,612	\$18,702,962	\$18,780,261	\$17,648,600
Net Change	—	—	—	—

Maintenance Services Department

All Funds Summary - By Program

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Administration - General Fund	\$ —	\$ —	\$ —	\$ —
Landscape - General Fund	—	1,256	—	—
Streets - General Fund	1,667,344	1,500,197	1,576,661	1,576,661
Streets - Stormwater	—	—	—	—
Facilities - Internal Svc Fund	3,957,607	4,557,418	4,269,523	4,301,698
Fleet Management - Internal Svc Fund	4,450,015	4,010,875	3,535,105	3,535,105
S. Hayward B.A.R.T. JPA Fund	41,151	50,806	—	—
LLD/MD - Special Revenue Fund	1,132,522	1,312,880	1,441,168	1,441,168
	\$ 11,248,639	\$ 11,433,432	\$ 10,822,457	\$ 10,854,632
(Contribution)/Use of Fund Balance				
Facilities	27,819	424,129	(136,068)	(86,188)
Fleet Management	(371,342)	(17,680)	555,750	492,764
LLD/MD	162,535	(331,583)	439,531	(1,441,168)
	\$ (180,988)	\$ 74,866	\$ 859,214	\$ (1,034,592)
Fund Subsidy				
Gen Fund Subsidy - Maint Svc	3,594,893	3,549,182	3,024,049	3,504,614
Gen Fund Subsidy - Facilities				
Measure C Fund Subsidy	761,785	1,058,980	1,257,347	1,410,360
S. Hayward B.A.R.T. JPA Sub	(18,145)	(48,612)	—	—
Transfers In - Fleet Management				
Water Fund Sub - Landscape	909,575	978,087	1,077,317	1,132,922
Stormwater Subsidy - Streets	1,634,855	1,657,028	1,739,878	1,780,664
	\$ 6,882,962	\$ 7,194,664	\$ 7,098,590	\$ 7,828,559
Total Revenues	\$ 17,950,612	\$ 18,702,962	\$ 18,780,261	\$ 17,648,600
EXPENDITURES				
Expenditures				
Administration - Gen Fund	121,656	144,774	126,136	129,674
Landscape - Gen Fund	2,913,724	2,657,664	2,579,088	2,791,994
Landscape - Water Fund	909,575	978,087	1,077,317	1,132,922
Streets - Gen Fund	2,226,857	2,248,198	1,895,487	2,159,607
Streets - Stormwater Fund	1,634,855	1,657,028	1,739,878	1,780,664
Measure C Programs	761,785	1,058,980	1,257,347	1,410,360
S. Hayward B.A.R.T. JPA Sub	23,006	2,194	—	—
Facilities	3,985,426	4,981,547	4,133,455	4,215,510
Fleet	4,078,673	3,993,195	4,090,855	4,027,869
LLD/MD	1,295,057	981,297	1,880,699	—
Total Expenditures	\$ 17,950,612	\$ 18,702,962	\$ 18,780,261	\$ 17,648,600
Net Change	—	—	—	—

Maintenance Services Department

Maintenance Services - General Fund Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Interest & Rents	\$ —	\$ —	\$ —	\$ —
Fines & Forfeitures	1,653,702	1,480,533	1,576,661	1,576,661
Fees & Service Charges	11,643	16,216	—	—
Other Revenue	1,999	4,705	—	—
Total Revenues	\$ 1,667,344	\$ 1,501,454	\$ 1,576,661	\$ 1,576,661
EXPENDITURES				
Expenditures				
Salary				
Regular	1,883,331	1,992,950	2,081,243	2,196,109
Overtime	359,136	397,264	265,778	265,778
Targeted Savings	—	—	(145,047)	(73,256)
Benefits				
Fringe Benefits	658,891	663,443	699,019	691,012
Retiree Medical	36,604	34,885	37,057	38,331
PERS	417,050	642,494	528,053	591,134
Program Reduction Savings	—	—	(221,192)	—
Furlough / COLA Deferral	—	—	(63,305)	—
Charges (to)/from other programs	(268,579)	(209,893)	(269,090)	(269,090)
<i>Net Staffing Expense</i>	\$ 3,086,432	\$ 3,521,143	\$ 2,912,516	\$ 3,440,017
Maintenance & Utilities	308,425	333,318	536,000	601,000
Supplies & Services	516,966	378,894	401,181	361,420
Internal Service Fees	1,340,457	816,803	751,014	678,838
Capital Outlay	9,956	478	—	—
<i>Net Operating Expense</i>	\$ 2,175,804	\$ 1,529,492	\$ 1,688,195	\$ 1,641,258
Total Expenditures	\$ 5,262,237	\$ 5,050,635	\$ 4,600,710	\$ 5,081,275
General Fund Subsidy	3,594,893	3,549,182	3,024,049	3,504,614

Maintenance Services Department

Administration - General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
None	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	71,400	85,610	78,958	79,648
Overtime	—	—	—	—
Benefits				
Fringe Benefits	11,519	11,846	11,474	12,000
Retiree Medical	886	679	822	816
PERS	14,485	25,294	20,564	21,998
Furlough / COLA Deferral	—	—	(3,300)	—
Charges (to)/from other programs	(20,142)	(22,870)	(27,045)	(27,045)
<i>Net Staffing Expense</i>	\$ 78,148	\$ 100,559	\$ 81,473	\$ 87,417
Maintenance & Utilities	—	—	—	—
Supplies & Services	5,789	4,281	9,429	7,929
Internal Service Fees	37,719	39,935	35,234	34,328
<i>Net Operating Expense</i>	\$ 43,508	\$ 44,215	\$ 44,663	\$ 42,257
Total Expenditures	\$ 121,656	\$ 144,774	\$ 126,136	\$ 129,674
General Fund Subsidy	121,656	144,774	126,136	129,674

Maintenance Services Department

Street Maintenance - General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Fines & Forfeitures	\$ 1,653,702	\$ 1,480,533	\$ 1,576,661	\$ 1,576,661
Fees & Service Charges	11,643	15,059	—	—
Other Revenue	1,999	4,605	—	—
Total Revenues	\$ 1,667,344	\$ 1,500,197	\$ 1,576,661	\$ 1,576,661
EXPENDITURES				
Expenditures				
Salary				
Regular	815,187	823,179	872,535	914,123
Overtime	261,942	312,740	204,778	204,778
Benefits				
Fringe Benefits	331,165	311,022	312,959	307,567
Retiree Medical	14,135	13,793	15,294	16,724
PERS	181,568	266,071	220,838	245,525
Program Reduction Savings	—	—	(116,304)	—
Furlough / COLA Deferral	—	—	(23,431)	—
Charges (to)/from other programs	(87,633)	(97,593)	—	—
<i>Net Staffing Expense</i>	\$ 1,516,365	\$ 1,629,212	\$ 1,341,622	\$ 1,635,420
Maintenance & Utilities	15,457	18,382	22,000	22,000
Supplies & Services	296,888	252,925	268,002	239,800
Internal Service Fees	388,191	347,200	263,863	262,387
Capital Outlay	9,956	478	—	—
<i>Net Operating Expense</i>	\$ 710,493	\$ 618,986	\$ 553,865	\$ 524,187
Total Expenditures	\$ 2,226,857	\$ 2,248,198	\$ 1,895,487	\$ 2,159,607
General Fund Subsidy	559,513	748,000	318,826	582,946

Maintenance Services Department

Landscape Maintenance - General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Fees & Service Charges	\$ —	\$ 1,157	\$ —	\$ —
Other Revenue	—	100	—	—
Total Revenues	\$ —	\$ 1,256	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	996,744	1,084,161	1,129,750	1,202,339
Overtime	97,194	84,524	61,000	61,000
Targeted Savings	—	—	—	(19,960)
Benefits				
Fringe Benefits	316,206	340,575	374,586	371,445
Retiree Medical	21,583	20,413	20,941	20,790
PERS	220,996	351,129	286,651	323,611
Program Reduction Savings	—	—	(104,888)	—
Furlough / COLA Deferral	—	—	(36,574)	—
Charges (to)/from other programs	(160,804)	(89,431)	(242,045)	(242,045)
<i>Net Staffing Expense</i>	\$ 1,491,920	\$ 1,791,372	\$ 1,489,421	\$ 1,717,180
Maintenance & Utilities	292,968	314,936	514,000	579,000
Supplies & Services	214,289	121,688	123,750	113,691
Internal Service Fees	914,547	429,668	451,917	382,123
Capital Outlay	—	—	—	—
<i>Net Operating Expense</i>	\$ 1,421,804	\$ 866,291	\$ 1,089,667	\$ 1,074,814
Total Expenditures	\$ 2,913,724	\$ 2,657,664	\$ 2,579,088	\$ 2,791,994
General Fund Subsidy	2,913,724	2,656,408	2,579,088	2,791,994

Maintenance Services Department

Landscape Maintenance (Water Fund) - Enterprise Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
None	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	335,477	347,855	369,539	399,294
Overtime	13,301	12,040	6,000	6,000
Benefits				
Fringe Benefits	126,920	135,710	161,563	161,524
Retiree Medical	6,858	6,804	7,228	7,176
PERS	75,210	113,467	93,320	107,002
Furlough / COLA Deferral	—	—	(11,706)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 557,766	\$ 615,877	\$ 625,944	\$ 680,997
Maintenance & Utilities	255,983	257,042	354,100	354,100
Supplies & Services	12,084	16,712	20,200	20,200
Internal Service Fees	83,742	88,456	77,073	77,625
Capital Outlay	—	—	—	—
<i>Net Operating Expense</i>	\$ 351,809	\$ 362,210	\$ 451,373	\$ 451,925
Total Expenditures	\$ 909,575	\$ 978,087	\$ 1,077,317	\$ 1,132,922
Water Fund Subsidy	909,575	978,087	1,077,317	1,132,922

Maintenance Services Department

Street Maintenance (Stormwater Fund) - Enterprise Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Other Revenue	\$ —	\$ —	\$ —	\$ —
Interest and Rents	—	—	—	—
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	772,594	762,035	817,037	842,740
Overtime	37,209	31,157	33,000	33,000
Benefits				
Fringe Benefits	274,775	266,853	306,519	274,945
Retiree Medical	15,472	14,859	14,720	14,615
PERS	173,674	248,998	207,568	227,184
Program Reduction Savings				—
Furlough / COLA Deferral	—	—	(26,749)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,273,724	\$ 1,323,902	\$ 1,352,095	\$ 1,392,484
Maintenance & Utilities	10,183	6,833	11,867	11,867
Supplies & Services	98,961	66,693	126,000	126,000
Internal Service Fees	251,987	259,600	249,916	250,313
Capital Outlay	—	—	—	—
<i>Net Operating Expense</i>	\$ 361,131	\$ 333,126	\$ 387,783	\$ 388,180
Total Expenditures	\$ 1,634,855	\$ 1,657,028	\$ 1,739,878	\$ 1,780,664
Stormwater Fund Subsidy	1,634,855	1,657,028	1,739,878	1,780,664

Maintenance Services Department

Facilities Management - Internal Service Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Facilities Service Fee	\$ 3,723,104	\$ 3,930,587	\$ 4,045,699	\$ 4,086,156
Interest & Rents	60,767	39,432	44,386	36,104
Other Revenue	173,736	179,550	179,438	179,438
General Fund Subsidy	—	407,849	—	—
	3,957,607	4,557,418	4,269,523	4,301,698
Total Revenues	\$ 3,957,607	\$ 4,557,418	\$ 4,269,523	\$ 4,301,698
EXPENDITURES				
Expenditures				
Salary				
Regular	883,435	964,904	1,030,036	1,062,846
Overtime	69,356	88,738	45,000	45,000
Benefits				
Fringe Benefits	257,407	283,587	308,085	344,451
Retiree Medical	14,741	15,244	16,178	16,062
PERS	195,851	305,436	263,501	288,634
Furlough / COLA Deferral	—	—	(35,323)	—
Charges (to)/from other programs	—	(10,220)	—	—
<i>Net Staffing Expense</i>	\$ 1,420,790	\$ 1,647,689	\$ 1,627,477	\$ 1,756,994
Maintenance	149,639	140,415	137,545	137,545
Utilities	887,313	1,016,289	932,256	932,256
Supplies & Services	1,185,103	1,204,674	1,190,601	1,190,601
Internal Service Fees	127,182	187,319	101,953	99,352
Capital	10,364	—	—	—
Debt Service Payments	167,358	748,505	95,415	—
<i>Net Operating Expense</i>	\$ 2,526,960	\$ 3,297,202	\$ 2,457,770	\$ 2,359,754
Fund Transfers Out to				
General Fund - Cost Allocation	—	—	—	—
Liability Insurance Premium	37,676	36,656	48,209	49,740
Transfer Out to Other	—	—	—	49,022
Transfer to Capital	—	—	—	—
<i>Net Transfers Out</i>	\$ 37,676	\$ 36,656	\$ 48,209	\$ 98,762
Total Expenditures	\$ 3,985,426	\$ 4,981,547	\$ 4,133,455	\$ 4,215,510
Net Change	(27,819)	(424,129)	136,068	86,188

Maintenance Services Department

Fleet Management - Internal Service Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Vehicle Maint/Operating Rate	\$ 4,337,894	\$ 4,100,000	\$ 3,530,105	\$ 3,530,105
Interest	22,969	26,827	5,000	5,000
Other Revenue	89,151	(115,952)	—	—
Total Revenues	\$ 4,450,015	\$ 4,010,875	\$ 3,535,105	\$ 3,535,105
EXPENDITURES				
Expenditures				
Salary				
Regular	882,852	985,205	972,402	998,818
Overtime	78,742	69,057	90,000	90,000
Benefits				
Fringe Benefits	307,259	339,300	333,376	352,991
Retiree Medical	17,991	16,154	16,333	16,216
PERS	193,804	310,378	247,699	269,907
Furlough / COLA Deferral	—	—	(32,734)	—
Charges (to)/from other programs	(3,681)	—	—	—
<i>Net Staffing Expense</i>	\$ 1,476,966	\$ 1,720,094	\$ 1,627,076	\$ 1,727,931
Maintenance & Utilities	189,006	127,982	206,580	149,080
Supplies & Services	209,237	185,166	213,690	159,124
Fuel	967,428	820,732	1,000,000	950,000
Auto Parts	568,940	459,493	475,000	525,000
Internal Service Fees	131,039	139,837	129,276	142,595
Debt Service Payments	475,808	475,721	361,194	243,819
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 2,541,459	\$ 2,208,931	\$ 2,385,740	\$ 2,169,618
Fund Transfers Out to				
Liability Insurance Premium	60,248	64,170	78,039	80,828
Transfer Out to Other	—	—	—	49,492
General Fund - Cost Allocation	—	—	—	—
<i>Net Transfers Out</i>	\$ 60,248	\$ 64,170	\$ 78,039	\$ 130,320
Total Expenditures	\$ 4,078,673	\$ 3,993,195	\$ 4,090,855	\$ 4,027,869
Net Change	371,342	17,680	(555,750)	(492,764)

Maintenance Services Department

Landscape & Lighting and Maint. Districts Summary-Special Rev

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Beginning Working Capital Balance	\$ 3,104,656	\$ 2,942,121	\$ 3,273,703	\$ 2,834,172
Fund Revenue				
Special Assessments	1,059,377	1,234,134	1,420,709	1,420,709
Interest and Rents	73,145	78,746	20,459	20,459
Total Revenues	\$ 1,132,522	\$ 1,312,880	\$ 1,441,168	\$ 1,441,168
Fund Expenditures				
Salary				
Regular	437	—	—	—
Overtime	17,796	5,008	—	—
Benefits				
Fringe Benefits	5,065	1,601	—	—
Retiree Medical	—	—	—	—
PERS	104	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	39,600	45,740	54,085	—
<i>Net Staffing Expense</i>	\$ 63,002	\$ 52,348	\$ 54,085	\$ —
Maintenance & Utilities	980,615	728,494	1,249,819	—
Supplies & Services	251,440	200,454	576,795	—
<i>Net Operating Expense</i>	\$ 1,232,055	\$ 928,948	\$ 1,826,614	\$ —
Total Expenditures	\$ 1,295,057	\$ 981,297	\$ 1,880,699	\$ —
Net Change	(162,535)	331,583	(439,531)	1,441,168
Ending Working Capital Balance	2,942,121	3,273,703	2,834,172	4,275,340

Maintenance Services Department

Measure C Programs - Measure C Fund

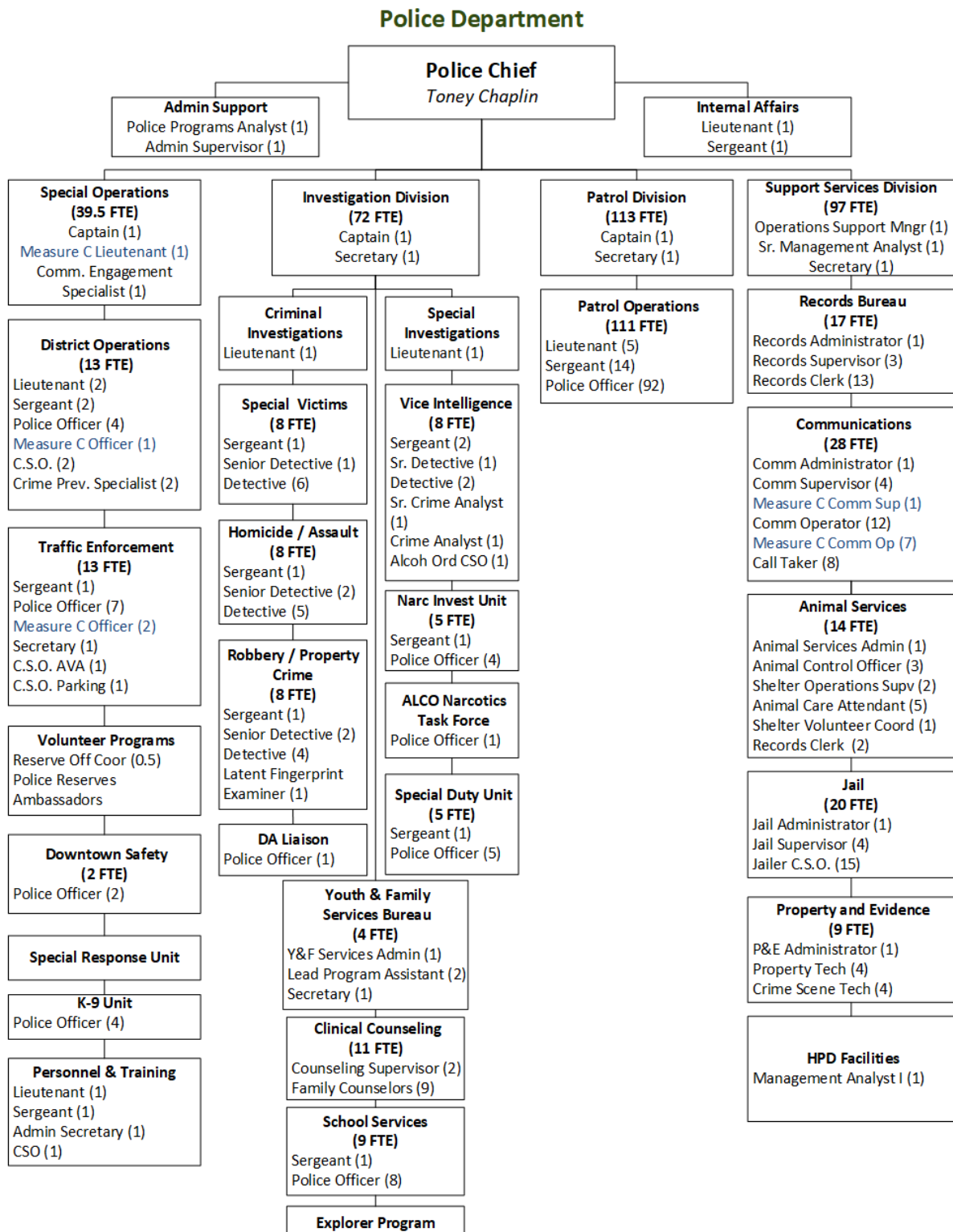
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
None	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	339,667	541,757	642,790	720,288
Overtime	5,834	948	10,000	10,000
Benefits				
Fringe Benefits	158,066	211,680	258,251	282,673
Retiree Medical	7,775	7,715	13,960	13,860
PERS	75,826	181,357	161,308	191,957
Furlough / COLA Deferral	—	—	(19,696)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 587,167	\$ 943,457	\$ 1,066,613	\$ 1,218,778
Maintenance & Utilities	1,059	1,000	1,500	1,500
Supplies & Services	140,409	80,207	148,500	148,500
Internal Service Fees	33,149	34,315	40,734	41,582
Capital Outlay	—	—	—	—
<i>Net Operating Expense</i>	\$ 174,617	\$ 115,522	\$ 190,734	\$ 191,582
Total Expenditures	\$ 761,785	\$ 1,058,980	\$ 1,257,347	\$ 1,410,360
Measure C Fund Subsidy	761,785	1,058,980	1,257,347	1,410,360

Maintenance Services Department

South Hayward B.A.R.T. JPA

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Fines and Forfeiture	\$ 41,151	\$ 50,806	\$ —	\$ —
Total Revenues	\$ 41,151	\$ 50,806	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	9,850	867	—	—
Overtime	5,315	636	—	—
Benefits				
Fringe Benefits	3,870	338	—	—
Retiree Medical	—	—	—	—
PERS	2,156	353	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 21,191	\$ 2,194	\$ —	\$ —
Maintenance & Utilities	—	—	—	—
Supplies & Services	1,815	—	—	—
Internal Service Fees	—	—	—	—
Capital Outlay	—	—	—	—
<i>Net Operating Expense</i>	\$ 1,815	\$ —	\$ —	\$ —
Total Expenditures	\$ 23,006	\$ 2,194	\$ —	\$ —
S. Hwrd B.A.R.T. JPA Fund Subsidy	18,145	48,612	—	—

FY 2022 STAFFING 326.5 FTE



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.

