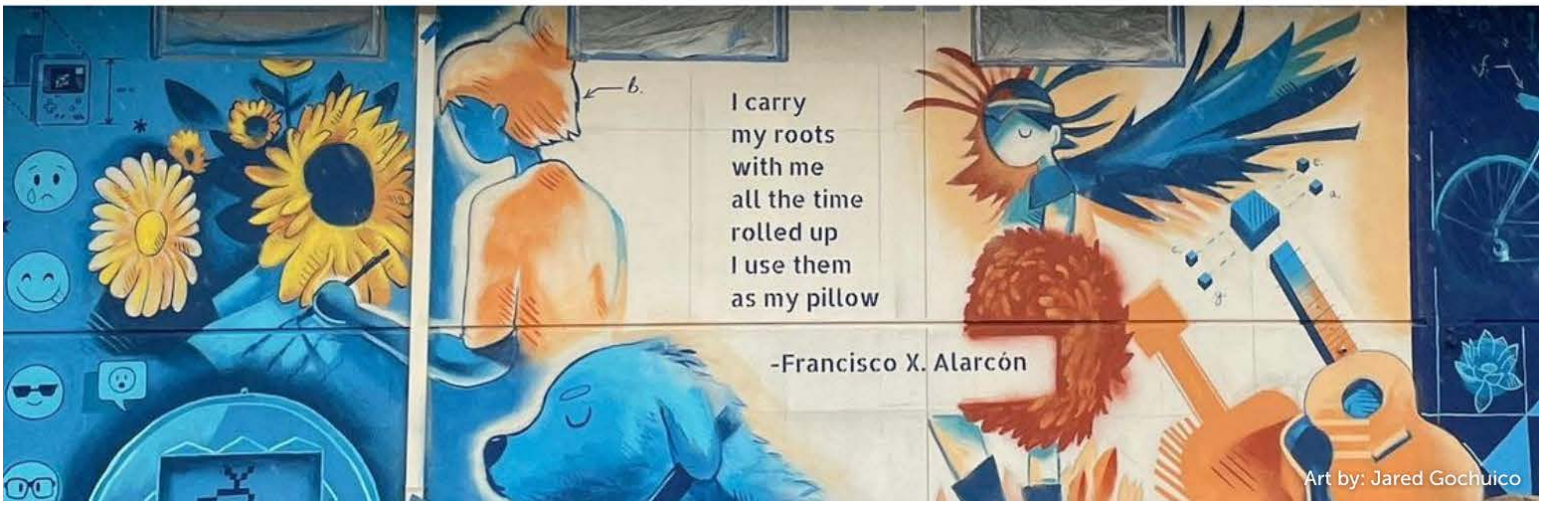
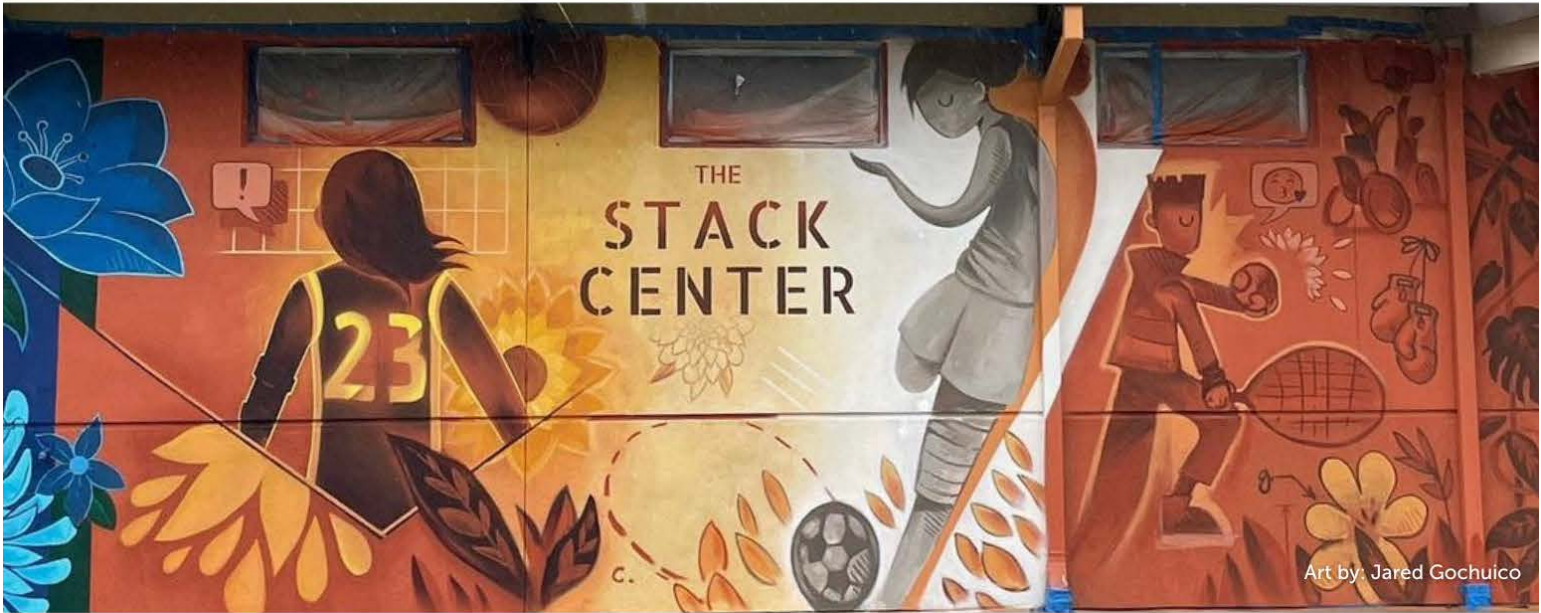
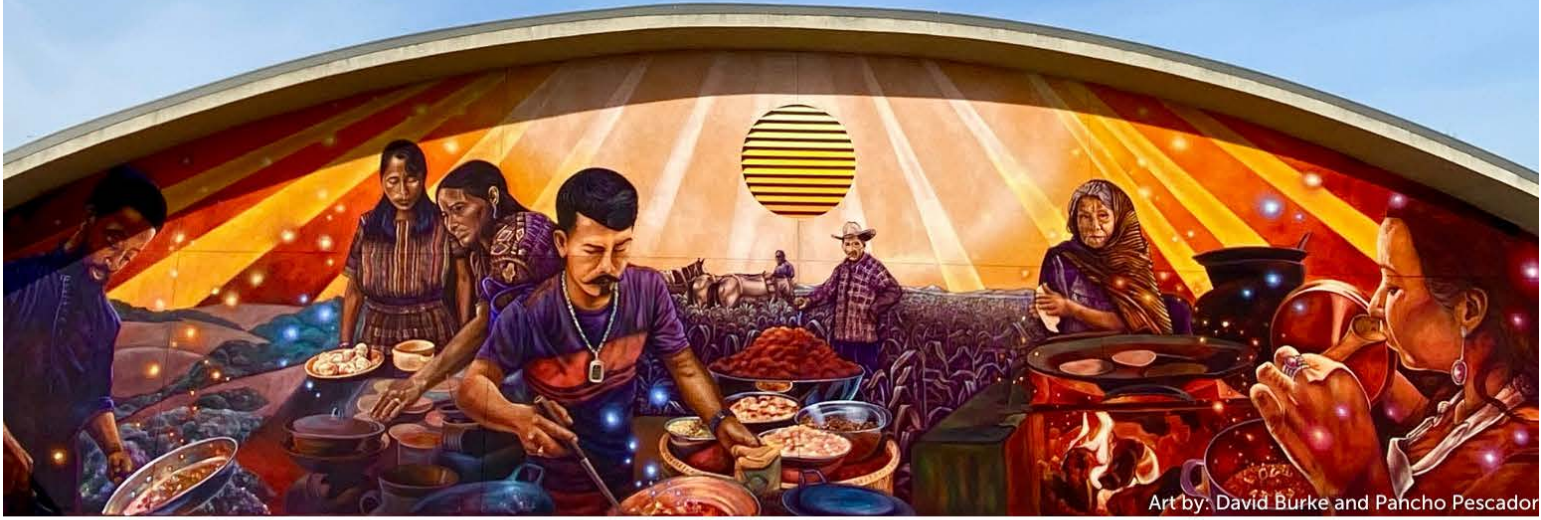