HAYWARD POLICE DEPARTMENT

Special Operations Division

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

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

HAYWARD POLICE DEPARTMENT

Investigation Division

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

- The Crime and Intelligence Analysis Unit improves the ability of the department to monitor the criminal activity and behavior of people within the city through analysis of related information, to obtain knowledge about the activity of known criminals through intelligence analysis, to improve tactical planning, and to improve short and long term decision making. It also improves the ability of the department to manage, allocate, and deploy resources through practical analyses.
- The Special Victims Unit thoroughly investigates incidents that are reported through a diverse range of sources, such as teachers, citizens, mental health professionals, and preliminary investigations by Patrol Officers. SVU investigators work collaboratively with CALICO (Child Abuse Listening, Interviewing and Coordination Center) interviewers, Children's Hospital's Center for the Protection of Children for forensic medical examinations and expertise, Shelters Against Violent Environments (SAVE) for domestic violence victim services, and the Alameda County SAFE (Sexual Assault Felony Enforcement) Task Force for investigation of sexually violent predators and sexually-based criminal enterprises.
- The Robbery and Property Crimes Unit investigates, arrests, and prosecutes suspects who commit specific crimes in the City of Hayward, and provides investigative support to Officers engaged in community policing efforts. These crimes include but are not limited to, robbery, burglary, carjacking, fraud, and elder/dependent adult financial abuse.
- The Homicide and Assault Unit investigates significant violent crimes that elude the department's prevention efforts, arrests and prosecutes suspects who commit them, locates missing adults, and investigates hate crimes and arsons.
- The Special Duty Unit 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 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.

HAYWARD POLICE DEPARTMENT

Support Services Division

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

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

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2022

1. 5% reduction in General Fund supplies and services.
2. Request for \$90,000 to cover the costs of Rapid DNA Service (RADS) system tests required by the state and no longer covered by Alameda County.

Police Department

All Funds Summary - By Category

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue and Trans in from Other Funds				
General Fund Revenue	\$ 3,572,941	\$ 3,321,333	\$ 3,625,840	\$ 3,625,840
Narc Asset Seizure-Spec Rev Fund	132,762	—	—	—
	\$ 3,705,703	\$ 3,321,333	\$ 3,625,840	\$ 3,625,840
(Contribution)/Use of Fund Balance				
Narcotic Asset Seizure	240,106	23,157	—	—
	\$ 240,106	\$ 23,157	\$ —	\$ —
Fund Subsidy				
General Fund Subsidy	70,356,783	71,283,662	75,937,213	79,961,731
Measure C Fund Subsidy	2,956,896	3,095,770	2,967,172	3,115,461
	\$ 73,313,679	\$ 74,379,432	\$ 78,904,385	\$ 83,077,192
Total Revenues	\$ 77,259,488	\$ 77,723,922	\$ 82,530,225	\$ 86,703,032
EXPENDITURES				
Expenditures By Expense Category				
Salary				
Regular	35,962,918	36,629,371	39,990,625	40,854,523
Overtime	4,220,417	4,370,613	2,961,000	2,961,000
Vacancy Savings	—	—	(1,927,080)	(1,575,879)
Benefits				
Fringe Benefits	10,821,075	10,840,015	13,562,558	13,411,434
Retiree Medical	1,915,373	1,986,540	1,945,164	2,091,155
PERS	14,678,579	14,770,049	18,672,886	20,032,312
Program Reduction Savings	—	—	(978,460)	—
Furlough / COLA Deferral	—	—	(394,054)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 67,598,362	\$ 68,596,589	\$ 73,832,640	\$ 77,774,545
Maintenance & Utilities	392,785	428,225	513,998	509,298
Supplies & Services	2,035,103	1,816,382	1,915,266	1,920,065
Internal Service Fees	6,750,697	6,882,727	6,268,321	6,499,124
Capital	482,541	—	—	—
<i>Net Operating Expense</i>	\$ 9,661,126	\$ 9,127,334	\$ 8,697,585	\$ 8,928,487
Total Expenditures	\$ 77,259,488	\$ 77,723,922	\$ 82,530,225	\$ 86,703,032
Net Change	—	—	—	—

Police Department

All Funds Summary - By Program

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue and Transfers in from Other Funds				
Office of the Chief	\$ —	\$ —	\$ —	\$ —
Special Operations	318,253	515,701	521,843	521,843
Patrol Division	185,423	75,199	141,400	141,400
Investigations	2,055,447	1,843,583	1,854,105	1,854,105
Support Services	750,903	666,175	821,672	821,672
Special Programs	262,915	220,675	286,820	286,820
Narcotic Asset Seizure	132,762	—	—	—
	\$ 3,705,703	\$ 3,321,333	\$ 3,625,840	\$ 3,625,840
(Contribution)/Use of Fund Balance				
Narcotic Asset Seizure	240,106	23,157	—	—
	\$ 240,106	\$ 23,157	\$ —	\$ —
Fund Subsidy				
General Fund Subsidy	70,356,783	71,283,662	75,937,213	79,961,731
Measure C Fund Subsidy	2,956,896	3,095,770	2,967,172	3,115,461
	\$73,313,679	\$74,379,432	\$78,904,385	\$83,077,192
Total Revenues	\$77,259,488	\$77,723,922	\$82,530,225	\$86,703,032
EXPENDITURES				
Expenditures and Transfer Out to Other Funds				
Office of the Chief - General Fund	1,761,120	2,177,386	1,254,297	1,750,246
Special Operations - General Fund	8,155,404	7,806,911	7,629,112	8,955,828
Patrol Division	32,011,098	33,108,803	34,958,365	35,711,726
Investigations	15,620,946	14,680,588	18,774,035	19,523,978
Support Services - General Services	13,225,052	13,692,886	13,759,401	14,448,723
Special Programs (Grants) - General Fund	3,156,103	3,138,420	3,187,843	3,197,068
Measure C Programs	2,956,896	3,095,770	2,967,172	3,115,461
Narc Asset Seizure-Spec Rev Fund	372,869	23,157	—	—
Total Expenditures	\$77,259,488	\$77,723,922	\$82,530,225	\$86,703,032
Net Change	—	—	—	—

Police Department

Police - General Fund Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Licenses & Permits	\$ 489,252	\$ 472,217	\$ 449,017	\$ 449,017
Photo Red Light	74,427	217,754	72,828	72,828
Fines & Forfeitures	49,936	48,446	41,820	41,820
Intergovernmental	2,160,914	2,101,010	2,146,215	2,146,215
Fees & Service Charges	597,261	462,082	895,960	895,960
Other Revenue	201,152	19,824	20,000	20,000
Total Revenues	\$ 3,572,941	\$ 3,321,333	\$ 3,625,840	\$ 3,625,840
EXPENDITURES				
Expenditures				
Salary				
Regular	34,419,472	35,034,052	38,350,711	39,171,050
Overtime	3,930,459	4,066,392	2,961,000	2,961,000
Vacancy Savings	—	—	(1,927,080)	(1,575,879)
Benefits				
Fringe Benefits	10,437,773	10,425,234	13,097,147	12,919,773
Retiree Medical	1,862,648	1,934,859	1,893,080	2,037,515
PERS	14,166,593	14,242,304	18,073,477	19,383,716
Program Reduction Savings	—	—	(978,460)	—
Furlough / COLA Deferral	—	—	(363,410)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$64,816,945	\$65,702,841	\$71,106,464	\$74,897,175
Maintenance & Utilities	381,906	420,816	460,960	456,260
Supplies & Services	1,968,282	1,736,951	1,866,036	1,870,835
Internal Service Fees	6,620,381	6,744,387	6,129,593	6,363,301
Capital	142,209	—	—	—
<i>Net Operating Expense</i>	\$ 9,112,778	\$ 8,902,153	\$ 8,456,589	\$ 8,690,396
Total Expenditures	\$73,929,724	\$74,604,994	\$79,563,053	\$83,587,571
General Fund Subsidy	70,356,783	71,283,662	75,937,213	79,961,731

Police Department

Office of the Chief - General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Intergovernmental	\$ —	\$ —	\$ —	\$ —
Other Revenue	—	—	—	—
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	1,007,284	910,508	804,795	866,802
Overtime	4,651	443,346	16,500	16,500
Vacancy Savings	—	—	(216,934)	—
Benefits				
Fringe Benefits	207,404	289,462	231,516	233,095
Retiree Medical	22,475	30,275	30,533	31,760
PERS	380,653	348,540	384,829	436,170
Program Reduction Savings	—	—	(144,623)	—
Furlough / COLA Deferral	—	—	(22,736)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,622,466	\$ 2,022,131	\$ 1,083,879	\$ 1,584,327
Maintenance & Utilities	9,249	9,528	9,000	9,000
Supplies & Services	33,667	36,137	37,948	36,051
Internal Service Fees	95,738	109,590	123,469	120,868
<i>Net Operating Expense</i>	\$ 138,654	\$ 155,255	\$ 170,417	\$ 165,919
Total Expenditures	\$ 1,761,120	\$ 2,177,386	\$ 1,254,297	\$ 1,750,246
General Fund Subsidy	1,761,120	2,177,386	1,254,297	1,750,246

Police Department

Special Operations - General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Grants-Citizens' Option for Public Safety	\$ —	\$ —	\$ 187,680	\$ 187,680
Licenses and Permits	24,242	28,953	31,827	31,827
Photo Red Light	74,427	217,754	72,828	72,828
Intergovernmental	6,451	184,852	20,808	20,808
Fees & Service Charges	127,995	84,143	188,700	188,700
Other Revenue	85,138	—	20,000	20,000
Total Revenues	\$ 318,253	\$ 515,701	\$ 521,843	\$ 521,843
EXPENDITURES				
Expenditures				
Salary				
Regular	3,009,425	3,062,504	3,660,585	3,940,209
Overtime	783,180	774,010	243,500	243,500
Targeted Savings	—	—	(520,560)	(245,473)
Benefits				
Fringe Benefits	996,527	977,620	1,315,211	1,319,953
Retiree Medical	158,808	185,309	177,228	204,290
PERS	1,230,810	1,242,365	1,778,887	2,012,718
Program Reduction Savings	—	—	(522,633)	—
Furlough / COLA Deferral	—	—	(38,191)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 6,178,749	\$ 6,241,808	\$ 6,094,027	\$ 7,475,197
Maintenance & Utilities	24,939	21,744	30,000	30,000
Supplies & Services	943,967	835,802	783,964	744,766
Internal Service Fees	865,540	707,557	721,121	705,865
Capital	142,209	—	—	—
<i>Net Operating Expense</i>	\$ 1,976,655	\$ 1,565,103	\$ 1,535,085	\$ 1,480,631
Total Expenditures	\$ 8,155,404	\$ 7,806,911	\$ 7,629,112	\$ 8,955,828
General Fund Subsidy	7,837,151	7,291,210	7,107,269	8,433,985

Police Department

Patrol Division - General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Licenses and Permits	\$ —	\$ —	\$ —	\$ —
Intergovernmental	—	—	—	—
Fees & Service Charges	75,622	75,199	141,400	141,400
Other Revenue	109,801	—	—	—
Total Revenues	\$ 185,423	\$ 75,199	\$ 141,400	\$ 141,400
EXPENDITURES				
Expenditures				
Salary				
Regular	14,716,640	15,297,391	15,615,460	15,815,437
Overtime	1,477,157	1,144,989	1,215,000	1,215,000
Targeted Savings	—	—	—	(521,119)
Benefits				
Fringe Benefits	4,768,770	4,791,349	5,631,978	5,791,306
Retiree Medical	981,105	1,007,520	986,244	1,053,140
PERS	7,069,144	7,314,631	8,653,451	9,172,575
Furlough / COLA Deferral	—	—	(15,744)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$29,012,817	\$29,555,880	\$32,086,388	\$32,526,339
Maintenance & Utilities	—	—	—	—
Supplies & Services	36,890	37,848	30,006	28,506
Internal Service Fees	2,961,392	3,515,076	2,841,971	3,156,881
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 2,998,282	\$ 3,552,923	\$ 2,871,977	\$ 3,185,387
Total Expenditures	\$32,011,098	\$33,108,803	\$34,958,365	\$ 35,711,726
General Fund Subsidy	31,825,675	33,033,605	34,816,965	35,570,326

Police Department

Investigations - General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Licenses & Permits	\$ 122,134	\$ 118,187	\$ 148,526	\$ 148,526
Intergovernmental	1,932,327	1,725,396	1,671,919	1,671,919
Fees & Service Charges	986	—	33,660	33,660
Other Revenue	—	—	—	—
Total Revenues	\$ 2,055,447	\$ 1,843,583	\$ 1,854,105	\$ 1,854,105
EXPENDITURES				
Expenditures				
Salary				
Regular	7,495,415	7,211,839	9,118,028	9,216,500
Overtime	405,556	407,861	1,100,000	1,100,000
Targeted Savings	—	—	(777,762)	(438,290)
Benefits				
Fringe Benefits	2,152,759	2,023,162	3,192,403	2,770,024
Retiree Medical	468,575	476,287	474,394	505,720
PERS	3,256,010	3,025,691	4,477,739	4,773,344
Program Reduction Savings	—	—	(311,204)	—
Furlough / COLA Deferral	—	—	(69,773)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 13,778,315	\$ 13,144,840	\$ 17,203,824	\$ 17,927,298
Maintenance & Utilities	112,290	124,577	81,000	77,800
Supplies & Services	297,842	259,831	362,684	437,750
Internal Service Fees	1,432,499	1,151,340	1,126,527	1,081,130
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 1,842,631	\$ 1,535,748	\$ 1,570,211	\$ 1,596,680
Total Expenditures	\$15,620,946	\$14,680,588	\$ 18,774,035	\$ 19,523,978
General Fund Subsidy	13,565,499	12,837,005	16,919,930	17,669,873

Police Department

Support Services - General Services

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Licenses & Permits	\$ 342,876	\$ 325,077	\$ 268,664	\$ 268,664
Intergovernmental	14,773	22,993	20,808	20,808
Fees & Service Charges	392,657	302,740	532,200	532,200
Other Revenue	596	15,364	—	—
Total Revenues	\$ 750,903	\$ 666,175	\$ 821,672	\$ 821,672
EXPENDITURES				
Expenditures				
Salary				
Regular	6,659,859	7,008,600	7,595,828	7,760,003
Overtime	1,062,488	1,150,174	386,000	386,000
Targeted Savings	—	—	(411,824)	(370,997)
Benefits				
Fringe Benefits	1,780,518	1,802,743	2,081,569	2,235,386
Retiree Medical	133,730	135,777	138,439	137,445
PERS	1,480,377	1,564,703	1,928,203	2,089,910
Furlough / COLA Deferral	—	—	(216,966)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 11,116,972	\$ 11,661,997	\$ 11,501,249	\$ 12,237,747
Maintenance & Utilities	235,429	264,966	340,960	339,460
Supplies & Services	610,036	507,722	603,434	575,762
Internal Service Fees	1,262,615	1,258,200	1,313,758	1,295,754
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 2,108,080	\$ 2,030,889	\$ 2,258,152	\$ 2,210,976
Total Expenditures	\$ 13,225,052	\$ 13,692,886	\$ 13,759,401	\$ 14,448,723
General Fund Subsidy	12,474,149	13,026,711	12,937,729	13,627,051

Police Department

Special Programs (Grants) - General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Fines and Forfeitures	\$ 49,936	\$ 48,446	\$ 41,820	\$ 41,820
Grant Revenue	207,362	167,770	245,000	245,000
Rental Income	5,617	4,460	—	—
Total Revenues	\$ 262,915	\$ 220,675	\$ 286,820	\$ 286,820
EXPENDITURES				
Expenditures				
Salary				
Regular	1,530,849	1,543,209	1,556,015	1,572,099
Overtime	197,427	146,013	—	—
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	531,795	540,898	644,470	570,009
Retiree Medical	97,955	99,691	86,242	105,160
PERS	749,600	746,374	850,369	898,997
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 3,107,626	\$ 3,076,185	\$ 3,137,096	\$ 3,146,265
Maintenance & Utilities	—	—	—	—
Supplies & Services	45,880	59,611	48,000	48,000
Internal Service Fees	2,597	2,624	2,747	2,803
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 48,477	\$ 62,235	\$ 50,747	\$ 50,803
Total Expenditures	\$ 3,156,103	\$ 3,138,420	\$ 3,187,843	\$ 3,197,068
General Fund Subsidy	2,893,188	2,917,745	2,901,023	2,910,248

Police Department

Narcotic Asset Seizure - Special Revenue Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Beginning Working Capital Balance	\$ 664,796	\$ 424,690	\$ 401,532	\$ 401,532
REVENUES				
Revenue				
Fines & Forfeitures	132,762	—	—	—
Interest			—	—
Total Revenues	\$ 132,762	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	—	—	—	—
Overtime	—	—	—	—
Benefits				
Fringe Benefits	—	—	—	—
Retiree Medical	—	—	—	—
PERS	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ —	\$ —	\$ —	\$ —
Maintenance & Utilities	—	—	—	—
Supplies & Services	32,537	23,157	—	—
Internal Service Fees	—	—	—	—
Capital	340,332	—	—	—
<i>Net Operating Expense</i>	\$ 372,869	\$ 23,157	\$ —	\$ —
Fund Transfers Out				
Trsfr to Police Capital Projects	—	—	—	—
	\$ —	\$ —	\$ —	\$ —
Total Expenditures	\$ 372,869	\$ 23,157	\$ —	\$ —
Net Diff Gain (Use) of Fund Balance	(240,106)	(23,157)	—	—
Ending Working Capital Balance	424,690	401,532	401,532	401,532

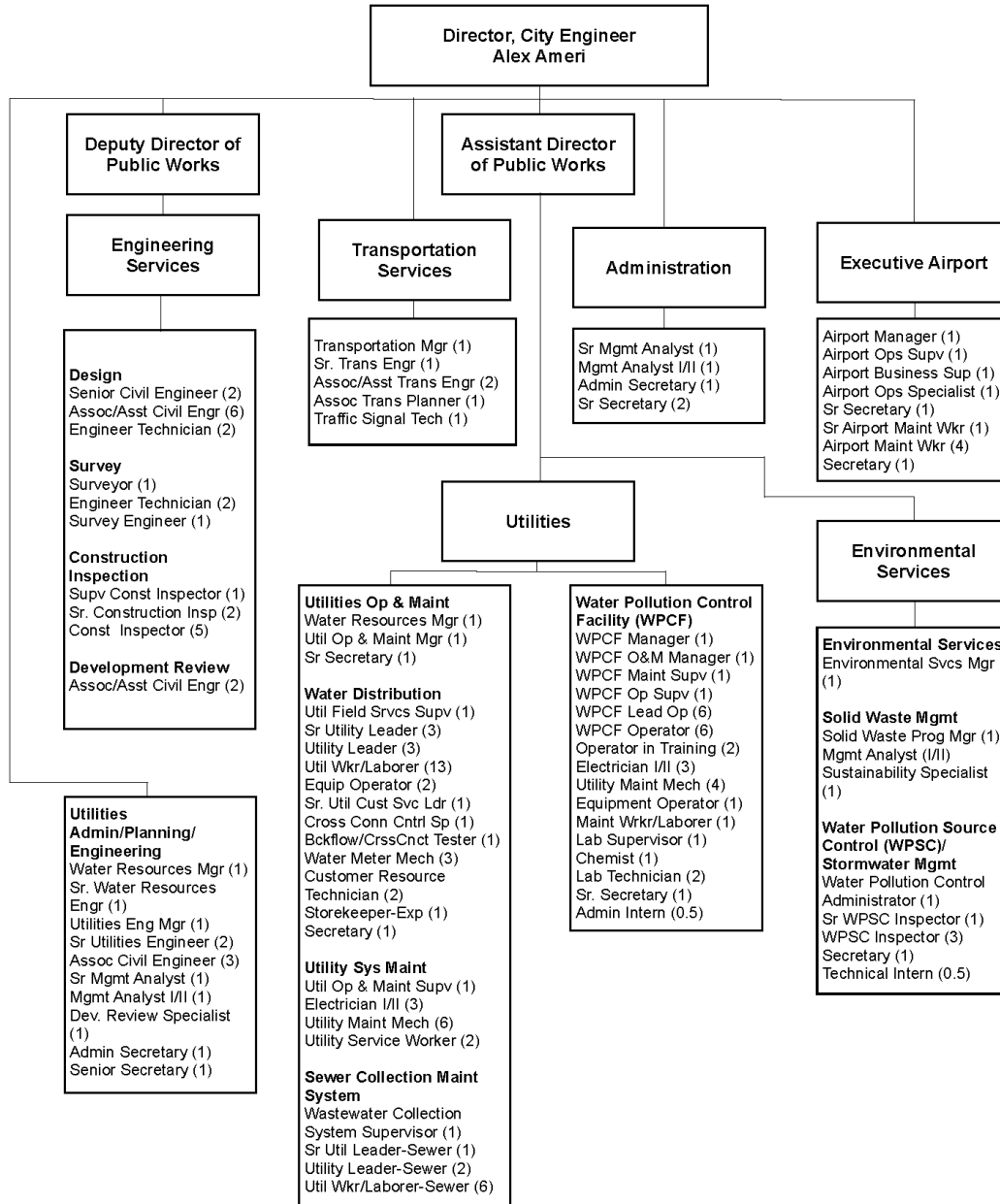
Police Department

Measure C Program - Measure C Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Other Revenue	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	1,543,446	1,595,319	1,639,915	1,683,473
Overtime	289,958	304,221	—	—
Benefits				
Fringe Benefits	383,302	414,781	465,412	491,661
Retiree Medical	52,725	51,681	52,084	53,640
PERS	511,986	527,745	599,409	648,596
Furlough / COLA Deferral	—	—	(30,644)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 2,781,417	\$ 2,893,747	\$ 2,726,176	\$ 2,877,371
Maintenance & Utilities	10,879	7,410	53,038	53,038
Supplies & Services	34,285	56,273	49,230	49,230
Internal Service Fees	130,316	138,340	138,729	135,823
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 175,480	\$ 202,023	\$ 240,997	\$ 238,091
Total Expenditures	\$ 2,956,896	\$ 3,095,770	\$ 2,967,172	\$ 3,115,461
Measure C Fund Subsidy	2,956,896	3,095,770	2,967,172	3,115,461

FY 2022 STAFFING 161 FTE

Public Works & Utilities Department



PUBLIC WORKS & UTILITIES DEPARTMENT - ENGINEERING, TRANSPORTATION & AIRPORT

MISSION STATEMENT

To plan, design, construct, operate, and maintain the City's public infrastructure, facilities, and related services, including the City's roads, airport, water service, wastewater service, stormwater management, 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-ranging 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 staff is responsible for the safe daily operation of the Airport, including interaction with federal and state aviation authorities, maintenance of Airport facilities, administering Airport rules and regulations, and providing a high level of customer service. The Utilities Division is responsible for management of the City's Water Distribution System, Wastewater Collection and Treatment Systems, and new Recycled Water System, as well as management of the City's sustainable groundwater efforts. The Division ensures full compliance with all applicable 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, as well as the 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 and 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

PUBLIC WORKS & UTILITIES DEPARTMENT - ENGINEERING, TRANSPORTATION & AIRPORT

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 the City's energy efficiency, resource conservation, and pollution and waste reduction activities 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, 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.

PUBLIC WORKS & UTILITIES DEPARTMENT - ENGINEERING, TRANSPORTATION & AIRPORT

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2022

1. 5 % reduction in General Fund supplies and service expenses.
2. Proposed addition of 1.0 FTE Real Property Manager. The proposed position is a shared position that is located in the City Manager's Office. The proposed position is allocated as 0.4 FTE in the City Manager's Office and 0.6 FTE in Public Works and Utilities. The position will be responsible for managing all real property-related issues City-wide.
3. Increase in revenue projections for water sales (\$1,000,000)
4. Increase in revenue projections related to meter service fees (\$500,000)
5. Increase in sewer interest revenue (\$160,000)
6. Updated loan repayment schedule and (\$611,542)
7. Repair and maintenance for the new recycled water system (\$100,000)

Public Works & Utilities -Engineering, Transportation & Airport Department

All Funds Summary - By Category

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue and Transfers In from Other Funds				
General Fund Revenue	408,789	439,402	415,500	415,500
Airport Maint & Operation	3,666,078	3,745,146	3,512,054	3,512,054
	\$4,074,868	\$4,184,548	\$3,927,554	\$3,927,554
(Contribution)/Use of Fund Balance				
Airport Maint & Operation	148,073	367,970	498,566	887,013
	\$ 148,073	\$ 367,970	\$ 498,566	\$ 887,013
Fund Subsidy				
General Fund Subsidy	3,133,324	2,374,873	2,649,773	3,365,010
Total Revenues	\$ 7,356,265	\$ 6,927,390	\$ 7,075,893	\$ 8,179,578
EXPENDITURES				
Expenditures By Expense Category				
Salary				
Regular	4,757,225	4,548,827	5,379,286	5,664,159
Overtime	223,361	196,592	33,150	33,150
Targeted Savings	—	—	(190,122)	(25,883)
Benefits				
Fringe Benefits	1,031,842	1,028,271	1,201,827	1,262,287
Retiree Medical	74,018	71,901	72,284	71,752
PERS	1,110,312	1,532,771	1,441,149	1,605,115
Program Reduction Savings	—	—	(191,517)	—
Furlough / COLA Deferral	—	—	(172,546)	—
Charges (to)/from other prog	(3,326,145)	(4,163,594)	(3,860,608)	(3,860,608)
<i>Net Staffing Expense</i>	\$ 3,870,614	\$ 3,214,767	\$ 3,712,903	\$ 4,749,973
Maintenance & Utilities	212,748	249,501	167,351	167,351
Supplies & Services	970,579	617,286	558,509	579,546
Internal Service Fees	933,113	1,127,676	890,268	880,593
Capital	164,784	163,745	159,026	162,332
<i>Net Operating Expense</i>	\$ 2,281,224	\$ 2,158,208	\$ 1,775,154	\$ 1,789,822
Transfers Out to Other Funds	1,204,427	1,554,415	1,587,836	1,639,784
Total Expenditures	\$ 7,356,265	\$ 6,927,390	\$ 7,075,893	\$ 8,179,578
Net Change	—	—	—	—

Public Works & Utilities -Engineering, Transportation & Airport Department

All Funds Summary - By Program

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue and Trans in from Other Funds				
General Fund Revenue	\$ 408,789	\$ 439,402	\$ 415,500	\$ 415,500
Hayward Executive Airport	3,666,078	3,745,146	3,512,054	3,512,054
	\$4,074,868	\$4,184,548	\$3,927,554	\$3,927,554
(Contri)/Use of Fund Balance				
Hayward Executive Airport	148,073	367,970	498,566	887,013
	\$ 148,073	\$ 367,970	\$ 498,566	\$ 887,013
Fund Subsidy				
General Fund Subsidy	3,133,324	2,374,873	2,649,773	3,365,010
Total Revenues	\$ 7,356,265	\$ 6,927,390	\$ 7,075,893	\$ 8,179,578
EXPENDITURES				
Expend and Trans Out to Other Funds By Prog				
General Fund	3,542,113	2,814,275	3,065,273	3,780,510
Executive Airport	3,814,152	4,113,115	4,010,620	4,399,068
Total Expenditures	\$ 7,356,265	\$ 6,927,390	\$ 7,075,893	\$ 8,179,578
Net Change	—	—	—	—

Public Works & Utilities -Engineering, Transportation & Airport Department

Engineering & Transportation - General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Sales and Other Taxes	\$ —	\$ —	\$ —	\$ —
Interest and Rents	89,597	87,492	65,500	65,500
Fees & Service Charges	305,568	346,585	350,000	350,000
Other Revenue	13,624	5,325	—	—
Total Revenues	\$ 408,789	\$ 439,402	\$ 415,500	\$ 415,500
EXPENDITURES				
Expenditures				
Salary				
Regular	3,759,314	3,529,756	4,263,920	4,463,425
Overtime	184,752	151,219	6,400	6,400
Targeted Savings	—	—	(190,122)	(25,883)
Benefits				
Fringe Benefits	767,568	730,022	863,603	878,752
Retiree Medical	55,747	54,157	54,446	54,042
PERS	882,390	1,198,079	1,150,650	1,273,867
Program Reduction Savings	—	—	(63,839)	—
Furlough / COLA Deferral	—	—	(136,003)	—
Charges (to)/from other prog	(3,326,145)	(4,163,594)	(3,860,608)	(3,860,608)
<i>Net Staffing Expense</i>	\$ 2,323,626	\$ 1,499,639	\$ 2,088,447	\$ 2,789,995
Maintenance & Utilities	3,338	4,536	(56,154)	(56,154)
Supplies & Services	504,441	393,136	339,255	360,292
Internal Service Fees	710,709	916,964	693,725	686,377
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 1,218,487	\$ 1,314,636	\$ 976,826	\$ 990,515
Total Expenditures	\$ 3,542,113	\$ 2,814,275	\$ 3,065,273	\$ 3,780,510
General Fund Subsidy	3,133,324	2,374,873	2,649,773	3,365,010

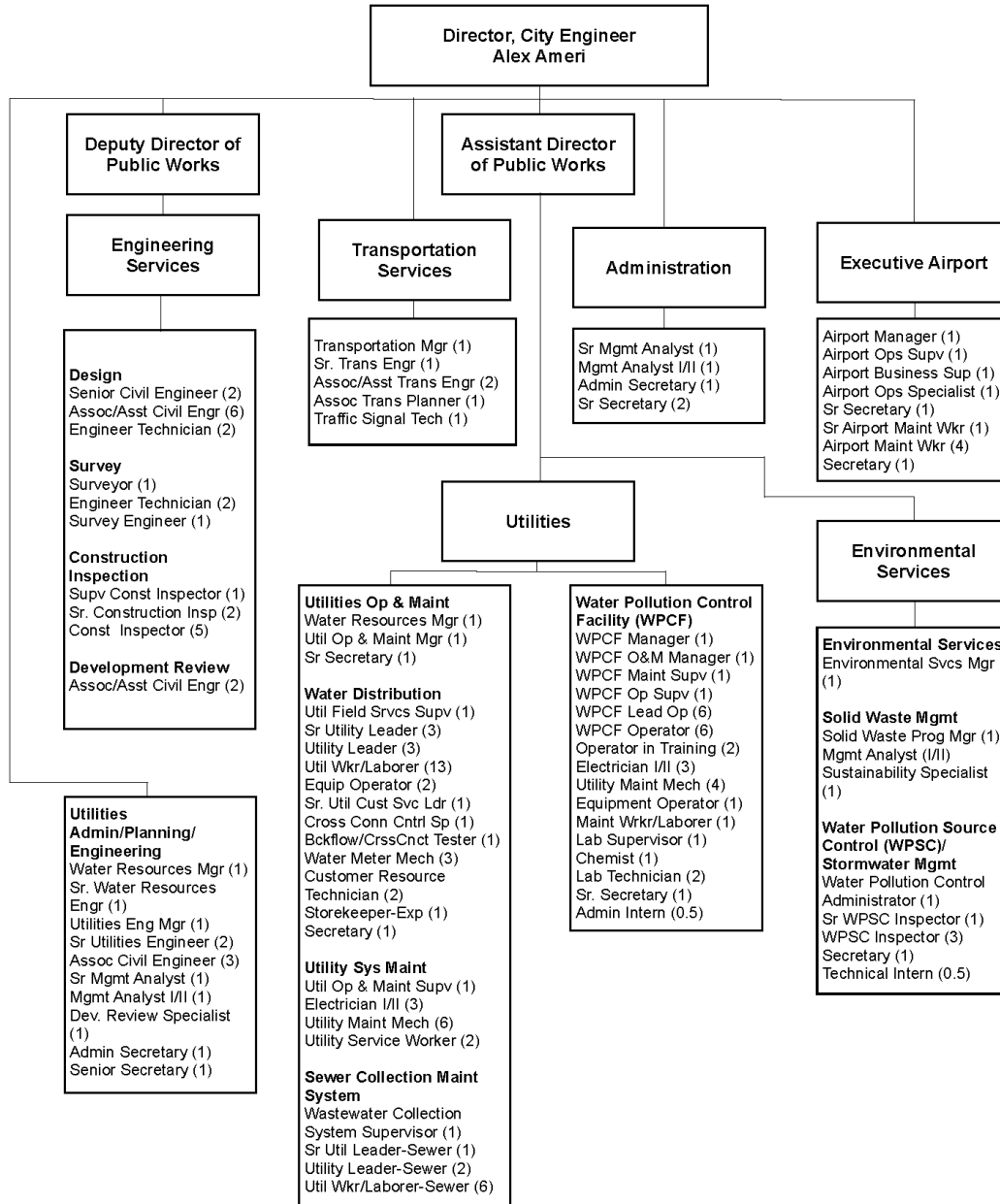
Public Works & Utilities -Engineering, Transportation & Airport Department

Hayward Executive Airport - Enterprise Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Interest & Rents	\$ 333,549	\$ 331,129	\$ 168,865	\$ 168,865
Land Rent	1,814,824	1,852,167	1,753,903	1,753,903
Hangar Rent	1,175,212	1,229,288	1,253,376	1,253,376
Fees & Service Charges	3,158	6,752	8,000	8,000
Other Revenue	339,336	325,809	327,911	327,911
<i>Total Revenue</i>	\$ 3,666,078	\$ 3,745,146	\$ 3,512,054	\$ 3,512,054
Total Revenues	\$ 3,666,078	\$ 3,745,146	\$ 3,512,054	\$ 3,512,054
EXPENDITURES				
Expenditures				
Salary				
Regular	997,911	1,019,071	1,115,366	1,200,735
Overtime	38,609	45,372	26,750	26,750
Benefits				
Fringe Benefits	264,274	298,249	338,225	383,534
Retiree Medical	18,271	17,744	17,838	17,710
PERS	227,922	334,692	290,499	331,248
Program Reduction Savings	—	—	(127,678)	—
Furlough / COLA Deferral	—	—	(36,543)	—
Charges (to)/from other prog	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,546,988	\$ 1,715,128	\$ 1,624,457	\$ 1,959,977
Maintenance & Utilities	209,411	244,965	223,505	223,505
Supplies & Services	466,138	224,149	219,254	219,254
Internal Service Fees	222,404	210,712	196,543	194,216
Capital - Debt Service	164,784	163,745	159,026	162,332
<i>Net Operating Expense</i>	\$ 1,062,737	\$ 843,572	\$ 798,328	\$ 799,307
Fund Transfers Out to				
Cost Allocation to General Fund	185,168	185,168	185,168	185,168
Liability Insurance Premium	69,259	65,247	77,668	50,565
Transfer Out to Other	—	—	—	54,051
Tech Services ERP	—	—	—	—
Airport Capital Fund	950,000	1,304,000	1,325,000	1,350,000
<i>Total Transfers Out</i>	\$ 1,204,427	\$ 1,554,415	\$ 1,587,836	\$ 1,639,784
Total Expenditures	\$ 3,814,152	\$ 4,113,115	\$ 4,010,620	\$ 4,399,068
Net Change	(148,073)	(367,970)	(498,566)	(887,013)

FY 2022 STAFFING 161 FTE

Public Works & Utilities Department



PUBLIC WORKS & UTILITIES DEPARTMENT - UTILITIES & ENVIRONMENTAL SERVICES

MISSION STATEMENT

To plan, design, construct, operate, and maintain the City's public infrastructure, facilities, and related services, including the City's roads, airport, water service, wastewater service, stormwater management, 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-ranging 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 staff is responsible for the safe daily operation of the Airport, including interaction with federal and state aviation authorities, maintenance of Airport facilities, administering Airport rules and regulations, and providing a high level of customer service. The Utilities Division is responsible for management of the City's Water Distribution System, Wastewater Collection and Treatment Systems, and new Recycled Water System, as well as management of the City's sustainable groundwater efforts. The Division ensures full compliance with all applicable 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, as well as the 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 and 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

PUBLIC WORKS & UTILITIES DEPARTMENT - UTILITIES & ENVIRONMENTAL SERVICES

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 the City's energy efficiency, resource conservation, and pollution and waste reduction activities 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, 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.

PUBLIC WORKS & UTILITIES DEPARTMENT - UTILITIES & ENVIRONMENTAL SERVICES

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2022

1. 5 % reduction in General Fund supplies and service expenses.
2. Proposed addition of 1.0 FTE Real Property Manager. The proposed position is a shared position that is located in the City Manager's Office. The proposed position is allocated as 0.4 FTE in the City Manager's Office and 0.6 FTE in Public Works and Utilities. The position will be responsible for managing all real property-related issues City-wide.
3. Increase in revenue projections for water sales (\$1,000,000)
4. Increase in revenue projections related to meter service fees (\$500,000)
5. Increase in sewer interest revenue (\$160,000)
6. Updated loan repayment schedule and (\$611,542)
7. Repair and maintenance for the new recycled water system (\$100,000)

Public Works & Utilities - Utilities & Environmental Services Department

All Funds Summary - By Category

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue and Transfers In from Other Funds				
General Fund Revenue	\$ 18,030	\$ 12,310	\$ —	\$ —
Recycling Program - Special Revenue Fund	1,157,639	1,541,670	976,500	929,460
Stormwater Maint & Operation	3,460,722	5,168,959	3,253,000	3,270,000
Waste Water Maint & Operation	31,929,464	28,825,758	26,910,000	30,097,314
Water Maint & Operation	56,047,237	58,471,718	54,063,509	55,287,869
Recycled Water Maint & Operation	—	150,000	654,000	1,254,000
Regional Water Inter-Tie - Enterprise Fund	22,265	21,776	134,271	134,271
	\$ 92,635,356	\$ 94,192,190	\$ 85,991,280	\$ 90,972,914
(Contribution)/Use of Fund Balance				
Recycling Program	(340,660)	(753,044)	(287,869)	(228,976)
Stormwater Maint & Operation	(608,198)	(2,303,920)	2,116,156	(1,933,511)
Waste Water Maint & Operation	(10,835,933)	(6,294,228)	(2,512,987)	(3,219,844)
Water Maint & Operation	(8,173,131)	(8,372,625)	(151,762)	1,113,398
Recycled Water Maint & Operation	—	133,485	(387,923)	246,990
Regional Water Inter-Tie	42,058	25,427	(2,942)	(2,943)
	\$(19,915,864)	\$(17,564,905)	\$ (1,227,327)	\$ (4,024,886)
Fund Subsidy				
General Fund Subsidy	25,050	34,929	90,332	53,088
Total Revenues	\$ 72,744,542	\$ 76,662,214	\$ 84,854,285	\$ 87,001,116
EXPENDITURES				
Expenditures By Expense Category				
Salary				
Regular	11,497,088	11,808,839	13,675,670	14,429,758
Overtime	618,818	626,788	364,900	364,900
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	3,283,428	3,280,426	4,039,138	3,578,915
Retiree Medical	215,466	213,217	214,522	218,442
PERS	2,583,377	3,752,930	3,509,484	3,924,679
Program Reduction Savings				—
Furlough / COLA Deferral	—	—	(383,593)	—
Charges (to)/from other programs	(318,092)	(257,125)	(275,000)	(275,000)
<i>Net Staffing Expense</i>	\$ 17,880,084	\$ 19,425,076	\$ 20,763,930	\$ 22,241,694
Maintenance & Utilities	1,969,880	2,067,747	2,523,047	2,779,717
Supplies & Services	5,500,818	5,174,116	6,701,118	6,743,817
Internal Service Fees	2,247,029	2,290,337	2,255,301	2,233,497
Water Purchases	31,102,945	31,518,279	33,500,000	33,500,000
Debt Service	3,825,607	3,825,566	4,646,544	4,535,064
<i>Net Operating Expense</i>	\$ 44,651,485	\$ 44,876,046	\$ 49,626,010	\$ 49,792,095
Transfers Out to Other Funds				
Other Department Operating Costs	(3,974,001)	(4,218,571)	(4,457,134)	(4,623,085)
Total Expenditures	\$ 68,770,541	\$ 72,176,672	\$ 81,172,997	\$ 83,725,055
Net Change	3,974,001	4,485,542	3,681,288	3,276,061

Public Works & Utilities - Utilities & Environmental Services Department

All Funds Summary - By Program

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue and Transfers in from Other Funds				
General Fund Revenue	\$ 18,030	\$ 12,310	\$ —	\$ —
Recycling Program	1,157,639	1,541,670	976,500	929,460
Stormwater	3,460,722	5,168,959	3,253,000	3,270,000
Wastewater	31,929,464	28,825,758	26,910,000	30,097,314
Water	56,047,237	58,471,718	54,063,509	55,287,869
Recycled Water	—	150,000	654,000	1,254,000
Regional Water Inter-Tie	22,265	21,776	134,271	134,271
	\$92,635,356	\$94,192,190	\$ 85,991,280	\$90,972,914
(Contribution)/Use of Fund Balance				
Recycling Program	(340,660)	(753,044)	(287,869)	(228,976)
Stormwater	(608,198)	(2,303,920)	2,116,156	(1,933,511)
Wastewater	(10,835,933)	(6,294,228)	(2,512,987)	(3,219,844)
Water	(8,173,131)	(8,372,625)	(151,762)	1,113,398
Recycled Water	—	133,485	(387,923)	246,990
Regional Water Inter-Tie	42,058	25,427	(2,942)	(2,943)
	\$(19,915,864)	\$(17,564,905)	\$ (1,227,327)	\$(4,024,886)
Fund Subsidy				
General Fund Subsidy	25,050	34,929	90,332	53,088
Total Revenues	\$72,744,542	\$76,662,214	\$ 84,854,285	\$87,001,116
EXPENDITURES				
Expenditures and Transfer Out to Other Funds By Program				
General Fund	43,080	47,239	90,332	53,088
Recycling	816,979	788,626	688,631	700,484
Stormwater	1,217,669	1,208,011	3,629,278	1,396,826
Wastewater	21,093,531	22,531,530	24,397,013	26,877,471
Water	45,534,960	47,537,549	51,194,491	53,558,847
Recycled Water	—	16,515	1,041,923	1,007,010
Regional Water Inter-Tie	64,323	47,203	131,329	131,329
Total Expenditures	\$68,770,541	\$ 72,176,672	\$ 81,172,997	\$83,725,055
Net Change	3,974,001	4,485,542	3,681,288	3,276,061

Public Works & Utilities - Utilities & Environmental Services Department

Solid Waste Program - General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Fees & Service Charges	\$ 18,030	\$ 12,310	\$ —	\$ —
Total Revenues	\$ 18,030	\$ 12,310	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	31,482	31,962	36,821	37,179
Overtime	—	—	—	—
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	3,775	3,758	4,209	4,399
Retiree Medical	389	386	388	385
PERS	7,365	10,677	9,977	10,652
Furlough / COLA Deferral	—	—	(1,528)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 43,011	\$ 46,782	\$ 49,867	\$ 52,614
Maintenance & Utilities	—	—	—	—
Supplies & Services	68	12	40,000	—
Internal Service Fees	—	444	465	474
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 68	\$ 457	\$ 40,465	\$ 474
Total Expenditures	\$ 43,080	\$ 47,239	\$ 90,332	\$ 53,088
General Fund Subsidy	25,050	34,929	90,332	53,088

Public Works & Utilities - Utilities & Environmental Services Department

Recycling Program - Special Revenue Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Special Assessment-Deliq Bills	\$ —	\$ 35,999	\$ 10,000	\$ 10,000
Waste Management Impact Fee	491,981	546,033	480,000	492,960
Interest & Rents	48,676	94,380	4,000	4,000
Intergovernmental	635,090	865,932	480,000	420,000
Fees and Service Charges	—	—	—	—
Other Revenue	(18,108)	(675)	2,500	2,500
<i>Total Revenue</i>	\$ 1,157,639	\$ 1,541,670	\$ 976,500	\$ 929,460
Fund Transfers In	—	—	—	—
Total Revenues	\$ 1,157,639	\$ 1,541,670	\$ 976,500	\$ 929,460
EXPENDITURES				
Expenditures				
Salary				
Regular	295,859	355,278	266,393	275,826
Overtime	10,607	5,202	—	—
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	35,258	36,488	29,733	32,772
Retiree Medical	4,276	4,243	4,266	3,465
PERS	63,127	111,935	71,053	77,892
Furlough / COLA Deferral	—	—	(10,079)	—
Charges (to)/from other programs	—	(4,729)	—	—
<i>Net Staffing Expense</i>	\$ 409,128	\$ 508,417	\$ 361,367	\$ 389,955
Maintenance & Utilities	—	—	1,100	1,100
Supplies & Services	307,143	174,167	226,725	200,500
Internal Service Fees	52,804	57,347	48,397	46,943
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 359,947	\$ 231,514	\$ 276,222	\$ 248,543
Fund Transfers Out to				
Cost Allocation to General Fund	38,257	38,257	38,257	38,257
Liability Insurance Premium	9,647	10,439	12,785	13,154
Transfer Out to Other	—	—	—	10,575
<i>Total Transfers Out</i>	\$ 47,904	\$ 48,696	\$ 51,042	\$ 61,986
Total Expenditures	\$ 816,979	\$ 788,626	\$ 688,631	\$ 700,484
Net Change	340,660	753,044	287,869	228,976