PROPOSED OPERATING BUDGET

FISCAL YEAR 2025





FRONT COVER

Community members in South Hayward have long held the dream of building a new youth and family center on Tennyson Road. The Stack Center project represents the culmination of that vision. The Center will be a neighborhood anchor, cultural center, service hub, and economic catalyst. The Stack Center design is based on years of community-led input, surveys, and meetings. In addition, the design process integrated youth participation to collaboratively create the look and feel of the Center and prioritize program areas. The mural art commissioned on the adjacent building, the Matt Jimenez Community Center, reflects the youth input for what they want to see in their community. The mural artists, David Burke (top photo) and Jared Gochuico (bottom two photos) completed the murals in December 2023.



PROPOSED FY 2025 OPERATING BUDGET

Director of Finance: Nicole Gonzales

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 FY2025-2034 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. In FY 2022, the City launched the People’s Budget. A one-time community participatory budget process that includes community members submitting and voting on proposals to increase connections and cohesion in their neighborhoods.

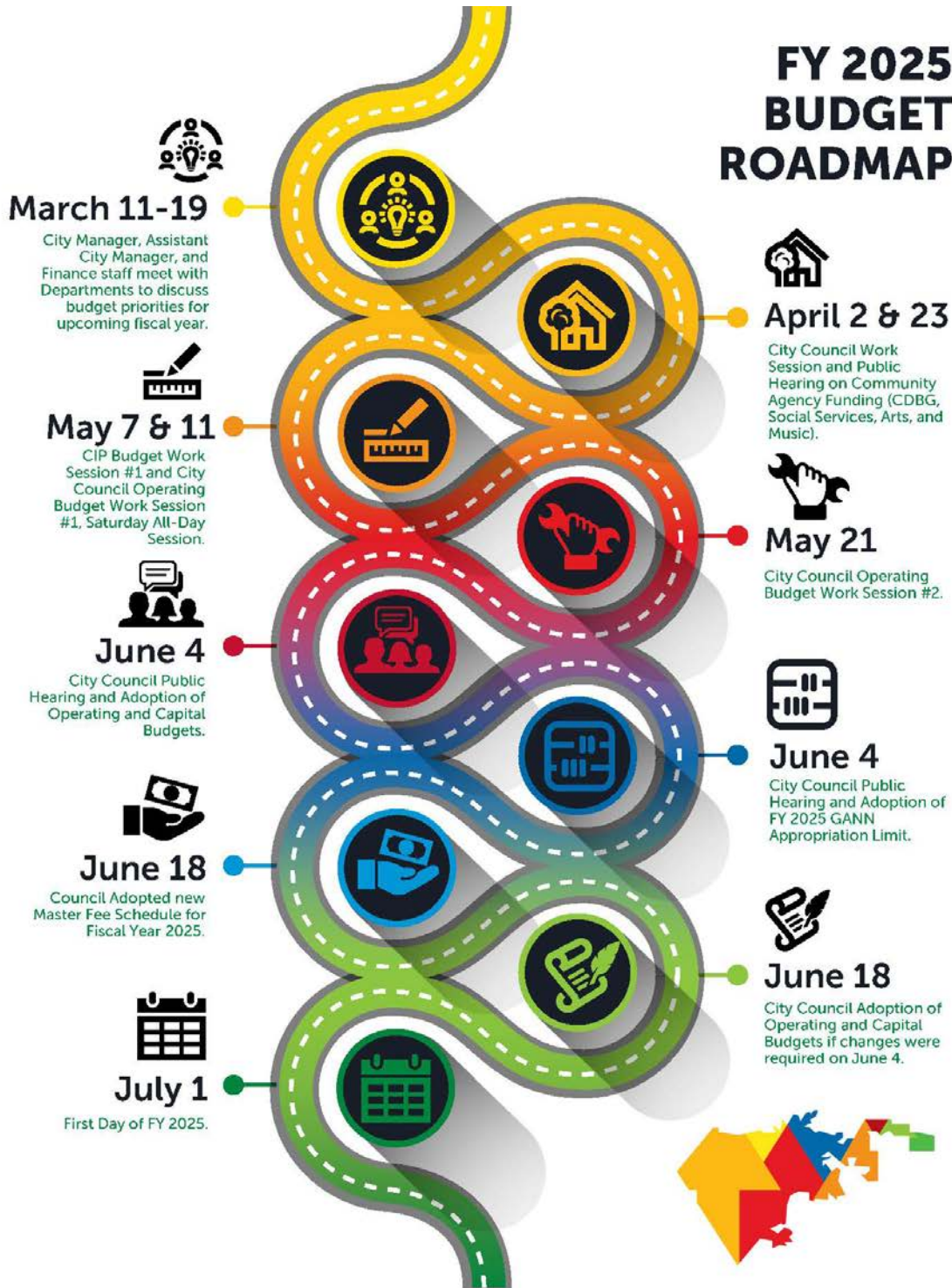
Any changes as approved by City Council through the budget process are incorporated into the budget before formal adoption. Multi-year forecasts for the General Fund and key revenue funds are included as part of this process to assist with decision-making - allowing Council to consider resources as part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

FY 2025 Budget Development Calendar

Key Dates	Actions
FY 2025 Annual Operating Budget	
March 2024	
11-19	Operating budget review meetings with City Manager, Assistant City Manager, Finance and Departments.
April 2024	
2 and 23	City Council Work Session and Public Hearing/Adoption Community Agency Funding
May 2024	
7	City Council CIP Budget Work Session #1 FY 2025-2034
11	City Council Operating Budget Work Session #1
21	City Council Operating Budget Work Session #2, if needed
June 2024	
4	City Council Public Hearing and Adoption - FY 2025 Operating and Capital Budgets
4	City Council Public Hearing and Adoption - FY 2025 GANN Appropriations Limit
18	City Council Adopt FY 2025 Operating and Capital Budgets (if not approved on 6/4)
July 2024	
1	Fiscal Year 2025 Begins

BUDGET PROCESS & CALENDAR

FY 2025 BUDGET ROADMAP



BUDGET PROCESS & CALENDAR

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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.