Public Works & Utilities - Utilities & Environmental Services Department

Water - Enterprise Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Revenue				
Water Sales	\$ 45,739,155	\$ 46,665,517	\$44,000,000	\$45,000,000
Water Service Charges	7,838,383	9,226,611	8,500,000	9,000,000
Installation Fees	426,350	414,806	250,000	250,000
Other Fees and Charges	628,086	587,591	200,000	200,000
Interest & Rents	630,734	831,272	105,000	105,000
Other Revenue	165,450	65,382	60,000	60,000
Property Damage & Capital Contrib.	20,813	(7,700)	—	—
<i>Total Revenue</i>	\$55,448,972	\$57,783,480	\$ 53,115,000	\$54,615,000
Fund Transfers In from				
Other Funds	265,000	—	—	—
Capital Funds	—	265,000	538,000	265,000
Debt Service Funds	333,265	423,238	410,509	407,869
<i>Total Transfers In</i>	\$ 598,265	\$ 688,237	\$ 948,509	\$ 672,869
Total Revenues	\$56,047,237	\$ 58,471,718	\$54,063,509	\$55,287,869
Expenditures				
Salary				
Regular	4,658,983	4,700,091	5,584,018	5,897,359
Overtime	336,226	354,086	213,100	213,100
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	1,368,607	1,380,267	1,736,790	1,589,437
Retiree Medical	94,330	94,749	95,023	95,492
PERS	1,025,932	1,477,182	1,428,453	1,601,932
Program Reduction Savings	—	—	(302,388)	—
Furlough / COLA Deferral	—	—	(149,206)	—
Charges (to)/from other programs	(273,193)	(242,830)	(150,000)	(150,000)
<i>Net Staffing Expense</i>	\$ 7,210,885	\$ 7,763,545	\$ 8,455,790	\$ 9,247,321
Water Purchases	31,102,945	31,518,279	33,500,000	33,500,000
Maintenance & Utilities	1,067,915	1,188,797	1,173,264	1,390,358
Supplies & Services	2,194,775	2,318,413	2,987,069	3,027,340
Internal Service Fees	1,085,088	1,087,705	1,155,758	1,151,826
Capital	5,207	—	—	—
Debt Service	548,907	548,869	545,536	540,256
<i>Net Operating Expense</i>	\$36,004,836	\$36,662,063	\$ 39,361,627	\$39,609,780
Fund Transfers Out to				
Cost Allocation to General Fund	1,207,770	1,207,770	1,207,770	1,207,770

Public Works & Utilities - Utilities & Environmental Services Department

Water - Enterprise Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Liability Insurance Premium	305,215	315,714	386,560	394,942
Water Capital Replacement	3,000,000	4,000,000	4,500,000	5,050,000
Cap Proj Transfer to Tech Replacement	145,400	—	—	—
Transfer Out to Other	—	150,000	—	891,455
<i>Net Transfers Out</i>	\$ 4,658,385	\$ 5,673,484	\$ 6,094,330	\$ 7,544,167
Total Fund Expenditures	\$47,874,106	\$50,099,092	\$ 53,911,747	\$56,401,268
Other Department Operating Costs (Finance Dept - Utility Billing) (Maintenance Services - Landscape Division)	(2,339,146)	(2,561,543)	(2,717,256)	(2,842,421)
Total Department Expenditures	\$45,534,960	\$ 47,537,549	\$ 51,194,491	\$ 53,558,847
Net Change	8,173,131	8,372,625	151,762	(1,113,398)

Public Works & Utilities - Utilities & Environmental Services Department

Regional Water Inter-Tie - Enterprise Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Beginning Working Capital Balance	\$ (557,965)	\$ (600,023)	\$ (625,450)	\$ (622,508)
REVENUES				
Revenue				
SFPUC/EBMUD Reimbursement	19,898	19,898	134,271	134,271
Interest	2,367	1,878	—	—
<i>Net Revenue</i>	\$ 22,265	\$ 21,776	\$ 134,271	\$ 134,271
Total Revenues	\$ 22,265	\$ 21,776	\$ 134,271	\$ 134,271
EXPENDITURES				
Expenditures				
Salary				
Regular	6,086	3,262	—	—
Overtime	—	—	—	—
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	1,605	779	—	—
Retiree Medical	—	—	—	—
PERS	1,459	980	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	25,000	25,000
<i>Net Staffing Expense</i>	\$ 9,149	\$ 5,021	\$ 25,000	\$ 25,000
Maintenance & Utilities	17,467	15,200	65,000	65,000
Supplies & Services	16,378	5,653	20,000	20,000
Internal Service Fees	—	—	—	—
<i>Net Operating Expense</i>	\$ 33,844	\$ 20,853	\$ 85,000	\$ 85,000
Fund Transfers Out to				
Cost Allocation to General Fund	21,329	21,329	21,329	21,329
Total Fund Expenditures	\$ 64,323	\$ 47,203	\$ 131,329	\$ 131,329
Net Change	(42,058)	(25,427)	2,942	2,943
Ending Working Capital Balance	(600,023)	(625,450)	(622,508)	(619,565)

Public Works & Utilities - Utilities & Environmental Services Department

Wastewater - Enterprise Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Sewer Service Charge	\$ 24,517,951	\$ 24,759,953	\$ 25,000,000	\$ 26,280,000
Sewer Connection Charge	4,683,442	—	—	—
EBDA Maint. By City	—	133,505	—	—
Other Fees	62,711	74,629	96,000	96,000
Interest	779,700	1,012,374	66,000	226,000
Other Revenue	138,346	159,096	—	—
Fixed Assets Gains and Loss	—	119,683	—	—
<i>Total Revenue</i>	\$ 30,182,151	\$ 26,259,240	\$ 25,162,000	\$ 26,602,000
Fund Transfers In from				
DS CA SWRCB Loan/Sewer	1,747,314	2,566,518	1,748,000	3,495,314
<i>Total Transfers In</i>	\$ 1,747,314	\$ 2,566,518	\$ 1,748,000	\$ 3,495,314
Total Revenues	\$ 31,929,464	\$ 28,825,758	\$ 26,910,000	\$ 30,097,314
EXPENDITURES				
Salary				
Regular	5,338,325	5,545,271	6,456,956	6,848,751
Overtime	230,482	231,624	117,800	117,800
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	1,499,721	1,482,728	1,813,540	1,555,341
Retiree Medical	95,090	93,116	92,990	97,402
PERS	1,221,740	1,768,806	1,656,027	1,858,742
Program Reduction Savings	—	—	(78,803)	—
Furlough / COLA Deferral	—	—	(180,568)	—
Charges (to)/from other programs	(44,899)	(9,566)	(150,000)	(150,000)
<i>Net Staffing Expense</i>	\$ 8,340,458	\$ 9,111,979	\$ 9,727,941	\$ 10,328,035
Maintenance & Utilities	866,796	850,111	1,255,529	1,185,047
Supplies & Services	2,486,946	2,282,002	2,909,760	2,978,077
Internal Service Fees	809,442	828,017	738,083	728,860
Debt Service	3,276,700	3,276,697	3,407,940	3,408,088
<i>Net Operating Expense</i>	\$ 7,439,884	\$ 7,236,827	\$ 8,311,312	\$ 8,300,072
Fund Transfers Out to				
Cost Allocation to General Fund	823,783	823,783	823,783	823,783
Liability Insurance Premium	389,406	358,941	433,977	439,888
Cap Proj Transf to Tech Replacement				
Transfer Out to Other	100,000	—	100,000	1,935,693

Public Works & Utilities - Utilities & Environmental Services Department

Wastewater - Enterprise Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Sewer Capital Replacement	4,000,000	5,000,000	5,000,000	5,050,000
Connection Fee to Sewer Imprvmnt			—	—
<i>Net Transfers Out</i>	5,313,189	6,182,724	6,357,760	8,249,364
Total Expenditures	\$ 21,093,531	\$ 22,531,530	\$ 24,397,013	\$ 26,877,471
Net Change	10,835,933	6,294,228	2,512,987	3,219,844

Public Works & Utilities - Utilities & Environmental Services Department

Stormwater - Enterprise Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Stormwater Revenue	\$ 2,065,699	\$ 2,067,642	\$ 2,020,000	\$ 2,025,000
Street Cleaning Fees	1,257,418	1,390,410	1,200,000	1,212,000
Interest	131,907	149,606	16,000	16,000
Fees and Service Charges	2,300	1,561,300	17,000	17,000
Other Revenue	3,399	—	—	—
<i>Total Revenue</i>	\$ 3,460,722	\$ 5,168,959	\$ 3,253,000	\$ 3,270,000
Fund Transfers In from				
ISF Fleet	—	—	—	—
Capital	—	—	—	1,841,000
	\$ —	\$ —	\$ —	\$ 1,841,000
Total Revenues	\$ 3,460,722	\$ 5,168,959	\$ 3,253,000	\$ 5,111,000
EXPENDITURES				
Expenditures				
Salary				
Regular	1,166,353	1,161,970	1,246,175	1,293,105
Overtime	41,502	35,877	34,000	34,000
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	374,462	374,621	424,360	392,388
Retiree Medical	21,381	20,723	20,614	20,466
PERS	263,755	379,625	322,154	354,422
Program Reduction Savings	—	—	—	—
Furlough/COLA Deferral	—	—	(42,212)	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,867,453	\$ 1,972,817	\$ 2,005,092	\$ 2,094,381
Maintenance & Utilities	17,703	13,639	20,854	30,912
Supplies & Services	495,507	393,870	511,564	502,900
Internal Service Fees	299,695	316,824	302,978	302,937
<i>Net Operating Expense</i>	\$ 812,905	\$ 724,333	\$ 835,396	\$ 836,749
Fund Transfers Out to				
Cost Allocation to General Fund	125,049	125,049	125,049	125,049
Liability Insurance Premium	47,117	27,840	42,619	43,846
Capital Trsfr for Stormwater Sys Imp.	—	15,000	2,361,000	15,000
Transfer Out to Other	—	—	—	62,465
<i>Net Transfers Out</i>	\$ 172,166	\$ 167,889	\$ 2,528,668	\$ 246,360
Total Expenditures	\$ 2,852,524	\$ 2,865,038	\$ 5,369,156	\$ 3,177,490
Other Department Operating Costs (Maintenance Services - Street Maintenance)	(1,634,855)	(1,657,028)	(1,739,878)	(1,780,664)
Total Department Expenditures	\$ 1,217,669	\$ 1,208,011	\$ 3,629,278	\$ 1,396,826
Net Change	608,198	2,303,920	(2,116,156)	1,933,511

Public Works & Utilities - Utilities & Environmental Services Department

Recycled Water - Enterprise Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
REVENUES				
Revenue				
Recycled Water Sales	\$ —	\$ —	\$ 597,300	\$ 597,300
Recycled Water Service Fee	—	—	56,700	56,700
Transfer in From Other	—	150,000	—	600,000
<i>Total Revenue</i>	\$ —	\$ 150,000	\$ 654,000	\$ 1,254,000
Total Revenues	\$ —	\$ 150,000	\$ 654,000	\$ 1,254,000
EXPENDITURES				
Expenditures				
Salary				
Regular	—	11,005	85,307	77,539
Overtime	—	—	—	—
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	—	1,785	30,505	4,578
Retiree Medical	—	—	1,241	1,232
PERS	—	3,725	21,820	21,039
Furlough / COLA Deferral	—	—	—	—
<i>Net Staffing Expense</i>	\$ —	\$ 16,515	\$ 138,873	\$ 104,388
Maintenance & Utilities	\$ —	\$ —	\$ 7,300	107,300
Supplies & Services	—	—	6,000	15,000
Internal Service Fees	—	—	9,620	2,457
Debt Service	—	—	693,068	586,720
<i>Net Operating Expense</i>	\$ —	\$ —	\$ 715,988	\$ 711,477
Transfer Out to Other Funds				
Transfer Out to Other	—	—	—	3,760
Liability Insurance Premium	—	—	4,262	4,385
Capital Fund	—	—	182,800	183,000
<i>Total Transfer Out</i>	—	—	187,062	191,145
Total Expenditures	\$ —	\$ 16,515	\$ 1,041,923	\$ 1,007,010
Net Change	—	133,485	(387,923)	246,990

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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, 2021) – 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 2021 projected assessed valuation (less exemptions)	\$ 22,139,497,137
Debt limit (15% of assessed value)	\$ 3,320,924,571
Amount of legal debt applicable to the debt limit	\$ 92,109,571
Legal debt margin (if Hayward were a general law city)	\$ 3,320,924,571
Amount above or (below) Legal Debt Margin	\$ (3,228,815,000)

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 Services 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 increase in coming year. Many agencies across the state and country have experienced similar rating actions. Prior to the May 2018 rating, Fitch Ratings issued a 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 6/30/2021	Total Debt as of 6/30/2021	Annual Principal (FY 2022)	Annual Interest (FY 2022)
General Fund						\$ 18,095,355		
16Refunding COP	FY2016	FY2027	2.60%-2.76%	\$ 19,813,775	\$10,999,868		\$ 1,715,567	\$ 263,694
15Fire Station #7/Firehouse/Clinic	FY2015	FY2025	2.84%	\$ 5,500,000	\$ 3,398,599		\$ 358,863	\$ 93,990
15Fire Station #7 Loan from Water	FY2016	FY2035	2%	\$ 3,421,000	\$ 3,016,479		\$ 77,799	\$ 59,943
15Streetlight Conversion #05188	FY2015	FY2024	1%	\$ 2,488,880	\$ 680,409		\$ 270,129	\$ 6,132
Measure C Fund						\$ 58,815,000		
15Library/Fire Stations/Streets	FY 2016	FY2034	3.00%-5.00%	\$ 67,535,000	\$58,815,000		\$ 3,205,000	\$ 2,214,563
Internal Service Fund - Fleet						\$ 827,276		
14Equip Lease-Fire Truck	FY2014	FY2024	3.05%	\$ 824,000	\$ 273,875		\$ 88,543	\$ 7,683
15 TDA Fire Truck Loan	FY2015	FY2024	2.92%	\$ 1,272,000	\$ 553,401		\$ 132,394	\$ 15,200
Water						\$ 2,630,000		
13Water Refunding Bonds	FY2014	FY2025	2.76%	\$ 7,245,000	\$ 2,630,000		\$ 630,000	\$ 72,588
Sewer						\$ 24,682,633		
SWRCB Loan	FY2006	FY2029	—%	\$ 54,550,018	\$21,820,007		\$ 2,727,501	\$ 331,506
CEC Solar Energy Loan #7505	FY2011	FY2025	3%	\$ 2,450,000	\$ 815,215		\$ 194,799	\$ 23,011
CEC Solar Energy Loan-Phase II	FY2020	FY2038	1%	\$ 2,150,955	\$ 2,047,411		\$ 111,073	\$ 20,198
Recycled Water						\$ 14,266,940		
SRCB Loan-Recycled Water	FY2017	FY2049	1%	\$ 27,058,436	\$14,266,940		\$ 439,654	\$ 147,066
Total Governmental and Business Activity Debt						\$ 119,317,204		
Fiduciary						\$ 4,905,776		
13Community Facility District #1	FY2014	FY2033	4.13%	\$ 7,076,294	\$ 4,905,776		\$ 337,762	\$ 196,460
Successor Agency of the Hayward Redevelopment Agency						\$ 30,630,057		
RDA Repayment Agreement with GF	FY2016	FY2022	LAIF	\$ 11,156,841	\$ 4,500,057		\$ 800,000	
16 RDA TABS	FY2017	FY2036	2.00%-5.00%	\$ 35,270,000	\$26,130,000		\$ 1,975,000	\$ 1,254,250
Special Assessment Districts						\$ 105,000		
LID 17	FY2000	FY2024	4.20%-6.13%	\$ 396,014	\$ 105,000		\$ 25,000	\$ 5,666

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

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, 2021	FY 2022 Principal	FY 2022 Interest
2016 COP Refunding	6/27/2016	11/1/2026	2.60%-2.76%	\$ 19,813,775	\$ 10,999,868	\$ 1,715,567	\$ 263,694
Total				\$ 19,813,775	\$ 10,999,868	\$ 1,715,567	\$ 263,694

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, 2021	FY 2022 Principal	FY 2022 Interest
2015 Fire Station #7/Clinic	8/1/2014	8/1/2029	2.84%	\$ 5,500,000	\$ 3,398,559	\$ 358,863	\$ 93,990
2015 Fire Station Loan from Water	3/24/2016	12/1/2034	2.00%	\$ 3,421,000	\$ 3,016,479	\$ 77,799	\$ 59,943
Total				\$ 8,921,000	\$ 6,415,038	\$ 436,662	\$ 153,933

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, 2021	FY 2022 Principal	FY 2022 Interest
2015 Streetlight Conversion #05188	6/22/2014	12/22/2023	1.00%	\$ 2,488,880	\$ 680,409	\$ 270,129	\$ 6,132
Total				\$ 2,488,880	\$ 680,409	\$ 270,129	\$ 6,132

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	Authorized and Issued	Outstanding at June 30, 2021	FY 2022 Principal	FY 2022 Interest
2015 Library/Fire Stations/Streets	10/1/2015	12/31/2034	3.00%- 5.00%	\$67,535,000	\$ 61,865,000	\$3,205,000	\$ 2,214,563
Total				\$67,535,000	\$ 61,865,000	\$3,205,000	\$ 2,214,563

FACILITIES MANAGEMENT SOLAR EQUIPMENT DEBT SERVICE

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. The debt was retired in FY 2021.

Facilities Solar Equipment Debt							
Types of Obligations	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2021	FY 2022 Principal	FY 2022 Interest
2012 Solar Photovoltaic Panels Loan	6/29/2012	6/22/2021	3.00%	\$ 666,330	\$ —	\$ —	\$ —
Total				\$ 666,330	\$ —	\$ —	\$ —

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. Debt retired in FY 2021.

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, 2021	FY 2022 Principal	FY 2022 Interest
2011 Equipment Lease - Fire & Maint. Svcs.	10/22/2010	10/22/2017	3.24%	\$ 1,991,524	\$ —	\$ —	\$ —
2014 Equipment Lease - Fire	1/17/2014	1/17/2024	3.05%	\$ 824,000	\$ 273,875	\$ 88,543	\$ 7,683
2015 Equipment Lease - Fire	6/15/2015	6/15/2025	2.92%	\$ 1,272,000	\$ 553,401	\$ 132,394	\$ 15,200
Total				\$ 4,087,524	\$ 827,276	\$ 220,937	\$ 22,883

WATER FUND DEBT SERVICE

2013 Water Revenue Refunding Bonds

In August 2013, the City issued Water Revenue Refunding Bonds, of \$7,245,000 to refund the Public Financing Authority 1996 Revenue Bonds, 2001 Water System Improvement Project Certificates of Participation and 2004 Water System Improvement Project Certificates of Participation. The refinancing resulted in securing a lower interest rate of 2.76% and will achieve savings to the Water Fund of about \$700,000 over the remaining life of the bond.

Water Revenue Refunding Bonds							
Types of Obligations	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2021	FY 2022 Principal	FY 2022 Interest
2013 Water Revenue Refunding Bonds	8/1/2013	6/30/2025	2.76%	\$ 7,245,000	\$ 2,630,000	\$ 630,000	\$ 72,588
Total				\$ 7,245,000	\$ 2,630,000	\$ 630,000	\$ 72,588

WASTEWATER (SEWER) FUND DEBT SERVICE

State Water Resources Control Board (SWRCB Loan)

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

State Water Resources Control Board (SWRCB Loan-Recycled Water)

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

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

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

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

In FY 2019, the City entered into a loan agreement with the State of California's Energy Resources Conservation and Development Commission for the purpose of financing the two-megawatt solar energy system construction project phase 2 at the Water Pollution Control Facility. Under the terms of the contract, the City has agreed to repay \$2.36 million to the State in exchange for receiving \$2.15 million in proceeds.

Waste Water COPs & Loans							
Types of Obligations	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2021	FY 2022 Principal	FY 2022 Interest
SWRCB Loan	8/1/2006	6/30/2028	0.00%	\$ 54,550,018	\$ 21,820,007	\$ 2,727,501	\$ 331,506
SWRCB Loan-Recycled Water	2/16/2017	3/31/2049	1.00%	\$ 27,058,436	\$ 14,266,940	\$ 439,654	\$ 147,066
WPCF Solar Energy Loan #7505	2/18/2011	6/22/2025	3.00%	\$ 2,450,000	\$ 815,215	\$ 194,799	\$ 23,011
WPCF Solar Energy Loan Phase II	4/15/2020	6/22/2038	1.00%	\$ 2,150,955	\$ 1,992,041	\$ 111,073	\$ 20,198
Total				\$ 86,209,409	\$ 38,894,203	\$ 3,473,027	\$ 521,781

RESOLUTIONS

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, 2021	FY 2022 Principal	FY 2022 Interest
1999 - LID 17	8/5/1999	9/2/2024	4.20%-6.13%	\$ 396,014	\$ 105,000	\$ 25,000	\$ 5,666
2013 - CFD 1	10/17/2013	9/1/2032	4.13%	\$ 7,076,294	\$ 4,905,776	\$ 337,762	\$ 196,460
Total				\$ 7,472,308	\$ 5,010,776	\$ 362,762	\$ 202,126

Note: The City contracts with Willdan Financial Services for administration of the LIDs listed above.
The City contracts with Willdan 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, 2021	FY 2022 Principal	FY 2022 Interest
2016 RDA TABS	12/1/2016	3/1/2036	LAIF	\$ 35,270,000	\$ 28,010,000	\$ 1,975,000	\$ 1,254,250
2008 RDA Repayment Agreement (GF)	6/1/2008	6/30/2022	2.00%-5.00%	\$ 11,156,841	\$ 8,019,019	\$ 800,000	\$ —
Total				\$ 46,426,841	\$ 36,029,019	\$ 2,775,000	\$ 1,254,250

CAPITAL IMPROVEMENT PROGRAM FY 2022 - FY 2031

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, RRAA (SB1), Measures B and BB, Measure C and enterprise (e.g., Sewer, Water, and Airport) funds. The General Fund supports specific capital projects, providing a limited source of revenue for general capital needs. In addition, City staff has been successful in recent years in obtaining capital project financing from outside funding sources such as state and federal grants.

The CIP development process is comprehensive and includes review by various committees and commissions. The CIP process begins with staff's preparation of projects and related cost estimates, which are framed by the guidance provided by Council, as well as the more routine community needs. The projects are also designed to meet the requirements of the City's General Plan, specific plans, and master plans. The capital project funding requests are then submitted for evaluation to an internal capital projects review committee. Once the review committee's feedback is incorporated, the Recommended Ten-Year CIP is compiled and typically presented to the Council Infrastructure Committee for review and input, as well as the Planning Commission for conformance with the General Plan. The Recommended Ten-Year CIP is then reviewed by Council at a work session. The public has the opportunity to provide comments at each of these meetings, as well as at the final public hearing in late May or early June. Finally, the capital spending plan for the upcoming year is adopted by Council via resolution, along with the operating budget. Capital projects are budgeted on a life-to-date basis, and modifications are made to the CIP when additional funds become available or expenditure projections are refined.

FY 2022 CAPITAL IMPROVEMENT BUDGET

The City of Hayward's FY 2022 capital budget totals approximately \$158 million and includes projected total programming of \$562 million for the period FY 2022 through FY 2031.