Mark Salinas
Mayor

Term Expires 2026



Angela Andrews
Council Member

Term Expires 2024



Ray Bonilla Jr.
Council Member

Term Expires 2024



Dan Goldstein
Council Member

Term Expires 2024



Julie Roche
Council Member

Term Expires 2026



George Syrop
Council Member

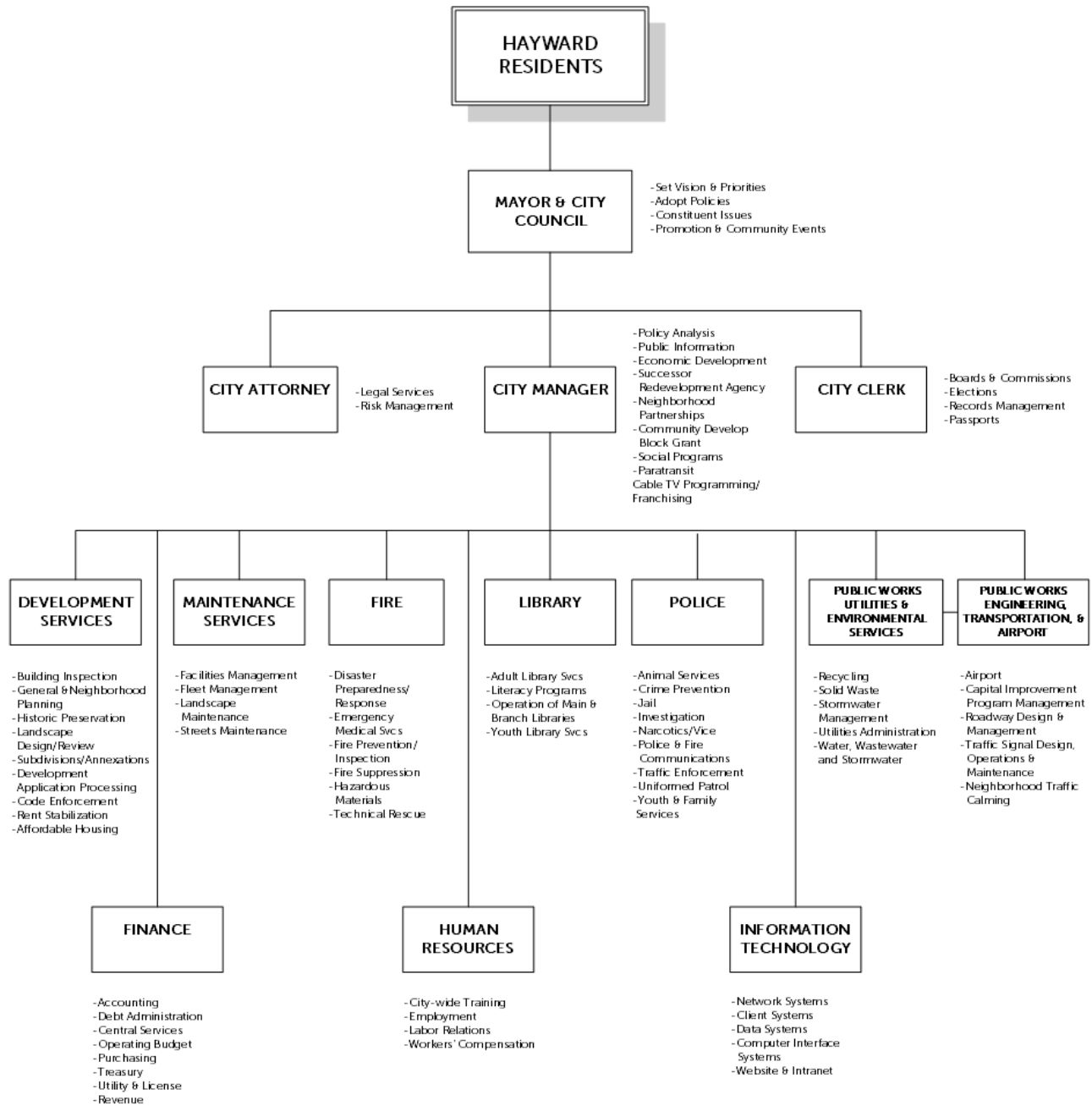
Term Expires 2026



Francisco Zermeño
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	Regina Youngblood
Assistant City Manager	Dustin Claussen
Development Services	Sara Buizer
Finance	Nicole Gonzales
Fire	Chief Garrett Contreras
Human Resources	Brittney Frye
Information Technology	Adam Kostrzak
Library	Jayanti Addleman
Maintenance Services	Todd Rullman
Police	Chief Bryan Matthews
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, 2023. 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, 2023

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, the city unfolds from the Berkeley-Oakland Hills to 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. Over the past few years, Hayward has built, approved, or entered into the development pipeline hundreds of new housing units for renters and buyers across all income levels while enacting new programs to reduce displacement of existing residents. While undergoing transformative change, Hayward is also planning its future.

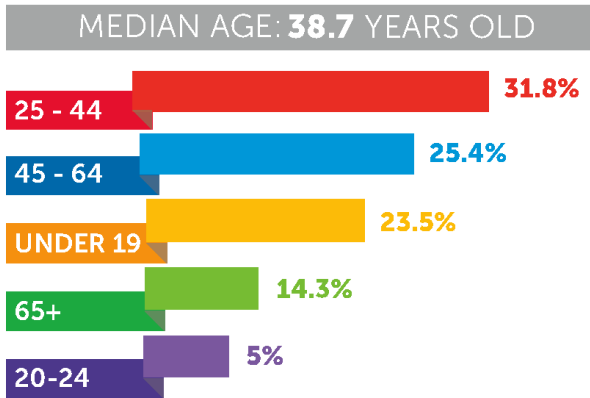


The city adopted a new Downtown Specific Plan to create a more pedestrian friendly central core and healthy balance of housing, retail, offices and restaurants and updated its industrial zoning to support an existing manufacturing base while meeting the needs of new information, technology and advanced-manufacturing 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. Firehouses have been seismically retrofitted and upgraded. Hayward has prioritized active transportation and multi-modal corridors over a reliance on cars and roads. 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.

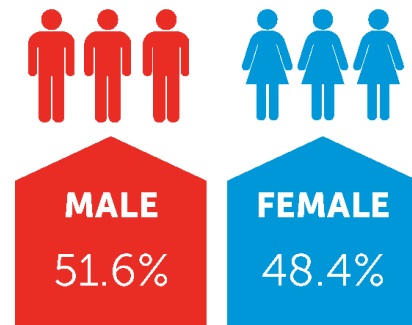
COMMUNITY PROFILE

Source: U.S. CENSUS 2020,
ACS Estimates 2021

AGE DISTRIBUTION



SEX



59.8%

of residents speak a non-English language

City of Hayward population

162,954

17,055

residents both live and work in Hayward

RACE AND ETHNICITY

- | | |
|---|---------------------------------|
| 18.1% — White | 29.9% — Mexican |
| 8.7% — Black/African American | 0.7% — Puerto Rican |
| 0.9% — American Indian and Alaska Native | 0.4% — Cuban |
| 2.6% — Native Hawaiian & Other Pacific Islander | 9.1% — Other Hispanic or Latino |
| 4.2% — Asian Indian | |
| 6.9% — Chinese | |
| 10.7% — Filipino | |
| 0.6% — Japanese | |
| 0.7% — Korean | |
| 2.5% — Vietnamese | |
| 3.3% — Other Asian | |
| 27.8% — Some other race | |
| 13.1% — Two or more races | |

These estimated percentages do not add up to 100% because the Census records race and ethnicity separately.

COMMUNITY PROFILE

A CITY THAT EDUCATES



- 19 Elementary Schools
- 5 Middle Schools
- 3 High Schools
- 1 Alternative High School
- 1 English Language Center
- 1 Adult School
- 12 Private Schools
- 5 Charter Schools

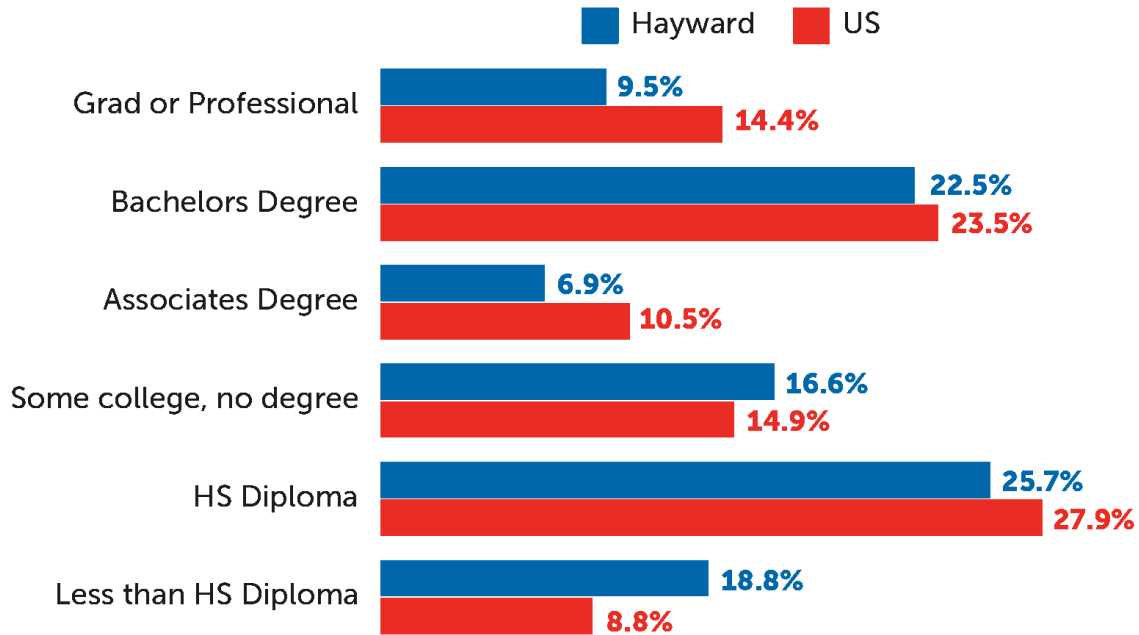


California State University East Bay
 Chabot Community College
 Technical & Business Colleges

24,677+ students pursue higher education in Hayward every day

EDUCATIONAL ATTAINMENT OF POPULATION OVER 25 YEARS OLD

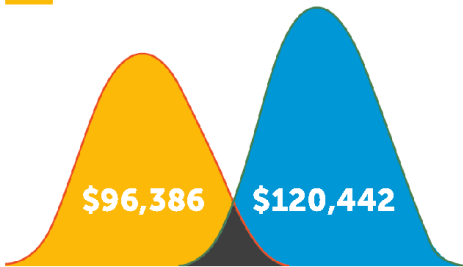
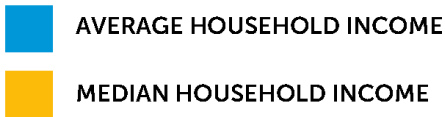
Source: U.S. CENSUS 2020



COMMUNITY PROFILE

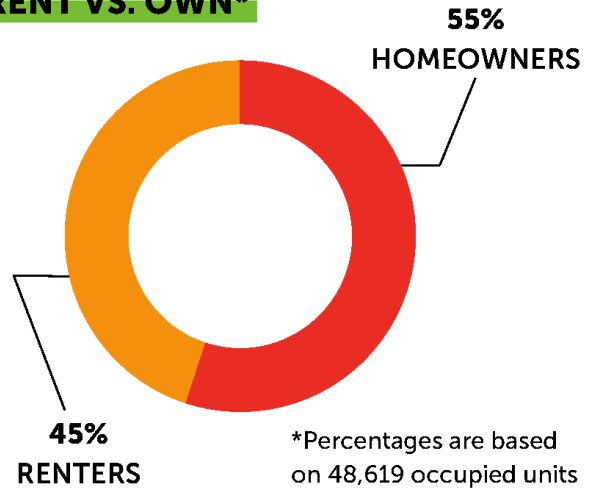
HOUSEHOLD INCOME

Source: U.S. CENSUS 2020



MEDIAN RENT: \$2,596

RENT VS. OWN*



\$919,444

MEDIAN SALE PRICE OF
DETACHED, SINGLE FAMILY
HOMES IN HAYWARD



\$687,000

MEDIAN SALE PRICE OF
CONDOMINIUMS AND
TOWNHOUSES IN HAYWARD

Source: Bay East Association of Realtors, March 2024

TOP EMPLOYERS

- Alameda County Sheriff's Department
- Baxter Bio Pharma
- Berkeley Farms, LLC
- California State University, East Bay
- Chabot Community College
- Fremont Bank Operations Center
- Hayward Unified School District
- Illumina
- Impax Laboratories, Inc.
- Pentagon Technologies
- Plastikon Industries, Inc.
- Siemens Building Tech
- St. Rose Hospital
- Gillig Corporation
- Kaiser Permanente Medical Center
- City of Hayward
- Kobe Precision

Source: City of Hayward Comprehensive Annual Financial Report, Fiscal Year 2022

COMMUNITY PROFILE

<h2>5</h2> <p>sister cities: Funabashi, Japan; Ghazni, Afghanistan; Yixing, China; Faro, Portugal; and San Felipe, Mexico</p>	<h2>81,134</h2> <p>Registered Hayward voters</p>	<h2>3,000+</h2> <p>acres of open space and parks</p>
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Source: Alameda County Registrar of Voters

CONNECTED THROUGH TRANSIT

PORT OF OAKLAND
PORT OF SAN FRANCISCO
PORT OF RICHMOND
PORT OF REDWOOD CITY

HAYWARD EXECUTIVE AIRPORT
OAKLAND INTERNATIONAL AIRPORT
SF INTERNATIONAL AIRPORT
SAN JOSE INTERNATIONAL AIRPORT

INTERSTATE 880
INTERSTATE 580
HIGHWAY 92
ROUTE 238/MISSION BLVD

AC TRANSIT
UNION CITY TRANSIT
DUMBARTON EXPRESS
EAST BAY PARATRANSIT

BAY AREA RAPID TRANSIT (BART) STATIONS

- HAYWARD
- SOUTH HAYWARD

AMTRAK CAPITOL CORRIDOR

LEARN MORE

Discover even more about what makes the Heart of the Bay so special, learn more about special projects and get involved in City events and government by visiting our website.



COMMUNITY PROFILE

HISTORICAL NOTES & TRIVIA

- Hayward is on unceded Muwekma-Ohlone land. The Muwekma-Ohlone people have lived here for over 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 five sister cities: Funabashi, Japan; Ghazni, Afghanistan; Yixing, China; Faro, Portugal; and San Felipe, Mexico.
- The City flower is the carnation.

The numbers reflected are mainly based on Bay East Association of Realtors (2024), the US Census Bureau (2020) and the American Community Survey conducted in 2020 (5 years estimates 2020). 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.

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H HAYWARD

DRAFT

Strategic Roadmap Fiscal Year 2025



A About the Roadmap

Why do we have a Strategic Roadmap?

This Strategic Roadmap outlines where we see our highest priorities in the next few years and a roadmap of specific actions to get us there. We designed this Roadmap to be bold in its vision for the future but also grounded in a realistic assessment of existing staff capacity and resource constraints.

V Vision

What are we trying to achieve with this and future Roadmaps?

The City of Hayward is a place where people want to be. It has a growing economy, good housing options, cradle-to-career educational opportunities, an inviting downtown, and vibrant neighborhoods across the city. Its diverse and inclusive community is well supported with robust city services and is kept healthy and safe through innovative programs. It is a regional leader in addressing the housing & homelessness crises. It is also a leader in climate resilience and environmental justice to prepare residents to face the impacts of climate change. City staff have what they need to thrive in their work and take pride in helping Hayward continually improve.