The Capital Improvement Program contains 23 funds in which projects are funded and programmed: Gas Tax (210), RRAA (211), Measure BB – Local Transportation (212), Measure BB – Pedestrian & Bicycle (213), Measure B – Local Transportation (215), Measure B – Pedestrian & Bicycle (216), Vehicle Registration Fee (218), Measure BB – Paratransit – Capital (219), Capital Projects – Governmental (405), Measure C Capital (406), Route 238 Corridor Improvement (410), Route 238 Settlement (411), Street System Improvement (450), Transportation Improvement (460), Water Replacement (603), Water Improvement (604), Sewer Replacement (611), Sewer Improvement (612), Airport Capital (621), Facilities Capital (726), Information Technology Capital (731), Fleet Management Capital (736), and Fleet Management Enterprise (737).

CAPITAL IMPROVEMENT PROGRAM FY 2022 - FY 2031

Major New Capital Projects (and the Fund in which they are budgeted) Include:	<i>Lifetime Budget</i>
FY22 Pavement Rehabilitation (210, 211, 212, 215, 218, 460)	\$ 7,525,000
FY22 New Sidewalks (213, 216)	\$ 425,000
FY22 Sidewalk Rehabilitation (450)	\$ 1,050,000
FY22 Annual Water Line Replacements (603)	\$ 3,500,000
FY22 Annual Sewer Line Replacements (611)	\$ 4,400,000
Recycled Water Phase II (604)	\$ 6,500,000
Airport Taxiway Alpha Design and Phasing Plan (621)	\$ 525,000
Total	\$ 23,925,000

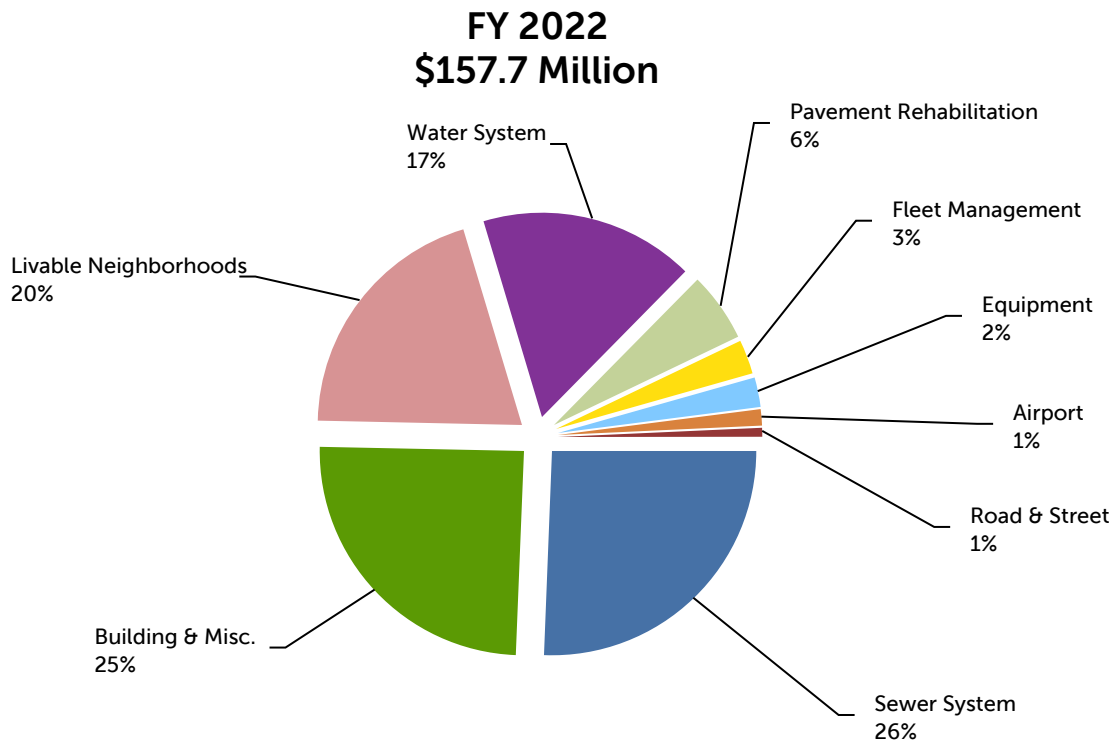
Major Continuing Capital Projects Include:	<i>Lifetime Budget</i>
South Hayward Youth and Family Center (405)	\$ 5,700,000
La Vista Park (405)	\$ 23,270,000
New Fire Station No. 6 & Fire Training Center (406)	\$ 70,902,000
Mission Blvd. Improvement Phase 2 Construction (410)	\$ 31,952,000
Mission Blvd. Improvement Phase 3 Final Design + Construction (410)	\$ 16,000,000
Main Street Complete Street Project (219, 450)	\$ 3,225,000
WPCF Headworks Bar Screens Project (612)	\$ 4,129,000
WPCF New Final Clarifier (612)	\$ 12,650,000
Sulphur Creek Mitigation - Design + Construction (621)	\$ 4,200,000
Total	\$ 172,028,000

GENERAL FUND IMPACTS

Because the City operating budget essentially funds some CIP projects through transfers to the CIP funds, the initial project costs have an immediate budgetary impact - and must be considered within the context of the full City budget. In developing the CIP, the impact of new projects on the operating budget is considered and identified in the project description pages of those projects.

The introduction of new infrastructure into the City's systems can be expected to result in long-term savings due to decreased maintenance requirements associated with older infrastructure. However, in the long term, the City will need to consider ongoing funding for maintenance and replacement of these projects.

FY 2022 CIP EXPENDITURES BY CATEGORY - ALL FUNDS



Project Category	FY 2021 Adopted	FY 2022 Recommended	Change (+/-)
Sewer System	14,351,000	40,437,390	26,086,390
Building & Misc.	18,805,000	38,946,000	20,141,000
Livable Neighborhoods	11,880,000	31,603,000	19,723,000
Water System	6,040,000	26,821,000	20,781,000
Pavement Rehabilitation	9,728,000	8,688,000	(1,040,000)
Fleet Management	1,215,000	4,285,000	3,070,000
Equipment	1,956,000	3,718,000	1,762,000
Airport	1,787,000	2,052,000	265,000
Road & Street	6,812,000	1,144,000	(5,668,000)
Total Capital Improvement Projects	\$ 72,574,000	\$ 157,694,390	\$ 85,120,390

GENERAL FUND FIVE-YEAR CIP COSTS

Program Areas	FY 2021 Adopted	FY 2022 Proposed	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected
Capital Projects (General)	15,000	2,300,000	900,000	850,000	850,000	850,000
Transfer to Fund 405						
Route 238 Corridor Improvement	—	185,000	—	—	—	—
Transfer to Fund 410						
Transportation System Improvement	340,000	650,000	400,000	400,000	400,000	400,000
Transfer to Fund 460						
Facilities Management Capital	—	150,000	260,000	260,000	410,000	160,000
Transfer to Fund 726						
Information Technology Capital	435,000	950,000	700,000	700,000	750,000	750,000
Transfer to Fund 731						
Fleet Capital	—	—	—	—	—	—
Transfer to Fund 736						
Transfer from General Fund	790,000	4,235,000	2,260,000	2,210,000	2,410,000	2,160,000
Facilities Management ISF Charges						
Transfer to Fund 726	300,000	350,000	350,000	350,000	400,000	400,000
Information Technology ISF Charges						
Transfer to Fund 731	756,000	800,000	800,000	800,000	800,000	800,000
General Fund Fleet ISF Charges						
Transfer to Fund 736	500,000	1,500,000	3,000,000	3,000,000	3,000,000	3,000,000
Enterprise Funds Fleet ISF Charges						
Transfer to Fund 736	657,000	657,000	657,000	657,000	657,000	657,000
ISF Charges from General Fund	2,213,000	3,307,000	4,807,000	4,807,000	4,857,000	4,857,000
Total General Fund CIP	3,003,000	7,542,000	7,067,000	7,017,000	7,267,000	7,017,000

Gas Tax Fund - Fund 210

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST. FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
05106	Project Predesign	479		79	40	40	40	40	40	40	40	40	40	40
05116	Congestion Management Program	1,804		189	130	137	144	151	158	165	172	179	186	193
05140	Miscellaneous Curb and Gutter Repair	345		45	30	30	30	30	30	30	30	30	30	30
05186	Traffic Signal Energy	1,787		562	100	105	110	115	120	125	130	135	140	145
05187	Traffic Signal Maintenance	5,477		442	460	469	478	488	498	508	518	528	539	550
05228	Street Repairs and Equipment Repl - Maint Svcs	990		90	90	90	90	90	90	90	90	90	90	90
	<i>Transfer from 615</i>	165		15	15	15	15	15	15	15	15	15	15	15
	PAVEMENT IMPROVEMENT PROJECTS													
05110	Pavement Management Program	450		75	38	38	38	38	38	38	38	38	38	38
05210	Pavement Rehabilitation - Gas Tax - FY17	650	638	12										
05214	Pavement Rehabilitation - Gas Tax - FY18	652	276	376										
05222	Pavement Rehabilitation - Gas Tax - FY20	1,100		1,100										
05238	Pavement Rehabilitation - Gas Tax - FY21	1,050		50	1,000									
05239	Pavement Rehabilitation - FY22	1,050			50	1,000								
05240	Pavement Rehabilitation - Gas Tax - FY23 - FY31	9,100				50	1,000	1,150	1,150	1,150	1,150	1,150	1,150	1,150
	STREETLIGHT IMPROVEMENT PROJECTS													
05132	New and Replacement Streetlights	603		103	50	50	50	50	50	50	50	50	50	50
05188	Streetlight Energy	8,980		505	780	795	810	825	840	855	870	885	900	915
05189	Streetlight Maintenance	2,606		156	200	210	220	230	240	250	260	270	280	290
	WHEELCHAIR RAMP IMPROVEMENT PROJECTS													
05221	Wheelchair Ramps - FY20 - Districts 4 & 5	150	7	143										
05229	Wheelchair Ramps - FY21	160		160										
05241	Wheelchair Ramps - FY23 Design	10		10										
	TOTAL PROJECT COSTS			4,097	2,968	3,014	3,010	3,207	3,253	3,300	3,347	3,395	3,442	3,491
	Transfer to General Fund for Street & Signal Maintenance	11,425	8,697	236	238	240	243	245	248	250	253	255	258	261
	Transfer to Fund 450 (Gas Tax "Swap" portion)	12,261	4,011	750	750	750	750	750	750	750	750	750	750	750
	TOTAL EXPENDITURES			5,083	3,956	4,004	4,003	4,202	4,251	4,301	4,350	4,400	4,450	4,501
	REVENUES													
	Interest			1	7	8	10	11	10	8	7	5	3	1
	Highway Users Tax		3,489	3,731	4,004	4,044	4,084	4,125	4,166	4,208	4,250	4,292	4,335	4,379
	REVENUE SUBTOTAL			3,732	4,011	4,052	4,094	4,136	4,176	4,216	4,257	4,297	4,338	4,380
	TRANSFERS IN FROM													
	Stormwater Fund 615			15	15	15	15	15	15	15	15	15	15	15
	TRANSFERS SUBTOTAL			15	15	15	15	15	15	15	15	15	15	15
	REVENUE TOTALS			3,747	4,026	4,067	4,109	4,151	4,191	4,231	4,272	4,312	4,353	4,395
	BEGINNING FUND BALANCE			1,667	331	401	464	570	520	460	390	312	224	127
	ENDING FUND BALANCE			331	401	464	570	520	460	390	312	224	127	21

Gas Tax-RRAA (SB1) - Fund 211

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST. FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
	PAVEMENT IMPROVEMENT PROJECTS													
05230	Pavement Rehabilitation - FY 18 - RRAA - Fairway Ave/ Calaroga Ave	898	889	9										
05231	Pavement Rehabilitation - FY 19 - RRAA - Various Streets	2,674	2,674											
05232	Pavement Rehabilitation - FY 20 - RRAA	2,750	1	2,749										
05297	Pavement Rehabilitation - FY 21 - RRAA	3,000		3,000										
05239	Pavement Rehabilitation FY22	2,900			2,900									
05240	Pavement Rehabilitation FY23-FY31 (TBD-FY23)	29,000				3,000	3,200	3,200	3,200	3,200	3,300	3,300	3,300	3,300
	TOTAL PROJECT COSTS			5,758	2,900	3,000	3,200	3,200	3,200	3,200	3,300	3,300	3,300	3,300
	TOTAL EXPENDITURES			5,758	2,900	3,000	3,200	3,200	3,200	3,200	3,300	3,300	3,300	3,300
	REVENUES													
	Interest RMRA (SB 1)		2,790	6 2,740	4 3,072	4 3,103	3 3,134	3 3,165	3 3,197	3 3,229	3 3,261	3 3,294	3 3,327	4 3,360
	REVENUE SUBTOTAL			2,746	3,072	3,107	3,138	3,168	3,200	3,232	3,264	3,297	3,330	3,364
	TRANSFERS IN FROM													
	TRANSFERS SUBTOTAL													
	REVENUE TOTALS			2,746	3,072	3,107	3,138	3,168	3,200	3,232	3,264	3,297	3,330	3,364
	BEGINNING FUND BALANCE			2,982	(30)	142	249	187	155	155	187	152	149	178
	ENDING FUND BALANCE			(30)	142	249	187	155	155	187	152	149	178	243

Measure BB (Local Transportation) - Fund 212

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST. FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
05208	Project Predesign Services	439		139	30	30	30	30	30	30	30	30	30	30
05218	Tennyson Road Corridor Complete Streets Feasibility Study	100	1	99										
05306	Jackson Street -Gateway Feasibility Study	250		250										
	PAVEMENT IMPROVEMENT PROJECTS													
05216	Pavement Rehabilitation - Measure BB - FY19	2,150	651	1,499										
05224	Pavement Rehabilitation - Measure BB - FY20	2,240	475	1,765										
05227	Pavement Rehabilitation - Measure BB - FY21	2,340		2,340										
05239	Pavement Rehabilitation - FY22	1,900			1,900									
05240	Pavement Rehabilitation FY23-FY30	37,700			50	3,750	3,900	3,900	4,200	4,300	4,400	4,400	4,400	4,400
	TRAFFIC CALMING PROJECTS													
05217	Hayward Blvd. Safety Improvement Feasibility Study	150	30	120										
05225	D Street Traffic Calming Study	120	24	96										
05233	Speed Monitoring Devices	1,320		120	120	120	120	120	120	120	120	120	120	120
05310	Hayward Boulevard Safety Improvements (NEW)	2,000				500	750	750						
	<i>Potential ACTC Grant Funding</i>	800				800								
	TOTAL PROJECT COSTS			6,428	2,100	4,400	4,800	4,800	4,350	4,450	4,550	4,550	4,550	4,550
	TOTAL EXPENDITURES			6,428	2,100	4,400	4,800	4,800	4,350	4,450	4,550	4,550	4,550	4,550
	REVENUES													
	Interest		46	8	2	3	14	5	2	3	3	2	3	5
	Measure BB (Increases to 1% tax April 1, 2022)		2,298	2,172	2,300	4,294	4,337	4,380	4,424	4,468	4,513	4,558	4,604	4,650
	Potential ACTC Grant Funding					800								
	REVENUE SUBTOTAL			2,180	2,302	5,097	4,351	4,385	4,426	4,471	4,516	4,560	4,607	4,655
	TRANSFERS IN FROM													
	TRANSFERS SUBTOTAL													
	REVENUE TOTALS			2,180	2,302	5,097	4,351	4,385	4,426	4,471	4,516	4,560	4,607	4,655
	BEGINNING FUND BALANCE			4,264	16	218	915	466	51	127	149	115	125	182
	ENDING FUND BALANCE			16	218	915	466	51	127	149	115	125	182	286

Measure BB (Pedestrian and Bicycle) - Fund 213

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST. FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
05278	Project Predesign Services	441	7	54	20	40	40	40	40	40	40	40	40	40
	PEDESTRIAN SAFETY IMPROVEMENTS													
05235	Pedestrian Traffic Signal Improvements	300		50	25	25	25	25	25	25	25	25	25	25
	NEW SIDEWALK PROJECTS													
05246	New Sidewalks - Measure BB - FY18 - Muir St., Calhoun St.	397	351	46										
05247	New Sidewalks - Measure BB - FY19	350	121	229										
05234	New Sidewalks - Measure BB - FY20	375		375										
05304	New Sidewalks - FY21	375		375										
05314	New Sidewalks FY22 (NEW)	425			425									
05305	New Sidewalks FY23 - FY31 (TBD-FY23)	6,375				425	750	750	700	750	750	750	750	750
05307	Patrick/Gading Complete Street Project	508		508										
	<i>TDA Article 3 Grant</i>	508		508										
05317	Patrick Complete Street Phase 2 (COVID Grant)	151		151										
	<i>COVID Rapid Built Grant</i>	75		75										
	<i>TDA Article 3 Grant (05317)</i>	76		76										
05308	HAWK Pedestrian Signal Installation	200				200								
05311	HAWK Signal on Tennyson Rd./Leidig Ct./UPRR (NEW)	300				300								
	<i>05311 Potential grant funding (source TBD)</i>	250				250								
05312	Orchard Avenue Traffic Calming (NEW)	200			200									
	<i>05312 Potential grant funding (source TBD)</i>	200			200									
05313	Santa Clara Street Traffic Calming Study and Implementation (NEW)	180				180								
	<i>05313 Potential grant funding (ACTC)</i>	180				180								
	TOTAL PROJECT COSTS			1,788	670	1,170	815	815	765	815	815	815	815	815
	TOTAL EXPENDITURES			1,788	670	1,170	815	815	765	815	815	815	815	815
	REVENUES													
	Interest			2			1	1	1	1	1	1	1	1
	Measure BB (Increases to 1% tax April 1, 2022)		422	396	420	770	778	785	793	801	809	817	826	834
	TDA Article 3 Grant			508										
	COVID Rapid Built Grant			75										
	TDA Article 3 Grant (05317)			76										
	05311 Potential grant funding (source TBD)					250								
	05312 Potential grant funding (source TBD)				200									
	05313 Potential grant funding (ACTC)					180								
	REVENUE SUBTOTAL			1,057	620	1,200	779	786	794	802	810	818	827	835
	TRANSFERS IN FROM													
	TRANSFERS SUBTOTAL													
	REVENUE TOTALS			1,057	620	1,200	779	786	794	802	810	818	827	835
	BEGINNING FUND BALANCE			838	107	57	87	51	22	52	39	34	37	49
	ENDING FUND BALANCE			107	57	87	51	22	52	39	34	37	49	69

Measure B (Local Transportation) - Fund 215

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST. FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
05199	Project Predesign Services	112		82	30									
05237	Downtown Specific Plan Implementation (Foothill Blvd., A St., B St., and C St.)	480		480										
	PAVEMENT IMPROVEMENT PROJECTS													
05209	Pavement Rehabilitation - Measure B - FY17	2,448	2,382	66										
05212	Pavement Rehabilitation - Measure B - FY18	2,186	2,002	184										
05220	Pavement Rehabilitation - Measure B - FY19	2,348	1,343	1,005										
05226	Pavement Rehabilitation - Measure B - FY20	2,050		2,050										
05236	Pavement Rehabilitation - Measure B - FY21	3,050	11	3,039										
05239	Pavement Rehabilitation - FY22	1,500			1,500									
	TRAFFIC CALMING PROJECTS													
05166	Speed Monitoring Devices	463	65	278	120									
	TOTAL PROJECT COSTS			7,184	1,650									
	TOTAL EXPENDITURES			7,184	1,650									
	REVENUES													
	Interest			7										
	Reauthorized Measure B (Ends March 30, 2022)		2,567	2,419	1,782									
	TRANSFERS IN FROM													
	TRANSFERS SUBTOTAL													
	REVENUE TOTALS			2,426	1,782									
	BEGINNING FUND BALANCE			4,635	(123)									
	ENDING FUND BALANCE			(123)	9									

Measure B (Pedestrian and Bicycle) - Fund 216

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST. FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
05260	Project Predesign Services	104	5	74	25									
	PEDESTRIAN/BIKE SAFETY IMPROVEMENT PROJECTS													
05175	Pedestrian Traffic Signal Modifications and Improvements	121	40	56	25									
05271	Pedestrian Master Plan/Update Bicycle Master Plan	352	347	5										
	NEW SIDEWALK PROJECTS													
05284	New Sidewalks FY19	420	200	220										
05293	New Sidewalks FY20	400		400										
05304	New Sidewalks FY21	475		475										
05314	New Sidewalks FY22 (NEW)	500			500									
	 TOTAL PROJECT COSTS			1,230	550									
	TOTAL EXPENDITURES			1,230	550									
	REVENUES													
	 Interest Reauthorized Measure B (Ends March 30, 2022)		518	2 486	2 320									
	REVENUE SUBTOTAL			488	322									
	TRANSFERS IN FROM													
	TRANSFERS SUBTOTAL													
	REVENUE TOTALS			488	322									
	BEGINNING FUND BALANCE			970	228									
	ENDING FUND BALANCE			228	-									

Vehicle Registration Fee - Fund 218

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST. FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
	PAVEMENT IMPROVEMENT PROJECTS													
05280	Pavement Rehabilitation - VRF - FY19	750	490	260										
05289	Pavement Rehabilitation - VRF - FY20	775	384	391										
05295	Pavement Rehabilitation - VRF - FY21	1,025		1,025										
05239	Pavement Rehabilitation FY22	825			825									
05240	Pavement Rehabilitation FY23-FY31 (TBD-FY23)	8,125			25	900	900	900	900	900	900	900	900	900
05316	Mission Boulevard Protected Bikeway - Industrial to Harder	223		223										
	<i>Vehicle Trip Reduction Grant</i>	201			201									
	TOTAL PROJECT COSTS			1,899	850	900	900	900	900	900	900	900	900	900
	TOTAL EXPENDITURES			1,899	850	900	900	900	900	900	900	900	900	900
	REVENUES													
	Interest			9		1			1	1	1	2	3	4
	VRF - Local Streets and Roads		859	801	801	885	894	903	912	921	930	939	939	949
	Vehicle Trip Reduction Grant				201									
	REVENUE SUBTOTAL			810	1,002	886	894	903	913	922	931	941	942	953
	TRANSFERS IN FROM													
	TRANSFERS SUBTOTAL													
	REVENUE TOTALS			810	1,002	886	894	903	913	922	931	941	942	953
	BEGINNING FUND BALANCE			976	(113)	39	25	19	22	35	57	88	129	172
	ENDING FUND BALANCE			(113)	39	25	19	22	35	57	88	129	172	225