E Expanded Vision Statement

In the future, Hayward continues to grow in population and stature, becoming a destination city in the East Bay. 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. Hayward's attractive downtown and neighborhood business corridors draw people from across the region, featuring unique and locally-owned restaurants, music and art, attractive retail, outdoor dining, and inviting public spaces.

Diverse families live in healthy, inclusive 'complete communities' with stable housing, safe streets, excellent schools, cultural attractions, and community services. The city celebrates its diversity openly with cultural events, and protects that diversity with its commitment to equitable development. Hayward leads by developing important service partnerships between local and regional agencies.

Families are proud to live in an 'education city,' where the city actively supports them in taking advantage of the many local educational opportunities available. All residents know they will have a pathway from 'cradle to career' in Hayward.

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 making housing accessible and affordable to all, with new high density developments located near transit. The few who are unhoused are able to access the services necessary to thrive. Because demand is high, blighted properties throughout the city are re-developed and occupied.

Hayward continues to be a leader in climate resilience and environmental justice, reducing its carbon footprint, improving its sustainable practices, increasing green spaces, and preparing residents to face the impacts of climate change. Clean, leafy and landscaped corridors are more walkable and bikeable. Hayward and its neighboring cities have 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.

Through innovative programs, Hayward has also aligned public safety with community expectations for effectiveness, response times, and engagement, leading to an overall reduction in harm, improved mental health, and better relationships within Hayward's diverse community.

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 continues to develop innovative revenue sources and maintains a well-staffed and well-resourced workforce. The City is streamlining processes, using technology more effectively, and improving cross-department collaboration to provide better customer service.

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.

S Strategic Priorities

Creating the Six Priorities

In order to achieve the vision, what must the City prioritize? In answer to this question, we arrived at the seven overarching focus areas, or Strategic Priorities, that structure this Roadmap. The Strategic Priorities provide a framework to focus on the most pressing special projects and process improvements, as well as a structure for the work that happens in the Council subcommittees. The next page shows subcategories under each Strategic Priority.

Draft



Racial Equity Lens

We strive to build a culture of equity to ensure that we are meeting the needs of all residents.

The City is committed to providing equitable services that improve the lives of all residents and take into consideration past inequities and injustices. We know achieving this vision requires tackling tough issues like institutional racism and implicit bias. We also know it takes continuous listening, learning, and improvement.



Throughout this plan, we have identified projects with this icon that have a racial equity focus or services/projects that we are reviewing through a racial equity lens.

Draft

Questions we ask when we apply a racial equity lens to a service or project:

- What problem is this service/project seeking to address?
- Who benefits from this service/project? Are some community members impacted by the problem more than others? Do we have demographic information about this group(s)?
- Who does this service/project not benefit? Do we have demographic information about this group(s)?
- Who is currently accessing this service?
- Who is not accessing this service? Do we know why? Are there barriers that makes it more difficult for some community members to use or access this service?
- How are we communicating about this service/project? What barriers are there for people to find up-to-date information?
- What racial, cultural, and/or ethnic groups experience disparities related to this program? How does this program benefit them or further exacerbate their disparities?

E Education City Lens

We strive to build a city where all residents have access to quality educational opportunities and cradle-to-career support so they can achieve their life goals.

The City is committed to working alongside our educational and community partners to support the academic success and future employment of Hayward's students. The City does this by actively participating in collaborations like the Hayward Promise Neighborhoods, growing the economy, facilitating pathways for both private and public sector careers, partnering to provide education and employment services, and communicating about educational opportunities and successes.



Throughout this plan, we have identified projects with this icon that have an 'Education City' focus or services/projects that we are reviewing through an 'Education

Draft

Questions we ask when we apply an 'Education City' lens to a service or project:

- Have we communicated with our educational and community partners to align service offerings and create a more seamless service experience for Hayward families?
- How will this service, project, or policy support or expand educational and/or economic opportunities for people in Hayward? How are we collaborating with partners to facilitate and develop educational and/or employment pathways accessible to all Hayward youth and residents?
- How are we communicating education and economic opportunities in and around Hayward to Hayward families? What barriers do we need to remove for people to access this information or educational opportunities?
- How will we know this service, project, or policy is improving educational and/or economic opportunities for Hayward youth and residents?
- Transportation specific: Does this project make it easier for families and students to get to their campuses and other educational resources?

METRICS AND PROJECTS



Enhance Community Safety

Objective 1: Provide first-rate emergency response services

#	Proposed Metrics	Dept/Division
SM1	Police response numbers, time (dispatch to on-scene), and incident types	Police
SM2	Fire response numbers, time (dispatch to on-scene), and incident types	Fire

#	Proposed Special Projects	Dept/Division
SP1	Expand physical dispatch space	Police & Fire
SP2	Implement Emergency Medical Dispatch	Police & Fire
SP3	Fill vacant Dispatch positions	Police & Fire

Objective 2: Strengthen Community Resilience

#	Proposed Metric	Dept/Division
SM3	% of City of Hayward employees trained to FEMA standards for appropriate position qualifications	Fire
SM4	Number of CERT members trained annually	Fire

#	Proposed Special Projects	Dept/Division
SP4	Complete update to the comprehensive Emergency Management Plan	Fire
SP5	Provide a training on Council’s role in an emergency	Fire
SP6	Implement Community Emergency Response Team (CERT) program changes	Fire

Objective 3: Enhance community access to mental and physical health services

#	Proposed Metrics	Dept/Division
SM5	Number and type of HEART response calls and points of contact;	Community Services
SM6	Number of unique patients receiving preventative care treatment at the Firehouse Clinic	Fire
SM7	Number of medical responses that result in treat and non-transport (diverted from the emergency room)	Fire
SM8	Number of families served through Youth and Family Services Bureau	Police

#	Proposed Special Projects	Dept/Division
SP7	Transition HEART program from pilot to permanent response program, including identifying a permanent local funding source and leveraged grants	Community Services
SP8	Transition to new County Emergency Medical Services (EMS) system	Fire

Grow the Economy

Objective 1: Provide first-rate business support services

	Proposed Metrics	Dept/Division
EM1	# of businesses engaged through programs and outreach	Economic Development
EM2	# of concept plans reviewed for priority sites	Economic Development
	Proposed Special Projects	Dept/Division
EP1	Complete remaining ARPA programs including: “Restaurant Relaunch” and “Restore and Reopen” façade assistance programs	Economic Development
EP2	Explore partnerships for the Stack Center to create an entrepreneurship hub and commercial kitchen incubator program	City Manager Administration

Objective 2: Invest in plans and programs that create thriving

	Proposed Metric	Dept/Division
EM3	# of businesses that received direct financial or technical support	Economic Development
	Proposed Special Projects	Dept/Division
EP3	Continue to roll out ARPA-funded Hayward Open for Business program to aid businesses in activating interior and exteriors with points of interest and harness social media to attract customers	Economic Development
EP4	Create and implement a Foothill Action Plan (Downtown Working Group)	Several

Objective 3: Grow educational pathways and workforce pipelines for residents of all backgrounds

	Proposed Metrics	Dept/Division
EM4	# of Hayward residents receiving Tuition Assistance Grants	Economic Development
EM5	# of Hayward employers participating in Job Fairs	Economic Development
EM6	# of students hosted by the City through internships and career pathway programs	Several
	Proposed Special Projects	Dept/Division
EP5	Develop recommendations for encouraging development of worker-cooperatives in Hayward	Economic Development, Planning
EP6	Request to partner with HUSD and HARD on a job fair for teens	Economic Development, Library

Objective 4: Strategically manage or dispose of City property to support economic goals

	Proposed Special Projects	Dept/Division
EP7	Implement a property management strategy for Cinema Place	City Manager Administration

EP8	Continue to work on Route 238 Corridor lands dispositions and development	City Manager Administration
EP9	Release solicitation for City Center disposition and development	City Manager Administration
EP10	Study the options for disposing of Successor Agency parcels on Mission Blvd	City Manager Administration
EP11	Request for report at CEDC and then work session at Council to discuss options and strategy for Cinema Place	City Manager Administration

Preserve, Protect & Produce Housing for All

Objective 1: House and support people experiencing homelessness

#	Proposed Metrics	Dept/Division
HM1	# people served at the Navigating Center and % placed in permanent housing	Community Services
HM2	# people assisted through shallow rental subsidy	Community Services
HM3	# agencies funded through Community Agency Funding Process providing direct and supportive services	Community Services
#	Proposed Special Projects	Dept/Division
HP1	Support development of St. Regis Behavioral Health Campus to provide health and housing services to people experiencing homelessness and mental health crises	Community Services
HP2	Implement State Homekey funding for Project Reclamation scattered site program	Community Services
HP3	Provide a update to Council on the City's homelessness efforts	Community Services

Objective 2: Encourage the production of housing for all by creating incentives and

#	Proposed Metric	Dept/Division
HM4	Issue Building Permits Consistent with Regional Housing Needs Allocation (RHNA) targets	Housing
HM5	# City actions taken in support of housing development (like grants, loans funded, development agreements, ordinance modification)	Housing
#	Proposed Special Projects	Dept/Division
HP4	Explore Social Impact Bond Program to convert tax-defaulted or vacant and blighted properties into wealth building ownership opportunities	Housing
HP5	Evaluate available funding to issue a Notice of Funding Availability (NOFA) for the development of affordable housing	Housing
HP6	Zoning Ordinance Amendments Related to Shelters, Group Homes, Supportive & Transitional Housing	Planning
HP7	Zoning Ordinance Amendments Related to Streamlining Housing Entitlements for Qualified Projects	Planning

HP8	Adopt Universal Design Guidelines for Accessible Housing	Planning
-----	--	----------

Objective 3: Protect the stability and sustainability of existing housing

#	Proposed Metrics	Dept/Division
HM6	# rent review petitions received	Housing
HM7	# of people served by foreclosure prevention and eviction prevention services	Housing
HM8	# of people receiving relocation assistance	Housing
HM9	# of affordable homeownership opportunities supported	Housing
HM10	# of existing affordable housing projects monitored/supported	Housing

#	Proposed Special Projects	Dept/Division
HP9	Evaluate the option of creating a rent registry to obtain better data on rent increase, evictions, and occupancy	Housing
HP10	Simplify the Relocation Assistance Ordinance to improve compliance and increase funding for Emergency Relocation Assistance	Housing
HP11	Provide creative financing like down payment assistance to help more buyers get unrestricted-deed properties	Housing

Invest in Infrastructure

Draft

Objective 1: Invest in multi-modal transportation

	Proposed Metrics	Dept/Division
FM1	# Traffic calming projects installed	Transportation
FM2	# Miles of bike lanes added	Transportation
FM3	# Miles of repaving completed	Transportation
FM4	# registered HOP users	Community Services
FM5	# One-way TNC rides provided	Community Services
FM6	Request to add traffic collision statistics	Police, Transportation

	Proposed Special Projects	Dept/Division
FP1	Implement recommended program improvements for Hayward Operated Paratransit (HOP) program to support seniors and adults with disabilities	Community Services
FP2	Complete construction of Mission Boulevard phase 3	Engineering
FP3	Evaluate safety enhancements for the Downtown Loop	Transportation
FP4	Complete implementation of "A Bench for Every Stop" project	Transportation
FP5	Main Street complete street construction	Engineering

Objective 2: Invest in City-owned facilities & property

	Proposed Special Projects	Dept/Division
FP6	Complete Phase I construction of the Stack Center and continue fundraising, with the goal of beginning Phase II in FY25	Engineering

FP7	Begin construction of La Vista Park	Engineering
FP8	Complete Phase I of Weekes Library beautification	Library
FP9	Finish a needs assessment/preliminary feasibility report on a new Police Building, including a funding mechanism	Public Works, Police
FP10	Finish a preliminary feasibility report on a new Corporation Yard	Public Works, Maintenance
FP11	Complete security upgrades to Watkins Street garage	Maintenance

Objective 3: Enhance local water supplies and wastewater systems

	Proposed Metrics	Dept/Division
FM7	Miles of water pipelines and sewer lines replaced annually (target = 2.5 miles)	Utilities
FM8	Request to add metric on water quality	Utilities
	Proposed Special Projects	Dept/Division
FP12	Continue Water Pollution Control Facility Phase II upgrade	Utilities
FP13	Complete a Recycled Water Master Plan	Utilities
FP14	Implement Sustainable Groundwater Plan	Utilities

Champion Climate Resilience & Environmental Justice

Objective 1: Reduce Greenhouse Gases and Dependency on Fossil Fuels

#	Proposed Metrics	Division
CM1	Annual Communitywide GHG Emissions in MTCO ₂ e (metric tons of carbon dioxide equivalent)	Environmental Services
#	Proposed Special Projects	
CP1	Implement Year 1 Programs from the adopted GHG Roadmap	Environmental Services
CP2	Continue to collaborate with Ava Community Energy to provide public EV charging facilities	Environmental Services
CP3	Present a plan on EV charging for city facilities	Maintenance Services, Environmental Services
CP4	Continue to transition City facilities from natural gas to electric, with a focus on HVAC systems	Maintenance Services, Environmental Services
CP5	Improve e-bike adoption through the creation of an e-bike rebate program and ensuring that electric transit infrastructure such as EV chargers also serve e-bike and not just electric cars	Environmental Services

Objective 2: Reduce waste by promoting a circular economy

#	Proposed Metric	
CM2	Pounds of waste diverted from the landfill	Environmental Services

#	Proposed Special Projects	
CP6	Continue to identify opportunities for compost hubs and other distribution mechanisms for compost in Hayward	Environmental Services

Objective 3: Mitigate environmental and climate impacts, with an emphasis on vulnerable communities

#	Proposed Metrics	
CM3	# of participants in water conservation programs for residential, business, and municipal customers	Utilities
CM4	# of trees planted directly and in partnership with community groups (target = 1,500)	Maintenance Services

#	Proposed Special Projects	
CP7	Complete update to Tree Preservation Ordinance	Planning
CP8	Prepare an ordinance to create smoke-free multifamily housing	Code Enforcement
CP9	Implement Year 1 Programs from the adopted General Plan Environmental Justice Element, with a focus on mitigating the impact on frontline communities	Environmental Services
CP10	Continue to work with HASPA partners to seek grant funding to implement the Shoreline Master Plan	Planning, Environmental Services

Cultivate Vibrant Neighborhoods

Objective 1: Invest in Cleanliness and Blight Reduction

	Proposed Metrics	Division
NM1	% of Access Hayward illegal dumping, graffiti, unhoused abatement, and landscaping requests are responded to within (target = 98% in 48 hours)	Maintenance Services
NM2	# Households participating in Disposal Days	Maintenance Services
NM3	# of home rehab grants for low-income homeowners	Community Services

	Proposed Special Projects	Division
NP1	Engage owners of vacant building properties to encourage activation, starting in the downtown, and enforce against owners of empty storefronts	Code Enforcement
NP2	Expand litter collection services (like the Downtown Streets Team) to pick up litter through the City	Environmental Services
NP3	Formalize the working agreement with Caltrans to address blight, trees, etc. at freeway exits	Maintenance Services