Measure BB (Paratransit - Capital) - Fund 219

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST. FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
05309	Safe Routes for Seniors	9,200		1,700	750	750	750	750	750	750	750	750	750	750
05283	Main Street Complete Street Project [An additional \$2.225M in Fund 450 funding is supporting this project, which has a total budget of \$3.225M. More details in Fund 450.]	1,000		1,000										
	TOTAL PROJECT COSTS			2,700	750	750	750	750	750	750	750	750	750	750
	TOTAL EXPENDITURES			2,700	750	750	750	750	750	750	750	750	750	750
	REVENUES													
	REVENUE SUBTOTAL													
	TRANSFERS IN FROM													
	Fund 214 Measure BB Paratransit Operations			2,700	750	750	750	750	750	750	750	750	750	750
	TRANSFERS SUBTOTAL			2,700	750	750	750	750	750	750	750	750	750	750
	REVENUE TOTALS			2,700	750	750	750	750	750	750	750	750	750	750
	BEGINNING FUND BALANCE			-	-	-	-	-	-	-	-	-	-	-
	ENDING FUND BALANCE			-	-	-	-	-	-	-	-	-	-	-

Capital Projects (Governmental) - Fund 405

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST. FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
	CAPITAL PROJECTS - GENERAL													
06911	Property Acquisition Mangement	6,865	4,608	1,257	100	100	100	100	100	100	100	100	100	100
	<i>Transfer from General Fund (100)</i>	4,401	4,401											
06914	La Vista Park	23,270	394	710	22,166									
	<i>Fees for La Vista Development</i>	2,140			2,140									
	<i>2017 HARD Bond</i>	2,000			2,000									
	<i>2018 HARD Bond</i>	13,400			13,400									
	<i>Park-in-Lieu</i>	4,230			4,230									
	<i>Community Center Contribution</i>	1,500	1,500											
06978	Foothill Gateway Landscape Plan	50		50										
	<i>County Reimbursement</i>	25		25										
	<i>RDA</i>	25	25											
06901	City Facilities Needs Assessment Study	519	508	11										
	<i>Calpine (for 21st Century Library & Community Learning Center)</i>	180	180											
06977	UST Remediation Study - Fire Station 2	183	106	77										
06904	Community Satisfaction Survey	343	100	43		40		40		40		40		40
06906	Mural/Art Program	48	6	42										
06953	Employee Engagement Survey	222	47		35		35		35		35		35	
05102	Landscape Material/Median Tree/Shrub Replacements	1,626	65	192	424	105	105	105	105	105	105	105	105	105
05160	Surplus Property Maintenance	534	2	32	50	50	50	50	50	50	50	50	50	50
06121	Property Taxes on Excess Right-of-Way	65	10	5	5	5	5	5	5	5	5	5	5	5
06907	Project Predesign Services	449	15	84	35	35	35	35	35	35	35	35	35	35
06950	Neighborhood Partnership Program Project	719		219	50	50	50	50	50	50	50	50	50	50
06905	Disaster Preparedness Exercise	30	30											
06968	Sealing Centennial Hall Parking Deck (Safeway Roof)	30		30										
06952	Neighborhood Improvement Grant Program	105	15	45	15	15	15							
06913	Downtown Parking Program	206	79	127										
06955	Hayward Housing Navigation Center	916	426	490										
	<i>Sale Proceeds</i>	916	895	21										
06900	150th Hayward Anniversary Events	100							100					
06960	South Hayward Youth and Family Center	5,700	500	5,100	100									
	<i>County Reimbursement</i>	5,000	500	4,500										
	<i>Mutual Aid, Project 05002</i>	100	100											

Capital Projects (Governmental) - Fund 405

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST. FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
	CAPITAL PROJECTS - POLICE													
07418	Integrated Fleet Cameras	150			150									
07402	Supporting Services Equipment	868	59	324	55	120	48	24	38	15	26	5	132	22
07409	Police Officer Equipment	2,250	108	243	231	173	195	181	150	254	159	203	178	175
07411	Field Operations Equipment	875	21	357	68	65	70	60	33	45	33	45	33	45
07412	Criminal Investigations Equipment	174	36	42	17	3	25	25	3	3	3	5	9	3
	CAPITAL PROJECTS - FIRE													
07472	Fire Station No. 7 & Firehouse Clinic - Construction	10,000	9,873	127										
	<i>Financing</i>	8,800	8,800											
	<i>County Health Services Department</i>	1,200	1,200											
07451	Cardiac Monitor Replacement (Defibrillators)	645		93	92	92	92	92	92	92				
07484	Emergency Management System	127		127										
07486	Emergency Vehicle Preemption	1,880	496	256	188	188	188	188	188	188				
07466	Breathing Apparatus Replacement	2,675		373	530	372	175	175	175	175	175	175	175	175
07450	Lucas Device Replacement	286		89	19	60	60	58						
07456	Fire Radio Replacement	561	92	113	178	178								
07487	Fire Equipment Updates	227		227										
	<i>Mutual Aid, Project 05002</i>	227	227											
FD010	Fire House Clinic Improvements	42	42											
	<i>Tiburcio Vasquez Health Center</i>	61	33	28										
07489	Emergency Food & Water Replacement for Disaster Service Workers (NEW)	30			14	4	12							
07491	Disaster Service Worker's Response Coordination & Communication: Plum Cases (NEW)	58			29	29								
07492	Solar-Powered Generators 220kW for Baseline Residents & Public Safety Operations During Power Outages (NEW)	66			22	22	22							
07493	Emergency Communication: Satellite Phones for City Staff Coordination (NEW)	26			10	4	4	4	4					
	CAPITAL PROJECTS - MAINTENANCE SERVICES													
07475	Replacement Equipment for Maintenance Services	155	8	47	10	10	10	10	10	10	10	10	10	10
	TOTAL PROJECT COSTS			10,932	24,593	1,720	1,296	1,202	1,173	1,167	786	828	917	815
	TOTAL EXPENDITURES			10,932	24,593	1,720	1,296	1,202	1,173	1,167	786	828	917	815

Capital Projects (Governmental) - Fund 405

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST. FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
	REVENUES													
	Interest		92	10			1	3	6	10	17	29	39	49
	Construction Tax (41450)		422	325	250	250	250	250	250	250	250	250	250	250
	County Reimbursement (Project 06978)			25										
	Planning Fee Charges (Project 06908)	3,549	1,249	250	250	200	200	200	200	200	200	200	200	200
	Planning Fee Charges (Project 06920) Comprehensive General Plan Update		26	25										
	Mutual Aid Overhead Reimbursement (05002)			81	50	50	50	50	50	50	50	50	50	50
	Fees for La Vista Development (HARD)	2,140			2,140									
	2017 HARD Bond	2,000			2,000									
	2018 HARD Bond	13,400			13,400									
	Park-in-Lieu	4,230			4,230									
	Community Center Contribution	1,500	1,500											
	Sale Proceeds (Project 06955)	916	895	21										
	County Reimbursement (SHYFC)	5,000	500	4,500										
	TVHC Lease Payment (FD010)	61	33	28										
	REVENUE SUBTOTAL			5,265	22,320	500	501	503	506	510	517	529	539	549
	TRANSFERS IN FROM													
	General Fund	10,502	487	15	2,300	900	850	850	850	850	850	850	850	850
	PG&E Tree Removal Fee (from DS001 to 05102)					289								
	Fund 100 (Project 06911)		4,401											
	TRANSFERS SUBTOTAL			15	2,300	1,189	850	850	850	850	850	850	850	850
	REVENUE TOTALS			5,280	24,620	1,689	1,351	1,353	1,356	1,360	1,367	1,379	1,389	1,399
	BEGINNING FUND BALANCE			5,660	8	35	4	59	210	393	586	1,167	1,718	2,190
	ENDING FUND BALANCE			8	35	4	59	210	393	586	1,167	1,718	2,190	2,774

Measure C Capital - Fund 406

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST. FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
07474	Fire Station Nos. 1-6 Improvements - Design	2,902	2,687	215										
07479	Fire Station No. 1 Improvements	1,125	1,012	113										
07478	Fire Station No. 2 Improvements	2,526	2,427	99										
07476	Fire Station No. 3 Improvements	2,375	2,303	72										
07477	Fire Station No. 4 Improvements	2,259	2,150	109										
07480	Fire Station No. 5 Improvements	1,910	1,777	133										
07481	Fire Station No. 6	10,902	1,092	3,610	5,600	600								
07482	Fire Training Center	60,000	4,336	20,064	32,000	3,600								
	<i>Contributions from Partnering Agencies</i>	20,000	1,837	18,163										
06988	21st Century Library & Community Learning Center - Construction	63,208	59,274	3,934										
	<i>Housing Related Parks Program</i>	399		399										
TC001	Tennyson Corridor Median Improvement	1,093	608	385	100									
07488	Jackson Corridor Median Improvement	750				300	300	150						
07278	EBRCS Leasing	2,652	2,652											
	<i>Transfer from 101</i>	2,600	2,600											
	PAVEMENT IMPROVEMENT PROJECTS													
05242	Pavement Rehabilitation - Measure C - FY24 (TBD-FY24)*	2,000					2,000							
*Note	Pavement Rehabilitation will receive \$2M in FY32													
	TOTAL PROJECT COSTS			28,734	37,700	4,500	2,300	150						
	TOTAL EXPENDITURES			28,734	37,700	4,500	2,300	150						
	REVENUES													
	Interest		243											
	Revenue Contributions from Partnering Agencies	18,163	1,837	18,163										
	Housing Related Parks Program Grant			399										
	Calpine Donation (Project 06988)		6,384											
	Bond Proceeds		73,224											
	REVENUE SUBTOTAL			18,562										
	TRANSFERS IN FROM													
	Fund 101 - Measure C		26,337	200	20,000	10,000	9,264							
	TRANSFERS SUBTOTAL			200	20,000	10,000	9,264							
	REVENUE TOTALS			18,762	20,000	10,000	9,264							
	BEGINNING FUND BALANCE			15,358	5,386	(12,314)	(6,814)	150						
	ENDING FUND BALANCE			5,386	(12,314)	(6,814)	150	-						

Route 238 Corridor Improvement - Fund 410

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST. FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
05194	Preliminary Design and Environmental Study for the Route 238 Corridor Improvement Project - Phases 2 & 3 <i>LATIP</i>	2,132	2,122	10										
05276	238 Bypass Property Disposition <i>238 OPHP (Fund 411)</i>	2,000	2,000											
05114	Administration and Predesign	1,810	1,642	168										
05270	Route 238 Corridor Improvement Project - Phase 2 Construction (Mission from Industrial to South City Limit)	1,000	1,000											
	<i>LATIP</i>	626	473	153										
	<i>ACTC</i>	31,952	28,544	3,408										
	<i>Rule 20A</i>	19,900	10,125	9,775										
	<i>Comcast</i>	10,600	4,355	6,245										
05287	Route 238 Corridor Improvement Project - Phase 3 Final Design and Construction	1,224	1,174	50										
	<i>ACTC</i>	209	105	104										
05288	Linear Park Landscape	16,000	1,171	14,829										
	<i>Rule 20B</i>	10,900		10,900										
	TOTAL PROJECT COSTS	2,813		2,813										
	Transfer to Street System Improvements Fund (Fund 450)		129											
	Transfer to Route 238 Settlement Admin (Fund 411)		70											
	TOTAL EXPENDITURES			21,381										
	REVENUES													
	Interest			1										
	Lease/Rent Payments from Acquired Properties (44130)	431	431											
	Alameda CTC	21,500	4,355	17,145										
	JEM (Developer Reimbursement Agreement)	122	122											
	Real Estate Transactions (Surplus Land Sales)	2,400			2,400									
	PG&E Rule 20A/B	1,224	1,174	50										
	LATIP	19,900	10,125	9,775										
	Comcast Rule 20A	209	105	104										
	County RDA Reimb. For City's Contrib. for Mt. Eden Proj	5,839	312	5,527										
	REVENUE SUBTOTAL			32,602	2,400									
	TRANSFERS IN FROM:													
	General Fund Transfer				185									
	TRANSFERS SUBTOTAL				185									
	REVENUE TOTALS			32,602	2,585									
	BEGINNING FUND BALANCE			(13,806)	(2,585)									
	ENDING FUND BALANCE			(2,585)	-									

Route 238 Settlement Admin - Fund 411

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST. FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
07720	PG 2	217		217										
07721	PG 3 & 4	364		314	50									
07722	PG 5	482	167	265	50									
07723	PG 6	60		20	40									
07724	PG 7	222		212	10									
07725	PG 8	1,178	877	261	40									
07726	PG 9	73	3	50	20									
05014	Route 238 Administrative Expenses	1,089	211	568	310									
05015	Route 238 Excess Property Disposition	121	121											
05276	Route 238 Bypass Property Disposition	1,800	1,204	596										
	TOTAL PROJECT COSTS			2,503	520									
	TOTAL EXPENDITURES			2,503	520									
	REVENUES													
	Project Revenues	10,127	10,127											
	Interest	165	161	4										
	REVENUE SUBTOTAL	10,292	10,288	4										
	TRANSFERS IN													
	TRANSFERS SUBTOTAL													
	REVENUE TOTALS			4										
	BEGINNING FUND BALANCE			4,350	1,851	1,331	1,331	1,331	1,331	1,331	1,331	1,331	1,331	1,331
	ENDING FUND BALANCE			1,851	1,331	1,331	1,331	1,331	1,331	1,331	1,331	1,331	1,331	1,331

Street System Improvements - Fund 450

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST. FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
05148	Project Predesign Services	382		82	30	30	30	30	30	30	30	30	30	30
05153	Alameda County Aerial Photography	200		50		50			50			50		
05197	880/92 Reliever Route Project Design, R/W and Construction	32,840	32,062	778										
	ACTC	26,425	26,425											
05257	Bridge Structures Maintenance	887	637		250									
05283	Main Street Complete Street Project	2,225	137	2,088										
	[An additional \$1M in Fund 219 funding is supporting this project, which has a total budget of \$3.225M. More details in Fund 219.]													
	OBAG (05283 Main Street Complete St)	1,675		175	500	1,000								
05292	Innovative Deployments to Enhance Arterials (IDEA) - Tennyson Corridor and Second Street	730	60	670										
	IDEA Grant	317		317										
	ACTC Local Match (Project 05292)	60		60										
	MEDIAN IMPROVMENT PROJECTS													
05255	Median Landscaping Improvement Project FY20 - Hesperian - Chabot Ct. to La Playa Dr	511	147	364										
05281	Median Landscaping Improvement Project FY21 - Hesperian - West A St. to Winton	1,698	2		1,696									
05243	Median Landscaping Improvement Project FY23 - Industrial Blvd. - Hwy 92 to Arf Ave.	1,100				50	1,050							
05315	Median Landscaping Improvement Project FY22 - Hesperian Blvd - La Playa to Winton Ave (NEW)				907									
	MUNICIPAL PARKING LOT IMPROVEMENT PROJECTS													
05286	City Municipal Parking Lot #1	855	55	595	205									
05248	City Municipal Parking Lot #2	546	146	354	46									
05296	City Municipal Parking Lot #7, D-1 and D-2	350		242	108									
	PAVEMENT IMPROVEMENT PROJECTS													
05282	Pavement Rehabilitation Winton Ave West - Hesperian Blvd to Santa Clara	1,978	12	1,966										
	OBAG (05282 Pavement Rehabilitation)	1,750		1,750										
05239	Pavement Rehabilitation FY22	400		50	350									
05240	Pavement Rehabilitation FY23 - FY31 (TBD-FY23)	4,550			50	500	500	500	500	500	500	500	500	500

Street System Improvements - Fund 450

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST. FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
	SIDEWALK IMPROVEMENT PROJECTS													
05249	Sidewalk Rehabilitation FY19 - Districts 6 & 9	960	874	86										
	<i>Resident Participation</i>	104	104											
05285	Sidewalk Rehabilitation FY20 - Districts 4 & 5	650	140	510										
	<i>Resident Participation</i>	75		75										
05302	Sidewalk Rehabilitation FY21	550		550										
	<i>Resident Participation</i>	75		75										
05318	Sidewalk Rehabilitation + Wheelchair Ramps FY22 (NEW)	1,050			1,050									
	<i>Resident Participation</i>				90									
05303	Sidewalk Rehabilitation + Wheelchair Ramps FY23-FY31 (TBD-FY23)	9,450				1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050
	<i>Resident Participation</i>	810				90	90	90	90	90	90	90	90	90
	TOTAL PROJECT COSTS			8,385	4,692	1,680	2,630	1,580	1,630	1,580	1,580	1,630	1,580	1,580
	TOTAL EXPENDITURES			8,385	4,692	1,680	2,630	1,580	1,630	1,580	1,580	1,630	1,580	1,580
	REVENUES													
	Interest		61	12	22	21	16	2						
	Sidewalk Rehabilitation Reimbursement	1,050		150	90	90	90	90	90	90	90	90	90	90
	OBAG (05283 Main Street Complete St)	1,675		175	500	1,000								
	OBAG (05282 Pavement Rehabilitation)	1,750		1,750										
	ACTC (Project 05197)	26,425	26,425											
	County RDA Reimb. for City's Contrib. for Mt. Eden Project 05143 (repayment term - 20 years)	7,890	5,667	223	2,000									
	Streets Impact Fee (Waste Management)	6,845	556	494	509	524	540	556	573	590	608	626	626	645
	IDEA Grant (Project 05292)	317		317										
	ACTC Local Match (Project 05292)	60		60										
	REVENUE SUBTOTAL			3,181	3,121	1,635	646	648	663	680	698	716	716	735
	TRANSFERS IN FROM													
	Fund 410 - (Rt. 238 Corridor Improvement)		129											
	Fund 210 (Gas Tax "Swap") (49550)		750	750	750	750	750	750	750	850	850	850	850	850
	TRANSFERS SUBTOTAL			750	750	750	750	750	750	850	850	850	850	850
	REVENUE TOTALS			3,931	3,871	2,385	1,396	1,398	1,413	1,530	1,548	1,566	1,566	1,585
	BEGINNING FUND BALANCE			6,373	1,919	1,098	1,803	569	387	169	119	87	23	8
	ENDING FUND BALANCE			1,919	1,098	1,803	569	387	169	119	87	23	8	13

Transportation System Improvement - Fund 460

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST. FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
05709	Traffic Control Device Repair/Replacement	481	22	59	40	40	40	40	40	40	40	40	40	40
05737	Signal Modification At Huntwood/Industrial & Huntwood/Sandoval (NEW)	965			965									
	<i>HSIP</i>	775			775									
05738	Local Road Safety Plan (LRSP) (NEW)	100			100									
05712	Intersection Improvement Project - TBD	1,505		230	125	125	125	125	100	100	125	150	150	150
05856	Controller Cabinet Replacement and Battery Back Up Program	857	41	141	50	50	50	75	75	75	75	75	75	75
05877	Transportation System Management Projects	568		68	50	50	50	50	50	50	50	50	50	50
	<i>Development Fees (05877)</i>	20		20										
05893	Quick Response Traffic Safety Projects	229		29	20	20	20	20	20	20	20	20	20	20
05714	Transportation Software Improvements	120		20	10	10	10	10	10	10	10	10	10	10
	TRAFFIC CALMING PROJECTS													
05274	Traffic Impact Fee Study	700	495	205										
05734	Traffic Calming Implementation Program	1,173		273	90	90	90	90	90	90	90	90	90	90
05736	Traffic Management Center Assessment and Training	85		85										
	TOTAL PROJECT COSTS			1,110	1,450	385	385	410	385	385	410	435	435	435
	TOTAL EXPENDITURES			1,110	1,450	385	385	410	385	385	410	435	435	435
	REVENUES													
	Interest			2	6	4	4	4	4	4	4	4	4	4
	HSIP				775									
	Development Fees (05877)			20										
	REVENUE SUBTOTAL			22	781	4	4	4	4	4	4	4	4	4
	TRANSFERS IN FROM													
	Fund 100 (General Fund)			340	650	400	400	400	400	400	400	400	425	425
	TRANSFERS SUBTOTAL			340	650	400	400	400	400	400	400	400	425	425
	REVENUE TOTALS			362	1,431	404	404	404	404	404	404	404	429	429
	BEGINNING FUND BALANCE			791	43	24	43	62	56	75	94	88	57	51
	ENDING FUND BALANCE			43	24	43	62	56	75	94	88	57	51	45

Water Replacement - Fund 603

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST. FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
07001	Utility Center Prefabricated Structure Skin Replacement	302	26	276										
07003	Miscellaneous Hydrant Replacement Program	447	21	76	35	35	35	35	35	35	35	35	35	35
07004	Distribution System Pressure Reducing Strategy	500	124	376										
07025	Conversion to Advanced Metering Infrastructure (AMI)	14,123	13,384	739										
	<i>Transfer from 605 (Water Operating)</i>	10,000	10,000											
07125	AMI Customer Portal	1,150		150	100	100	100	100	100	100	100	100	100	100
07030	Project Predesign Services	323		73	25	25	25	25	25	25	25	25	25	25
07035	City Irrigation System Backflow Replacements	130	9	21	10	10	10	10	10	10	10	10	10	10
07043	Asset Management Plan	103	3	100										
07144	Fittings Upgrade for Fire Department - Various Reservoirs	150	27	123										
07119	SCADA Maintenance & Upgrade	120			12	12	12	12	12	12	12	12	12	12
	WATER CONSERVATION													
07013	Water Efficiency Program	1,300	49	251	100	100	100	100	100	100	100	100	100	100
07026	Water System Leak Detection Survey and Repair	275	97					178						
07047	Water Efficient Landscape Surveys and Incentives	501	308	93	100									
	WATER DISTRIBUTION SYSTEM REPLACEMENT PROJECTS													
07006	Annual System Replacement Program	1,862	90	272	150	150	150	150	150	150	150	150	150	150
07009	Easement Protection & Landscape Clearing at Various Locations	500	31	219	250									
07010	Air Release with Blow Off Access and Rehabilitation	320			320									
07011	Water Main Replacement at Mission Blvd between Fairway St. and Lexington St.	2,014	1,964	50										
07056	Well D2 Evaluation and Repair	473	144	329										
07057	Restore Water Mains Crossing at I-880	550			550									
07059	Reservoir Coating Inspection/Recoating at Various Reservoirs	2,400			2,400									
07110	750' Reservoir Inspection and Repair	2,050	48	302	1,700									
07129	Well B Evaluation and Repair	495	1	494										
07130	Pressure Reducing Station Regulator Replacement	450	192	58	200									
07131	Water Pump Station Valve Repair & Upgrade at Various Stations	375	88	287										
07134	Cast Iron Water Pipeline Replacement - Local Streets	5,496	491	5	500	500	500	500	500	500	500	500	500	500
07146	12" CI Replacement from Sleepy Hollow to Industrial on Hesperian	2,046		346	1,700									
07147	Utilities SCADA Security Update	24	12	12										
07149	1000 PZ Tank Roof Concrete Spalling Repair	200		200										
07150	Water System RRA & ERP Update	228	132	96										
07019	250' P/S Motor Starter Replacements	150		150										
07020	Annual Line Repairs FY21	500		500										
07027	Annual Line Replacements - FY21	47		47										
07028	Annual Line Replacements - FY23 - FY31 (TBD-FY23)	34,000				3,500	3,500	3,500	3,500	4,000	4,000	4,000	4,000	4,000
07032	Annual Line Repairs FY23-31 (TBD-FY23)	4,500				500	500	500	500	500	500	500	500	500