Objective 2: Provide Community Enrichment and Educational

	Proposed Metric	Division
NM4	# Number of library materials checked out	Library

NM5	# Participants using library cradle to senior programs, by type of program	Library
NM6	# Patrons accessing e-resources	Library
NM7	# Grants awarded to arts and music and social services agencies through Community Agency Funding Process	Community Services
NM8	# Meals delivered through SOS Meals on Wheels	Community Services

Objective 3: Beautify and Activate Public Spaces

	Proposed Metrics	Division
NM9	# Event attendees at City-run and City-sponsored events	Community & Media Relations
	Proposed Special Projects	Division
NP4	Work with Council to determine funding priorities for City-run and City-sponsored events and implement new granting processes	Community & Media Relations
NP5	Work with partners to launch outdoor programming at the Stack Center Community Event Plaza by fall 2024	City Manager Administration
NP6	Complete Jackson Corridor landscape beautification, including monument gateway sign on Jackson at Silva Avenue	Maintenance Services
NP7	Create an analysis of the staffing and funding needs to create a public art program, including the possibility of an art impact fee	Community & Media Relations

Objective 4: Support Volunteerism, Civic Leadership, and Community-Led Initiatives

	Proposed Metrics	Division
NM10	# of volunteers who participated in a program or event	Library and others
NM11	# of students who participate in the mock City Council program	Community & Media Relations
NM12	Number of reparative justice implementation plans approved by City Council	Office of Racial Equity
	Proposed Special Projects	Division
NP8	Increase the access to community meeting rooms and facilities across the city by collaborating with HUSD and HARD to have 2-3 spaces open for public use	Several
NP9	Complete interpretive signs and art in Heritage Plaza Art to Honor Indigenous and Russell City Heritage in partnership with community groups	City Manager Administration
NP10	Allocate and develop resources to implement approved reparative justice actions resulting from community-led input on the Russell City Reparative Justice Project.	Office of Racial Equity

Strengthen Organizational Health

Objective 1: Strengthen Fiscal Sustainability and Transparency

	Proposed Metrics	Division
RM1	% General Fund Reserve	Finance
RM2	\$ Grant Funds received	Finance
	Proposed Special Projects	Division
RP1	Continue to explore the potential early extension of the ½ cent local district sales tax	Finance
RP2	Expand financial transparency and data sharing through platforms like OpenGov and ClearPoint	Finance, City Manager Administration
RP3	Establish and report on the budget for the Hayward Economic Development Corporation	Finance
RP4	Request to continue attending meetings on Public Banking and provide an update to Council	Finance

Objective 2: Strengthen and Streamline Customer Service

	Proposed Metric	Division
RM3	# Subscribers to and reach of the Stack Newsletter	Community & Media Relations
RM4	# Social Media impressions	Community & Media Relations
RM5	# of City of Hayward departments with departmental language access plans completed by June 30, 2025	Office of Racial Equity
	Proposed Special Projects	Division
RP5	Develop and resource departmental language access plans which clarify baseline translation and interpretation practices for language access.	Office of Racial Equity
RP6	Conduct an interdepartmental assessment of Access Hayward and implement updates to streamline customer responses	City Manager Administration
RP7	Assess additional meeting locations with hybrid capacity for Council and Commission meetings	City Clerks Office, Community & Media Relations, Information Technology

Objective 3: Strengthen Employee Engagement, Development, and Retention

	Proposed Metrics	Division
RM6	New employee experience survey	Human Resources
RM7	Request to add metrics on employee retention and internal promotions	Human Resources
RM8	Request to add metrics from employee engagement survey	Human Resources
RM9	Request to add metrics on employee demographics and how long people stay by demographics	Human Resources, Equity Office
	Proposed Special Projects	Division
RP8	Interdepartmentally collaborate to formalize, expand, and promote the onboarding program to improve new employee experience.	Human Resources

RP9	Audit existing policies and HR processes for compliance including areas for revision and general enhancement	Human Resources
RP10	Develop a citywide compensation philosophy with internal benchmarks in alignment with the comparator marketplace	Human Resources

Objective 4: Optimize Access to Workforce Technology

	Proposed Metrics	Division
RM10	100% of New Technology Investments processed through IT Governance	Information Technology
	Proposed Special Projects	Division
RP11	Continue to implement an IT Governance workgroup to ensure business alignment with technology solutions	Information Technology
RP12	Implement the Strategic Roadmap project management software and dashboard and create linked performance dashboards for other plans, like the Housing Element and Climate Action plan	City Manager Administration

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April 2024

Honorable Mayor and Members of the City Council:

It is with great pleasure that I present this year's proposed FY 2025 operating budget to the City Council. Like most local municipalities, the City has continued to make efforts to recover from the lingering impacts of the pandemic, while facing the challenges of operating in a recessionary economic environment. The City has continued to be thoughtful in supporting and providing exceptional services to our community, while remaining focused on building a fiscally sustainable organization. The FY 2025 proposed budget reflects the City's commitment to balancing the emerging needs of the community, while remaining focused and diligent on striving for long-term fiscal sustainability.

We began FY 2024 with an estimated beginning fund balance of \$44.2 million, projecting a use of General Fund reserves of \$5.1 million, thus ending the year with \$39.1 million in the reserve, which represents approximately 19.5% of budgeted expenditures. As part of the City's allocation of American Rescue Plan Act (ARPA) funding, the Council authorized the appropriation of \$7.25 million in ARPA funding to restore General Fund revenue that was lost due to the COVID-19 crisis in fiscal years 2022 and 2023. The General Fund Reserve balance reflects the one-time ARPA funding in fiscal years 2022 and 2023. Currently, we project to end FY 2024 using approximately \$3.3 million in General Fund reserves.

The City of Hayward received approximately \$38 million in ARPA federal stimulus relief. The Council adopted a Federal Stimulus Expenditure Plan in July 2021, which included the allocation of federal stimulus relief to support public health; infrastructure: water, sewer, and broadband; economic relief; and city fiscal recovery. In accordance with the Federal Stimulus Expenditure Plan, \$14.5 million was transferred to the General Fund to restore funds that were used to support pandemic relief efforts and to restore revenue that was negatively impacted by the pandemic. The City continues to monitor the use of ARPA dollars to ensure that all funds are fully obligated by December 31, 2024, and fully expended by December 31, 2026 to ensure compliance with the requirements of the U.S. Treasury Department. To ensure funds are fully obligated, Council will receive an update in the Fall 2024 to discuss potential uses of any unobligated funds.

Additionally, high inflationary rates and several increases in federal interest rates, not seen since the Great Recession, are significantly impacting both national and local economies. However, contrary to economic projections a year ago, Federal interest rates have remained relatively unchanged, with a minimal projected reduction in rates expected over the next year. Current projections from the Federal Reserve estimate that significant reductions are most likely to occur in 2026. Given the uncertainties of the economy, we must continue to be fiscally mindful and leverage current resources available to support the emerging needs of our community.

While the pandemic significantly impacted the regional and national workforce, resulting in an unprecedented number of unemployment claims, unemployment rates have continued to normalize over the last couple of years as emergency restrictions lifted, and the workforce began to return to pre-pandemic work environments. Recently released March 2024 national unemployment rates are 3.8%, representing 6.4 million unemployed persons. While the rate is down considerably from its highest point during the pandemic in April 2020, when unemployment rates hovered between 14% and 15%, national unemployment rates are up over last year, which reflects a 3.5% unemployment rate. As of March 2024, California has a current unemployment rate of 5.3%, representing approximately 1.0 million unemployed persons, an increase over the prior year's unemployment rate



of 4.3% in February 2023. Alameda County's unemployment was at 4.9% in February 2024, which is an increase over the February 2023 unemployment rate of 3.7%.