Water Replacement - Fund 603

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST. FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
07036	Annual Pavement Patching FY22 - FY31	275		25	25	25	25	25	25	25	25	25	25	25
07061	Hesperian P/S Main Braker Replacement	100		100										
07062	Hesperian P/S VFD and Motor Drive Replacements	250		250										
07063	Water System RRA Mitigation Measures	100		50	50									
07093	Water Line Improvement FY21	9,338		9,338										
07194	750 Tank Valve Replacement (NEW)	40			40									
07197	Skywest & Hesperian Pump Station Generator Fuel Replacement and Line Repairs (NEW)	128			128									
07200	Annual Line Replacements FY22 (NEW)	3,500			3,500									
07065	Annual Line Repairs FY22 (NEW)	500			500									
	TOTAL PROJECT COSTS			15,408	12,395	4,957	4,957	5,135	4,957	5,457	5,457	5,457	5,457	5,457
	TOTAL EXPENDITURES			15,408	12,395	4,957	4,957	5,135	4,957	5,457	5,457	5,457	5,457	5,457
	REVENUES													
	Interest			275	114	43	45	67	68	64	52	40	27	14
	BAWSCA Prop 84 Grant For Water Conservation		50											
	REVENUE SUBTOTAL			275	114	43	45	67	68	64	52	40	27	14
	TRANSFERS IN FROM													
	Replacement Transfer from Fund 605			4,500	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
	Replacement Transfer from Fund 605 (Conversion to AMI)		10,000											
	TRANSFERS SUBTOTAL			4,500	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
	REVENUE TOTALS			4,775	5,114	5,043	5,045	5,067	5,068	5,064	5,052	5,040	5,027	5,014
	BEGINNING FUND BALANCE			20,043	9,410	2,129	2,215	2,303	2,235	2,346	1,953	1,548	1,131	701
	ENDING FUND BALANCE			9,410	2,129	2,215	2,303	2,235	2,346	1,953	1,548	1,131	701	258

Water Improvement - Fund 604

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST. FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
07029	Project Predesign Services	295		45	25	25	25	25	25	25	25	25	25	25
07058	Green Hayward PAYS Program	235	193	7	7	7	7	7	7					
07101	Cross Connection Improvement Project	201	7	94	100									
07103	Corporation Yard Needs Assessment	200		200										
07105	Solar Power at Various Water Facilities	6,000		1,000	2,500	2,500								
07176	Utility Center Renovation/Training Center Addition (2nd Floor)	8,000	11	2,989	5,000									
	Fund 612	1,400	1,400											
07177	GIS Data Development and Conversion	575		75	50	50	50	50	50	50	50	50	50	50
07186	Solar Photovoltaic at Hesperian Pump Station	1,000		1,000										
07189	Safety Improvements to Utility Center Corporation Yard Storage	100	75	25										
	WATER DISTRIBUTION SYSTEM IMPROVEMENT PROJECTS													
07016	New Pressure Regulating Stations at New 265' Zone	2,760		500		2,260								
07106	Dead-End Water Main Improvements	400	10	40	50	50	50	50	50	50	50			
07108	D Street, Treeview, Maitland Reservoir Water Quality Pump Upgrade	450		450										
07119	SCADA Maintenance & Upgrade	219	39	60	12	12	12	12	12	12	12	12	12	12
07136	System Seismic Upgrades	400			400									
07140	Second Water Supply Source to 330 Zone	648	1	647										
07160	Seismic Retrofit Maitland Reservoir and Appurtenances	2,630	27	1,000	1,603									
07172	New 3 MG Reservoir at High School Reservoir Site	6,902	2							900	6,000			
07173	Seismic Retrofit Highland 250 Reservoirs	3,115			1,115	2,000								
07180	BART Hayward Maintenance Complex	472	387	85										
	BART Reimbursement	472	220	252										
07181	1000' Zone New Regulating Station (Skyline Drive)	475		475										
07183	New 0.75MG Tank, Pumps, and Generator at Garin Reservoir/ Pumps Station Site	4,112	3,969	143										
	Developer Reimbursement	4,449	4,449											
07187	New University Pressure Reducing Station	200		200										
07190	Disinfection Residual Management	1,000			500	500								
07115	New Emergency Well B2 (TBD-FY23)	4,500			500	4,000								
07100	New 2 MG Reservoir & Booster Station at Hesperian Site (TBD-FY23)	10,000			1,500	8,500								
07193	750 Pump Station Foundation Stabilization (NEW)	20			20									
07195	Garin Ladder Cage Project (NEW)	60			60									
07196	Well Field All-Weather Improvements (NEW)	90			90									
07198	Walpert Pump Station Roof Ladder Cage Project (NEW)	40			40									

Water Improvement - Fund 604

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST. FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
07199	Well Field Storage Building Project (NEW)	350			350									
07066	Recycled Water Phase II (NEW)	6,500				500	3,000	3,000						
	WATER RESOURCES PROJECTS													
07017	Weather Based Irrigation Controllers at Various Locations	241	14	27	20	20	20	20	20	20	20	20	20	20
07021	Groundwater Sustainability Agency Coordination	301	165	136										
07102	Reservoir Water Quality Improvement Project	304	190	114										
07191	Groundwater Sustainability Plan Development	3,000	128	2,872										
07116	Groundwater Sustainability Plan Projects (TBD-FY23)	11,200			400	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
	TOTAL PROJECT COSTS			12,184	14,342	21,624	4,364	4,364	1,364	2,257	7,357	1,307	1,307	1,307
	Transfer to Fund 605 - Retirement of Debt Service - Hesperian Pump Station (to 2025)	11,066	3,461	265	265	265	265	265						
	Transfer to Fund 605 - 38.2% of 2013 Bond Repayment (to 2025)			273	270	273	275	269						
	Transfer to Fund 603 - 50% of Cast Iron Pipe Replacement		2,000											
	Transfer to Fund 612 - Loan to Sewer System Improvement Fund 612 for Solar Project Phase IIA (Project 07530 in Fund 612)		3,500											
	TOTAL EXPENDITURES			12,722	14,877	22,162	4,904	4,898	1,364	2,257	7,357	1,307	1,307	1,307
	REVENUES													
	Interest			618	546	255	59	30	37	70	44	26	60	95
	Facilities Fee (43563)			3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
	Developer Reimbursement of New .75 Tank and Pumps at Garin Reservoir/Pump Station (Project 07183)		4,449											
	BART Reimbursement (for BART Maintenance Complex project)		220	252										
	Green Hayward PAYS Revenue (\$1 million at 6.95% for ten years to 2026)		43	21	21	21	21	21	21					
	REVENUE SUBTOTAL			3,891	3,567	3,276	3,080	3,051	3,058	3,070	3,044	3,026	3,060	3,095
	TRANSFERS IN FROM													
	Repayment of Loan from Fund 612 for Solar Project Phase IIA (\$3.5 million at 3% for ten years to 2028) (Project 07530 in Fund 612)	4,100	410	410	410	410	410	410	410	410	410	410		
	TRANSFERS SUBTOTAL			410	410	410	410	410	410	410	410	410		
	REVENUE TOTALS			4,301	3,977	3,686	3,490	3,461	3,468	3,480	3,454	3,436	3,060	3,095
	BEGINNING FUND BALANCE			41,266	32,845	21,945	3,469	2,055	618	2,722	3,945	42	2,171	3,924
	ENDING FUND BALANCE			32,845	21,945	3,469	2,055	618	2,722	3,945	42	2,171	3,924	5,712

Sewer Replacement - Fund 611

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST. FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
07516	EBDA Outfall Replacement Payment	1,697	47	150	150	150	150	150	150	150	150	150	150	150
07524	Project Predesign Services	296		46	25	25	25	25	25	25	25	25	25	25
07675	Trash Capture Device and Litter Reduction Education Project	845	376	469										
	<i>US EPA Grant</i>	338	338											
	SEWER SYSTEM REPLACEMENT PROJECTS													
07018	Pump Station Valve Repair and Upgrade at Various Stations	300		75	225									
07546	Valle Vista Sewer Force Main Reliability Implementation	200	27		173									
07553	Memorial Park Easement Sewer Main Inspection, Cleaning and Repair	100	5	95										
07575	Miscellaneous Lift Station Equipment Replacement	1,688	38	150	150	150	150	150	150	150	150	150	150	150
07594	Collection Systems SCADA & Transducer Replacement	80		80										
07119	SCADA Maintenance & Upgrade	80			8	8	8	8	8	8	8	8	8	8
07616	Tennyson Lift Station Rehabilitation	350			350									
	<i>Developer-Sewer Impact Fee</i>	146	146											
07622	Ward Creek/Tiegen Drive Sewer Replacement	500			500									
07624	Harder Road Sewer System Improvement	1,712			1,712									
	<i>Developer-Sewer Impact Fee</i>	424	424											
07626	Valle Vista Submersible Pump Repl and Wet Well Rehabilitation	1,250		700		550								
07678	Air Release with Blowoff Access and Rehab	80			80									
07687	Tennyson Sewer Basin Improvements	246		246										
07693	Sewer Manhole Rehabilitation - Various Locations	250	7	243										
07694	Sewer Main Replacements - Various Locations	2,620	7	2,613										
07672	Soto Road Sewer Improvement	190		190										
07727	Jackson Street Underpass Stormwater Pump Station Upgrades	250		250										
	<i>Transfer from Fund 615 (Stormwater)</i>	250		250										
07738	Annual Line Replacements FY23-31 (TBD-FY23)	39,600				4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400
07739	Valle Vista VFD Replacement	250		250										
07761	Sewer Line Improvement FY21	11,117		11,117										
07781	Sanitary Sewer Main Replacement at Alameda County Transit Maintenance Facility	550		550										
07780	Annual Line Replacements FY22 (NEW)	4,400			4,400									
07762	Airport Lift Station Improvements (NEW)	200			200									
07763	Daisy Ct Access Road Erosion Mitigation Project (NEW)	45			45									
07764	Marathon Lift Station Pump Replacement Project (NEW)	70			70									
07745	Marathon Lift Station Motor Control Center Replacement	250			250									
07765	Annual Emergency/Spot Line Repairs (NEW)	2,500			250	250	250	250	250	250	250	250	250	250
07776	Hydro Vactor Replacement (NEW)	400			400									
07782	Sewer Pipeline & Pump Station Repair (NEW)	1,500			500	500	500							

Sewer Replacement - Fund 611

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST. FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
	WPCF REPLACEMENT PROJECTS													
07728	West Winton Landfill Cap Maintenance	250		250										
07529	WPCF Miscellaneous Replacements	4,998	395	603	400	400	400	400	400	400	400	400	400	400
07531	WPCF Asset Management Plan	100	1	99										
07596	WPCF SCADA System Misc Replacements	210	26	34	15	15	15	15	15	15	15	15	15	15
07604	WPCF South Vacuator Coating and Rehab (Ph II)	425	118		307									
07611	WPCF Equalization Pond Diversion Valve Replacement	100		100										
07618	WPCF Gas Conditioning System Skid Media Replacement	2,209	37	522	165	165	165	165	165	165	165	165	165	165
07619	WPCF Motorized Valve Actuators for Influent Gates	105		105										
07620	WPCF Safety Improvements	100	32	68										
07625	WPCF Underground Conduit Repair (494 Pump & Sludge Beds)	80		80										
07629	WPCF EQ Pond Sludge Removal	75		75										
07630	WPCF Effluent Pond Weed Removal	200		200										
07632	WPCF Gravity Belt Thickener Rebuilding	500				500								
07648	WPCF Seismic Retrofit of Miscellaneous Buildings	370	5	365										
07649	WPCF Access Roads Rehabilitation	500			500									
07653	WPCF Site Waste Pump Station and Control Building Improvements	1,121	21		200	900								
07656	WPCF Main 480V MCC Electrical Distribution Rehabilitation	8,692		1,225	7,467									
07664	WPCF UST Cleanup and Closure at Maintenance Building	141	132	9										
07673	WPCF Chlorination System Improvement	1,403				1,403								
07674	WPCF Cross Connection Prevention Project	300		300										
07677	WPCF Biobeds Media Replacement	520	166	354										
07689	WPCF Laboratory Improvements	70	69	1										
07690	WPCF Diversion Ponds 3 & 7 Gate Restoration	550			50	500								
07691	WPCF Programmable Logic Controller Cabinet Upgrades	60		60										
07730	WPCF Digester Cleaning Maintenance	90		60	30									
07731	WPCF SCADA Security Upgrade	75	17	58										
07732	WPCF EQ Pond Cleaning	100		100										
07734	WPCF North Vacuator Restoration/Improvements	2,000		1,600	400									
07735	WPCF Digester #1 Cleaning and Dome Rehabilitation	150		150										
07736	WPCF Aging Field Grading & Lime Treatment	1,750			250	1,500								
07741	WPCF Levee Road Replacement	2,231		131	1,050	1,050								
07740	WPCF Final Clarifiers Mechanisms Replacement	1,800		900		900								
07754	Annual Muffin Monster Grinder Repairs	50		50										
07756	Coating of Final Clarifier No. 2 Sludge Collector (Tow-Bro)	300		300										
07567	WPCF Headworks Bar Screens	4,598		4,598										
07772	WPCF Final Clarifier No. 2 Wall Repairs (NEW)	200			200									
07773	WPCF ETF Biofilter Media Replacement Project (NEW)	630			630									
07774	WPCF New Drives for North and South Primary Clarifiers (NEW)	120			120									
07775	WPCF New Digester Mixing Pumps for Digester No. 2 & 3 (NEW)	300			300									

Sewer Replacement - Fund 611

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST. FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
07777	WPCF Laboratory Equipment Replacement - Spectrophotometer (NEW)	35			35									
07779	WPCF Water Purification System (NEW)	35			35									
07742	UNSCHEDULED													
07742	WPCF Storage Pond Evaluation and Rehabilitation (TBD- Unscheduled)	4,500												
	TOTAL PROJECT COSTS		1,526	29,621	21,642	13,366	6,063	5,563	5,563	5,563	5,563	5,563	5,563	5,563
	Transfer to Fund 612 for New WPCF Operations Building (Project 07568) and WPCF Administration Building Renovation (Project 07506) (\$4M @ 3% for 20 years through 2035)			270	270	270	270	270	270	270	270	270	270	270
	Debt Service SRF Loan for Phase II WPCF Impr Proj (\$26 million @ 3% for 30 years to 2055) (Various Projects)								1,315	1,315	1,315	1,315	1,315	1,315
	TOTAL EXPENDITURES			29,891	21,912	13,636	6,333	5,833	7,148	7,148	7,148	7,148	7,148	7,148
	REVENUES													
	Interest			484	59	89	234	221	199	164	128	91	56	23
	Proceeds from SRF Loan for WPCF Phase II Improvements (Various Projects)				14,000	####								
	EPA Grant		338											
	Harder Road Sewer Impact Fee		424											
	Tennyson Lift Station Sewer Impact Fee		146											
	EBDA Pond Use & Incident Use		309											
	REVENUE SUBTOTAL			484	14,059	12,089	234	221	199	164	128	91	56	23
	TRANSFERS IN FROM													
	Fund 610			5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,250	5,250
	Fund 615			250										
	Fund 630			183	183	183	183	183	183	183	183	183	183	183
	TRANSFERS SUBTOTAL			5,433	5,183	5,183	5,183	5,183	5,183	5,183	5,183	5,183	5,433	5,433
	REVENUE TOTALS			5,917	19,242	17,272	5,417	5,404	5,382	5,347	5,311	5,274	5,489	5,456
	BEGINNING FUND BALANCE			35,300	11,326	8,656	###	11,376	10,947	9,181	7,380	5,543	3,669	2,010
	ENDING FUND BALANCE			11,326	8,656	12,292	11,376	10,947	9,181	7,380	5,543	3,669	2,010	318

Sewer Improvement - Fund 612

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST. FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
07177	GIS Data Development and Conversion	75			75									
07508	Co-Generation System	1,675	1,654	21										
	<i>PG&E Rebate</i>	2,722	2,722											
	<i>Fund 610</i>	6,179	6,179											
	<i>Fund 611</i>	4,988	4,988											
07119	SCADA Maintenance & Upgrade	80			8	8	8	8	8	8	8	8	8	8
07514	GIS Conversion/Migration (Sewer System Share)	150	80	70										
07519	Utilities Laboratory Information Management & Data Entry	140		40	100									
07542	WPCF Energy Management	100	77	23										
07507	Recycled Water Storage and Distribution System	27,811	24,909	2,902										
	<i>SRF Loan</i>	15,620	10,410	5,210										
	<i>SWRCB Grant</i>	5,831	5,831											
07523	Project Predesign Services	195		45	15	15	15	15	15	15	15	15	15	15
07555	Upgrade Valle Vista Station Discharge	200				200								
07679	Cogeneration System Maintenance	2,705	116	289	200	500	200	200	200	200	200	200	200	200
07709	Recycled Water Facilities Plan Update	500			500									
07710	Recycled Water Treatment Facility - Phase I	2,455	2,192	263										
07716	27 Inch Force Main Bypass Pumping - I-880/Industrial	600				100	500							
07717	Sewer Main Installation - I-880/Willmet	700	54	646										
07114	PSPS Equipment Procurement	255		255										
	<i>Transfer from Fund 615 (Stormwater)</i>	255		255										
07744	Linden Lift Station Upgrades	150		150										
07745	Marathon Lift Station Motor Control Center Replacement	250		250										
07624	Harder Road Sewer System Improvement	1,288			1,288									
07746	Trash Capture Device Installation	1,841		1,841										
	Transfer from Fund 615 (Stormwater)	1,841		1,841										
	<i>CalTrans Reimbursement</i>	1,841			1,841									
	<i>Transfer to Fund 615 (Stormwater)</i>	1,841			1,841									
	WPCF IMPROVEMENT PROJECTS													
07530	WPCF Solar Power Design and Construction Phase II -	6,300	2,315	3,985										
	<i>CEC Loan</i>	2,151	1,823	328										
	<i>Loan from Fund 604</i>	3,500	3,500											
07506	WPCF Administration Building Renovation and Addition (WPCF Phase II)	4,500	154	4,346										
07534	WPCF Headworks Hydraulic Forcemain Improvement (WPCF Phase II)	665	15	650										
07559	WPCF Solids Pumping Improvements	300		300										
07567	WPCF Headworks Bar Screens	4,129	830	3,199	100									
07568	WPCF New Operations Control Room (WPCF Phase II)	5,600	130	5,470										
07569	WPCF Roofing for Heating and Mixing Building No. 1	100		100										

Sewer Improvement - Fund 612

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST. FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
07680	WPCF Sluice Gate Repair/Replacement & Actuation	460	345	115										
07682	WPCF Polymer Relocation and New Solids Line	60		60										
07684	WPCF Reclaimed Water System Expansion	200	115	85										
07697	WPCF Maintenance Building Improvements	150		150										
07698	WPCF High Pressure Gas Storage Vessel Inspection and Coating	100		100										
07701	WPCF Mechanical Sludge Dewatering Facility	2,600		2,600										
07702	WPCF Security Improvements	15		15										
07705	WPCF Gravity Belt Thickener Sludge Blending Tank Coatings	175	175											
07706	WPCF Sludge Pipeline from Equalization Pond to Site	160	77	83										
07707	WPCF MCC 5 & 19 Replacement	500		500										
07708	WPCF Tertiary Treated Near Shore Discharge Feasibility	500	349	151										
07712	WPCF Grit Removal System (WPCF Phase II)	3,000				500	2,500							
07713	WPCF Pond No. 7 Outlet Pipe	120		120										
07714	WPCF Headworks Channel Actuators	150		150										
07715	WPCF Equalization Pond Liner	270			270									
07719	WPCF Old Cogen Building Repurpose	400		400										
07743	WPCF Laboratory Equipment Replacement - ICP_MS	200		200										
07748	WPCF New Biofilter for Gravity Belt Thickener Building (TBD-FY23)	975				100	875							
07749	WPCF Primary Effluent Flow Equalization (TBD-FY23)	2,500				300	2,200							
07750	WPCF New Final Clarifier (WPCF Phase II)	12,650		1,500	11,150									
07757	Cogen Operational Improvements	230		230										
07760	Nutrient Management Design	5,400		2,700	2,700									
07766	UV Disinfection System for Recycled Water (NEW)	886			886									
07767	WPCF Final Clarifier Dewatering System (NEW)	463			463									
07769	WPCF Selective Catalyst Reduction for Cogen Engine (NEW)	500			500									
07770	WPCF Installation of new double check detector assemblies (DCCDAs) on fire water piping (NEW)	281			281									
07771	WPCF Trickling Filter Pump Station Pump Rebuilds (NEW)	260			260									
07783	WPCF FY22 Laboratory Equipment - IC_MS (NEW)	90			90									
	UNSCHEDULED													
07742	WPCF Storage Pond Evaluation And Rehabilitation (TBD- Unscheduled)													
07752	Nutrient Management Construction	49,820												
07753	WPCF Co-Generation Engine #2 (TBD- Unscheduled)	2,000												

Sewer Improvement - Fund 612

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST. FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
07755	WPCF Expansion of Cogen System Gas Conditioning Skid System (TBD-Unscheduled)	3,800												
07758	WPCF New Digester Gas Storage (TBD-Unscheduled)	2,850												
	TOTAL PROJECT COSTS			34,004	18,886	1,723	6,298	223	223	223	223	223	223	223
	Debt Service State Revolving Fund-WPCF Improvements (Phase I) -50% of total Debt Service for 20 years to 2028	30,600	13,860	1,530	1,530	1,530	1,530	1,530	1,530	1,530	1,530			
	Debt Service CEC Loan for Solar Proj (\$2.45 million @ 3% for 14 years to 2025) (Proj 07505)	1,090		218	218	218	218	218						
	Transfer to Water Improvement Fund 604 for Repayment of Loan for Additional Solar Project (\$3.5 million at 3% for ten years to 2028) (Project 07530)	4,100	410	410	410	410	410	410	410	410	410	410		
	Transfer to Stormwater Fund 615 for CalTrans reimbursement (Project 07746)				1,841									
	TOTAL EXPENDITURES			36,162	22,885	3,881	8,456	2,381	2,163	2,163	2,163	633	223	223
	REVENUES													
	Connection Fee			4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
	Interest			288	16	159	122	101	143	188	234	296	379	468
	Proceeds of SRF Loan for Recy Water Proj (07507)	15,620	10,410	5,210										
	Proceeds of USBR Grant for Recy Water Proj (07507)	5,831	5,831											
	PG&E Rebate for Co-Generation Project (assumes 1134kW for \$2.7M rebate) (Project 07508)		2,722											
	Proceeds of New SRF Loan for Phase II WPCF Improvement Projects (Various Projects)			10,000	14,000									
	Proceeds of CEC Loan for Phase IIA Solar (Project 07530)	2,151	1,823	328										
	FY19 Connection Fees (FY21 Midyear Adjustment)			4,683										
	Caltrans Reimbursement (Project 07746)				1,841									
	REVENUE SUBTOTAL			24,509	19,857	4,159	4,122	4,101	4,143	4,188	4,234	4,296	4,379	4,468

Sewer Improvement - Fund 612

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST. FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
	TRANSFERS IN FROM													
	Fund 730 for CAD/RMS Repl Loan (\$2.25 million)		2,046											
	WPCF Repl Fund 611 for 50% of City Cost of Co-Gen (\$11.47 mill less \$2.7 mill PG&E grant (Proj 07508)		4,650											
	Water Sys Imp Fund 604 for Solar Proj Phase II (Proj 07530)		3,500											
	Fund 611 for New WPCF Operations Building (Project 07568) and WPCF Administration Building Renovation (07506) (\$4M @ 3% for 20 years through 2035)		270	270	270	270	270	270	270	270	270	270	270	270
	Transfer from Fund 615 (Stormwater) Project 07114			255										
	Transfer from Fund 615 (Stormwater) Project 07746			1,841										
	Transfer from Fund 610 (Wastewater) Debt Service Correction FY20				820									
	TRANSFERS SUBTOTAL			2,366	1,090	270	270	270	270	270	270	270	270	270
	REVENUE TOTALS			26,875	20,947	4,429	4,392	4,371	4,413	4,458	4,504	4,566	4,649	4,738
	BEGINNING FUND BALANCE			18,865	9,578	7,640	8,188	4,124	6,114	8,364	10,659	13,000	16,933	21,359
	ENDING FUND BALANCE			9,578	7,640	8,188	4,124	6,114	8,364	10,659	13,000	16,933	21,359	25,874

Airport Capital - Fund 621

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST. FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
06827	LED Lighting Retrofit	50	29		21									
06828	Tower Renovations	100	72		28									
	FAA Reimbursement for HVAC	7	7											
06819	Taxiway Zulu Pavement Rehabilitation	1,099	118		80	901								
06814	Sulphur Creek Mitigation - Design + Construction	4,200	812			3,388								
	(AIP 23) FAA	3,693	475			3,218								
	(State Matching Grant of 5%)	176				176								
06816	Sulphur Creek 10-Year Environmental Monitoring	502	160		18	36	36	36	36	36	36	36	36	36
06826	T-Hangar Improvements	3,701	1	450	100	150	200	250	300	350	400	450	500	550
06823	Perimeter Fence Replacement	582	112	20	45	45	45	45	45	45	45	45	45	45
06805	Project Predesign Services	420	88	32	30	30	30	30	30	30	30	30	30	30
06806	Consultant Predesign Services	135	25	10	10	10	10	10	10	10	10	10	10	10
06890	Pavement Improvements	7,825	11	464	750	750	750	750	725	725	725	725	725	725
06891	Miscellaneous Pavement/Building/Grounds Repairs	1,594	288	56	125	125	125	125	125	125	125	125	125	125
06863	Skywest Property Reuse	100		100										
06898	Noise Monitoring	1,236	741	45	45	45	45	45	45	45	45	45	45	45
06833	View Park	90			90									
06830	Security System Upgrades	90		60	30									
06831	Taxiway Foxtrot Rehabilitation Design/Construction													
06818	Airport Pavement Management Program Update	277	67	35		35		35		35		35		35
06856	Runway Safety Area Improvements EA & Conceptual Design (NEW)	600							600					
	(AIP 26) FAA	450							450					
	State Matching Grant of 5%	23							23					
06857	Runway Safety Area Improvements Design (NEW)	650								650				
	(AIP 27) FAA	585								585				
	State Matching Grant of 5%	29								29				
06858	Runway Safety Area Improvements Construction (NEW)	2,222									2,222			
	(AIP 28) FAA	2,000									2,000			
	State Matching Grant of 5%	111									111			
06855	Airfield Lighting Upgrade Design/Construction	5,380										380	5,000	
	(AIP 29&30) FAA	4,842										342	4,500	
	State Matching Grant of 5%	242										17	225	
06851	ALP Update with Narrative	500						500						
	(AIP 25) FAA	450						450						
	State Matching Grant of 5%	24						24						
06859	Taxiway Alpha Design and Phasing Plan (NEW)	525			525									
	(AIP 22) FAA	473			473									
	State Matching Grant of 5%	23			23									

Airport Capital - Fund 621

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST. FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
06860	Taxiway Alpha Construction (NEW)	5,900					5,900							
	(AIP 24) FAA	5,310					5,310							
	State Matching Grant of 5%	266					266							
06861	Skywest Property Maintenance (NEW)	330			75	80	85	90						
06862	Landscape Improvements and Cleanup - Sulphur Creek Sites (NEW)	800			80	80	80	80	80	80	80	80	80	80
	TOTAL PROJECT COSTS			1,272	2,052	5,675	7,306	1,996	1,996	2,131	3,718	1,961	6,596	1,681
	TOTAL EXPENDITURES			1,272	2,052	5,675	7,306	1,996	1,996	2,131	3,718	1,961	6,596	1,681
	REVENUES													
	Interest			36	55	68	50	43	39	35	31	32	24	22
	Reimbursements (FAA)	17,328	1,162		473	3,218	5,310	450	450	585	2,000	342	4,500	
	State Matching Grant of 5%	894			23	176	266	24	23	29	111	17	225	
	REVENUE SUBTOTAL			36	551	3,462	5,626	517	512	649	2,142	391	4,749	22
	TRANSFERS IN FROM:													
	Fund 620 (Airport Operation Fund)	14,125		1,375	1,350	1,350	1,350	1,350	1,350	1,350	1,550	1,550	1,550	1,550
	TRANSFERS SUBTOTAL			1,375	1,350	1,350	1,350	1,350	1,350	1,350	1,550	1,550	1,550	1,550
	REVENUE TOTALS			1,411	1,901	4,812	6,976	1,867	1,862	1,999	3,692	1,941	6,299	1,572
	BEGINNING FUND BALANCE			1,747	2,867	2,716	1,853	1,523	1,394	1,260	1,128	1,102	1,082	785
	ENDING FUND BALANCE			1,886	2,716	1,853	1,523	1,394	1,260	1,128	1,102	1,082	785	676

Facility Management Capital - Fund 726

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST. FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
07201	HVAC Replacement	1,014	249	100		200	200	175	75				15	
07202	Flooring Replacement	866	859	7										
07203	Roof Repair/Replacement	602	82	40	40	115				200	25		100	
07209	Emergency Generator Replacement	630	50					140	140			300		
07210	Window Covering Replacement	102	2							50	50			
07215	City Hall Camera System (Equipment/Storage)	304	229						75					
07216	Fire Alarm/Smoke Detector Replacement	155	55	100										
07217	Exterior Painting of City Facilities	461	56		80		125	100		100				
07218	Animal Control Facility Update	102	2								100			
07221	Interior Painting of City Facilities	300									20			280
07222	City Facility Update	1,344	86		100	125	125	125	125	75	75	75	230	203
07224	HPD Facility Update	20	3	17										
07225	Enterprise Security Measure	240	235	5										
07227	Facility Security Infrastructure	1,135	65	270	350	50	50	50	50	50	50	50	50	50
07232	Workplace Reconfiguration /Remodel	1,202	231	71		100	100	100	100	100	100	100	100	100
07233	Elevator Overhaul (City Hall and PD)	320					50	100				170		
07234	City Hall Basement Gate Replacement	50		50										
07235	Energy Conservation	69		69										
07279	ADA Upgrades and improvements	110		10	10	10	10	10	10	10	10	10	10	10
	TOTAL PROJECT COSTS			739	580	600	660	800	575	585	430	705	505	643
	TOTAL EXPENDITURES			739	580	600	660	800	575	585	430	705	505	643
	REVENUES													
	Interest													
	REVENUE SUBTOTAL													
	TRANSFERS IN FROM													
	Internal Service Fund Charges	5,035	785	300	350	350	350	400	400	420	420	420	420	420
	Transfer from General Fund				150	260	260	410	160	160	160	160	160	160
	TRANSFERS SUBTOTAL			300	500	610	610	810	560	580	580	580	580	580
	REVENUE TOTALS			300	500	610	610	810	560	580	580	580	580	580
	BEGINNING FUND BALANCE			570	131	51	61	11	21	6	1	151	26	101
	ENDING FUND BALANCE			131	51	61	11	21	6	1	151	26	101	38

Information Technology Capital - Fund 731

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST. FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
07253	Desktop Computer Replacement Program	3,591	1,212	379	200	200	200	200	200	200	200	200	200	200
07255	Enterprise Resource Planning (ERP) System	2,419	2,191	111	117									
07256	Public Safety Mobile Replacement Project	1,827	965	412		50	50	50	50	50	50	50	50	50
07257	Network Server Replacement Project	3,018	1,231	287	150	150	150	150	150	150	150	150	150	150
07259	Geographic Information System Improvements	475	129	96	25	25	25	25	25	25	25	25	25	25
07260	Enterprise Content Management	50	40	11										
07262	Security Camera Pilot Project	155	155											
07263	Network Infrastructure Replacement - Police Dept	1,017	247	170	60	60	60	60	60	60	60	60	60	60
07264	Network Infrastructure Replacement	5,799	2,543	506	410	410	410	410	410	140	140	140	140	140
07266	Council Chambers Technology Upgrade	1,710	929	31							750			
07267	Online Permitting	1,648	233	965	450									
07268	Security Assessment and Improvement	254	180	74										
07269	Inspection/Weed Abatement Software	74	74											
07271	CAD Enterprise Upgrade	400	286	114										
07272	Body Worn Camera Equipment for HPD	60	35	25										
07273	City Conference Room Audio Video Upgrade	100	66	34										
07274	Telestaff Upgrade for HPD	21	21											
07275	Highspeed Hayward	3,644	896	2,448	300									
	<i>EDA Grant</i>	2,745			2,745									
07276	Fiber Optic Maintenance and Repair	851	128	223	50	50	50	50	50	50	50	50	50	50
07277	EBRCS Subscription	5,204	762	533	357	364	371	379	386	394	402	410	418	427
07280	Rotunda AV	75		75										
07281	Public Safety Legacy Systems Data Migration	100	3	97										
07282	Inventory / Asset Management	65					65							
07283	City Video Monitoring System	210				70	70	70						
	TOTAL PROJECT COSTS			6,594	2,119	1,379	1,451	1,394	1,331	1,069	1,827	1,085	1,093	1,102
	TOTAL EXPENDITURES			6,594	2,119	1,379	1,451	1,394	1,331	1,069	1,827	1,085	1,093	1,102
	REVENUES													
	Interest			52	0	51	52	53	55	60	61	61	69	77
	Cell Tower Lease Revenue			18	18	18	18	18	18	18	18	18	18	18
	EDA Grant for Highspeed Hayward				2,745									
	REVENUE SUBTOTAL			70	2,763	69	70	71	73	78	79	79	87	95
	TRANSFERS IN FROM													
	General Fund	6,337	3,602	435	500	600	600	600	600	600	600	600	600	600
	Development Services Online Permitting		1,005	(190)	450									
	Fund 605 for Online Permitting				50									
	Fund 610 for Online Permitting				50									
	Information Technology Charges from Fund 730	4,736	780	756	800	800	800	800	800	800	800	800	800	800
	TRANSFERS SUBTOTAL			1,001	1,850	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400
	REVENUE TOTALS			1,071	4,613	1,469	1,470	1,471	1,473	1,478	1,479	1,479	1,487	1,495
	BEGINNING FUND BALANCE			5,542	19	2,513	2,603	2,622	2,699	2,841	3,249	2,901	3,295	3,689
	ENDING FUND BALANCE			19	2,513	2,603	2,622	2,699	2,841	3,249	2,901	3,295	3,689	4,082

Fleet Replacement (General Fund) - Fund 736

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST. FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
07301	Fire Fleet Replacement	22,521	6,926	2,072	950	1,128	1,093	2,683	1,187	1,652	1,135	1,168	1,203	1,324
07302	GF Fleet Replacement	9,802	3,694	822	640	582	472	197	253	284	579	621	652	1,005
07303	Police Fleet Replacement	16,620	4,687	983	1,000	1,020	1,040	1,061	1,083	1,104	1,126	1,149	1,172	1,195
	TOTAL PROJECT COSTS			3,877	2,590	2,730	2,605	3,941	2,523	3,040	2,840	2,938	3,027	3,524
	TOTAL EXPENDITURES			3,877	2,590	2,730	2,605	3,941	2,523	3,040	2,840	2,938	3,027	3,524
	REVENUE													
	Fleet Capital Replacement Fees	41,746	12,746	500	1,500	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
	Insurance Reimbursement	1,036	977	59										
	Fairview FPD Reimbursement	670		670										
	Fire Mutual Aid - Fleet Reimb Portion	580	552	28										
	Book Mobile Grant	250		250										
	Auction	271	201	20	5	5	5	5	5	5	5	5	5	5
	Fund Interest	292	222	20	5	5	5	5	5	5	5	5	5	5
	Other Revenues	63	63											
	REVENUE SUBTOTAL			1,547	1,510	3,010	3,010	3,010	3,010	3,000	3,000	2,900	3,010	3,010
	TRANSFERS IN FROM													
	Bank Loan	8,193	8,193											
	From General Fund (Fire) (100)	1,041	1,041											
	From Fleet Operations (735)	800	800											
	From General Fund (Police) (100)	404	404											
	From Measure C (406)	400	400											
	From Measure C (Police)(101)	213	213											
	From General Fund CIP (Fire) (405)	105	105											
	From General Fund (100)	35	35											
	TRANSFERS IN SUBTOTAL	11,191	11,191											
	TOTAL REVENUE			1,547	1,510	3,010	3,010	3,010	3,010	3,000	3,000	2,900	3,010	3,010
	BEGINNING FUND BALANCE			3,658	1,328	248	528	933	1	488	448	608	571	553
	ENDING FUND BALANCE			1,328	248	528	933	1	488	448	608	571	553	39

Fleet Replacement (Enterprise Funds) - Fund 737

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST. FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
07350	Airport Fleet Replacement	1,228	410		375	82		82		52	54	43	13	117
07351	Stormwater Fleet Replacement	4,996	2,280		375		398	410	422	174	448			489
07352	Sewer Fleet Replacement	5,502	2,533	5	390	484	541			116	203	578	652	
07353	Water Fleet Replacement	6,502	1,970	691	555	567		221	169	545	621		374	789
	TOTAL PROJECT COSTS	18,229	7,193	696	1,695	1,133	939	713	591	887	1,326	621	1,039	1,396
	TOTAL EXPENDITURES			696	1,695	1,133	939	713	591	887	1,326	621	1,039	1,396
	REVENUES													
	Replacement Fees from Fund 620 (Airport)	1,420	639	71	71	71	71	71	71	71	71	71	71	71
	Replacement Fees from Fund 615 (Stormwater)	1,700	765	85	85	85	85	85	85	85	85	85	85	85
	Replacement Fees from Fund 610 (Sewer)	4,425	2,060	215	215	215	215	215	215	215	215	215	215	215
	Replacement Fees from Fund 605 (Water)	5,190	2,150	286	286	286	286	286	286	286	286	286	286	286
	Citation Revenue for Sweeper Replacement	3,295	1,280		180	180	180	180	180	180	180	180	180	180
	Auction	290	235	5	5	5	5	5	5	5	5	5	5	5
	Interest	164	106	25	5	5	5	5	5	5	5	5	5	5
	Insurance	30	30											
	REVENUE SUBTOTAL	16,514	7,265	687	847	847	847	847	847	847	847	847	847	847
	TRANSFERS IN FROM													
	One-Time Capital Contribution (Sewer)	750	750											
	One-Time Capital Contribution (Stormwater)	70	70											
	One-Time Capital Contribution (Water)	246	246											
	TRANSFERS SUBTOTAL													
	REVENUE TOTALS			687	847	847	847	847	847	847	847	847	847	847
	BEGINNING FUND BALANCE			2,032	2,023	1,175	889	797	931	1,187	1,147	668	894	702
	ENDING FUND BALANCE			2,023	1,175	889	797	931	1,187	1,147	668	894	702	153



SUPPLEMENTAL



FINANCIAL POLICIES

FINANCIAL POLICIES

Overview of Financial Policies

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

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

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

Balanced Budget Policy³

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

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

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

FINANCIAL POLICIES

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

One-Time Use Policy

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

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

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

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

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

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

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

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

In order to best budget this general fund revenue, the City should establish a threshold for recurring revenues that will support recurring City operations. Based on historical averages and the current economic climate, it is recommended that Council establish a baseline

FINANCIAL POLICIES

threshold of \$10.3 million to be used to fund recurring City operations. Transfer Tax revenues received in excess of this amount should be considered one-time revenues and used in accordance with the City's policy on the Use of One-Time Revenue for One-Time Expenditures described above.

Benefit Liabilities Funding Plan & Policies

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

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

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

Long Range Financial Forecasting Policy

Hayward's budget shall include a long range financial forecast of operating revenues and expenditures of the General Fund and other key operating funds. The forecast will extend five to ten years, including the budget period. The forecast, along with its underlying assumptions and methodology, will be clearly stated and made available to participants in the budget process. It will also be referenced in the final budget document. The forecast shall include a spendable fund balance calculation and any difference from established reserve levels.

Reserves Policy⁴

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

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

FINANCIAL POLICIES

Reserve goals are as follows:

Name	Minimum	Basis
<u>General Fund</u>	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.
<u>Internal Service Funds</u> 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.
<u>Internal Service Funds</u> 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.

FINANCIAL POLICIES

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

FINANCIAL POLICIES

- 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 Policy⁵

The City of Hayward supports the use of charges and fees as a method of funding governmental services. The following policy is established regarding the charge and fee setting process:

1. Hayward intends to recover the full cost of providing goods and services as appropriate. Circumstances where a charge or fee is set at less than 100 percent of full cost shall be considered and approved by City Council.
2. Charges and fees should be reviewed and updated periodically based on factors such as the impact of inflation, other cost increases, the adequacy of the coverage of costs, and current competitive rates.
3. It is intended that there be a direct relationship between the amount paid and the level and cost of the service received.
4. Information on charges and fees will be made available to the public. This includes the City's policy regarding setting fees and charges based on full cost recovery and information about the amounts of charges and fees, current and proposed, both before and after adoption.
5. The use of service charges and fees as a source of funding service levels is especially appropriate under the following circumstances:
 - a. The service is similar to services provided through the private sector.
 - b. Other private or public sector alternatives exist for the delivery of the services.
 - c. Expedited or unusual handling or service is requested by the person or entity paying the fee.
 - d. The service is regulatory in nature and voluntary compliance is not expected to be the primary method of detecting failure to meet regulatory requirements. Building permit, plan checks, and subdivision review fees for large projects would fall into this category.
6. The following general concepts will be used in developing and implementing service charges and fees:
 - a. Fees structures must comply with Proposition 26 (or its replacement) - and revenues should not exceed the reasonable cost of providing the service.

⁵ "User Charges and Fees," C. Kurt Zorn in *Local Government Finance: Concepts and Practices*, edited by John E. Petersen and Dennis R. Strachota, GFOA, 1991.
"Cost Analysis and Activity-Based Costing for Government," GFOA, 2004

FINANCIAL POLICIES

- 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 Plan⁶ 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
- f. Recognize the non-financial impacts of the project (e.g., environmental) on the community.

6

- John Vogt, *Capital Budgeting and Finance: A Guide for Local Governments*, (Washington, D.C.: International City/County Management Association, 2004)
- Nicole Westerman "Managing the Capital Planning Cycle: Best Practice Examples of Effective Capital Program Management," *Government Finance Review* 20, no. 3 (June 2004).
- GFOA Recommended Practices: *Establishing the Useful Life of Capital Assets* (2002); *Establishment of Strategic Plans* (2005)

FINANCIAL POLICIES

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)



BUDGET PRACTICES

BUDGET PRACTICES

Budget Basis

The City of Hayward operates on a fiscal year, which begins July 1 and concludes on June 30. The annual operating budget is adopted on or before the end of June for the upcoming fiscal year.

The budget resolution, adopted annually by the City Council, and administered by the City Manager, authorizes appropriations at the fund level. The appropriations are distributed to various budget programs according to the budget document.

On July 1, the adopted budget is authorized for expenditure. During the fiscal year, total City expenditures may not legally exceed the amount appropriated for the year. The only exception is if a resolution is approved by the City Council, amending or supplementing the budget. In addition, Council must approve the transfer of appropriations between funds.

On June 30, at the conclusion of the fiscal year, all remaining operating budget appropriations lapse; to the extent they have not been expended or encumbered.

Budget Control

Appropriations of fiscal resources are the responsibility of the City Council and City Manager.

Appropriations requiring Council action include:

- Expenditures from Reserves or Designated Fund Balances.
- New appropriations, not approved in the adopted budget.
- Any contract for professional service included in the annual budget that will cost more than \$75,000 shall be executed by the City Manager only upon approval of the contract by the City Council given at a meeting of the City Council.
- Transfers between funds.

Appropriations requiring City Manager action include:

- Any monies received during the fiscal year as a consequence of a grant application approved by the City Council are hereby appropriated for the purposes for which the grant has been approved. Such appropriation includes authorization for the City Manager to expend such monies and for the Director of Finance to make payments therefore in accordance with the terms and conditions and for the purposes of the grant.

City Departments perform the following budgetary control functions.

- Review purchase transactions and payment requests for compliance with City rules, regulations, and budgetary limits.
- Administer the City's payment system to review, process, and pay purchasing transactions and expense claims.
- Receive and deposit all City receipts, portions of which may be invested by the Director of Finance.
- Maintain records for all these transactions and their effect on cash balances.
- Maintain a position control system, based on the budget, to control City staffing.
- Administer the City's payroll system to process personnel transactions and to review and pay personnel expenses.

BUDGET PRACTICES

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.



RESOLUTIONS

**PLACEHOLDER FOR
BUDGET ADOPTION RESOLUTIONS**





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.

GLOSSARY AND ACRONYMS

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.

GLOSSARY AND ACRONYMS

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.

GLOSSARY AND ACRONYMS

(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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