While there are fewer and fewer remaining visible signs of the Great Recession of 2008-2011, the City still faces challenges 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. Hayward continues to see stability and growth in many of its key General Fund revenues, such as Property Tax, Sales Tax, and Utility User Tax, but we continue to experience considerable growth in employee costs, particularly pension and post-employment healthcare costs. The additional phased-in lowering of the CalPERS discount rate to 6.8% and modifications to the mortality and investment risk assumptions only exacerbate the already steep cost growth in retirement benefit rates for cities. While the City remains focused on its rising personnel costs and long-term obligations, the City also acknowledges and emphasizes the commitment to address emerging needs such as the increasing demands on the organization and community to serve and support our unhoused population and to address the regional housing crisis. While there are some resources available from outside funding sources, this funding is not enough to entirely address the additional needs.

Future years in the City's General Fund forecast continue to project significant structural budget gaps, primarily attributed to the long-term revenue losses resulting from the pandemic, and growth in employee 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 2025 General Fund budget is balanced with the projected use of \$1.7 million in General Fund reserves, which represents less than 1% of the total proposed expenditures. While the proposed budget projects use of General Fund reserves, we are also committed to fulfilling our commitment to fully funding the OPEB Annual Required Contribution (ARC). Beginning in FY 2022, the City fulfilled its planned contribution to fully fund the OPEB ARC and we have continued with that commitment through the proposed FY 2025 budget. The proposed FY 2025 contribution includes funding the pay-as-you-go portion of \$3.9 million as well as an additional \$3.6 million toward the ARC (\$7.5 million in total OPEB payments). The FY 2025 proposed budget is the fourth consecutive year the City has fully funded the ARC, meeting the Council's commitment to fully fund this benefit each fiscal year.

The voters of Hayward have been wonderful partners in our mission to achieve long-term fiscal sustainability. In June 2009, voters passed "Measure A," and in June 2016, reapproved "Measure D" to extend it through 2039, generating approximately \$16.6 million annually in Utility Users Tax (UUT) funds. This has allowed us to maintain staffing levels in public safety, as well as other critical City services. Absent re-approval, the City would have had an enormous financial gap that would have required drastic and immediate measures (including service reductions) to correct. Beginning in FY 2023, UUT revenue significantly increased to \$25 million due to a significant change in operations of a utility service provider. This revenue source is expected to remain stable at a similar rate in future years.

The community should take pride in all the successful efforts we have made to effectively utilize the Measures A & D revenues in a way intended by the Council and the voters. Even during the darkest period of the recent Great Recession (2008-2011), we maintained the same number of sworn personnel as before that period, in both Fire and Police. We did that while maintaining other essential City services, albeit with a reduced staff.

Additionally, Measure C, a 0.5% local sales tax add-on, was approved for 20 years by 67.4% of the voters in June 2014. This has generated approximately \$18.5 million a year to fund debt service for the financing and construction of the new 21st Century Library and Community Learning Center and adjacent Heritage 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 allows 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. Council has yet to act on their ability to increase the tax rate as local hoteliers continue to recover from the negative impacts of the pandemic, given that the travel industry was hit harder than most other industries during this crisis. Increasing the TOT rate to 14.5% could generate up to an additional \$1.5 million in General Fund revenue. The proposed FY 2025 budget contemplates the implementation of this increase by December of 2024, subject to further conversations with the Council, generating approximately \$750,000 in increased revenue for this fiscal year.

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

Staffing resources in the General Fund are proposed at 700.9 positions for FY 2025 down from a high in FY 2003 of 773 General Fund positions. Total citywide staffing, inclusive of all operating funds, reflects 956.3 positions in the proposed budget.

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 reflects strategic staffing growth crucial to supporting City operations. The City will continue to be thoughtful and innovative in our approach to staffing decisions as we create a fiscally sustainable future.

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. Maintaining appropriate reserve levels is critical should another catastrophic event take place where the City faces an immediate need for funds to stabilize the community and preserve City services. I am confident the continued partnership between the community, staff, and Council will help us return to a place of consistently building toward and maintaining adequate reserves. Several years ago, we developed a new ten-year financial model and identified several budget-balancing strategies that the Council reviewed and prioritized during an October 2017 work session. The City has worked diligently over the past several fiscal years to implement these strategies, which included: 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 as well as an

increase to the Transit Occupancy Tax from 8.5% to 14.5% (which will be implemented); and an update to the City's cost allocation plan.

In February 2024, City staff held a budget work session to review comprehensive updates to the ten-year financial model to further assist in our strategic financial planning efforts. This budget work session included an overview of the financial model used as a financial forecasting tool, as well as financial impacts of hypothetical reductions in discretionary expenses, and well as the projected impacts on increasing the TOT rate to 14.5%. While the City has made significant efforts to balance the operating budget, we must continue to work toward implementing additional balancing strategies and strive towards long-term fiscal sustainability.

While difficult decisions may be necessary, the General Fund long range financial plan clearly demonstrates that we cannot continue to balance the budget by using 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 over the recent fiscal years, and the challenges to the local economy we have faced have been extremely difficult, and you met them each with honesty, fairness, and a keen sense of your responsibilities to both the organization, its employees, and the community you represent. It is largely through the partnership with our elected officials, our executives and unrepresented employees, and our multiple bargaining groups that the City works every year to balance the annual General Fund operating budget in a variety of ways.

Finally, it is with mixed emotions that, after 14 years with this organization, I present to the Council my final proposed operating budget. In my tenure with this wonderful organization, we have done amazing work and weathered many storms to get us where we are today -- a strong and nimble organization and community. In 2011 during my first year with the City, we projected a \$20 million General Fund operating deficit on a \$121 million annual budget (almost 17%). However, through hard work from Council, past and present, dedicated executive leadership, and the employees of this organization, we have restored the General Fund reserve balance, and are in a much more stable financial position today. Some of these efforts include the passage of the revenue measures mentioned above along with sacrifices made by our employees to implement significant benefit cost sharing. The partnerships with our community and our employees have been crucial to ensuring the financial stability and success of our organization and will continue to be critical in the future.

While balancing efforts to rebuild the General Fund reserve balance, the City continued to remain focused and dedicated to meeting its pension obligations, including fully funding the City's retiree medical (OPEB) annually required contribution for the last several years, with meaningful contributions since 2016. In 2017, our OPEB liability was only 6% funded. Today, the City's OPEB liability is nearly 30% funded; a significant increase in just a few short years.

In addition to continued focus on stabilizing the City's financial outlook, I have been honored to have been part of so many amazing projects during my tenure, including: the opening of the Hayward Navigation Center to address the regional homelessness crisis; the grand opening of the 21st Century Library and Community Learning Center; the grand opening of Fire Station 6 and the state of the art regional fire training center; establishing a partnership to reimagine the use of the St. Regis assisted living facility to support housing and mental health and substance use services; the City's collaborative, innovative, and thoughtful response to the global pandemic; deployment of the Hayward Evaluation and Response Team (HEART); and so many other impactful projects and services brought to the Hayward community over the last 14 years.

While work is still needed to continue on a path of fiscal sustainability, I envision a bright future for this organization and committed efforts to build toward fiscal stability in FY 2025, as well as to 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 black ink, appearing to read 'Kelly McAdoo', written in a cursive style.

Kelly McAdoo
City Manager

Attachment: FY 2025 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 proposed City expenditure budget for the FY 2025 is \$416.7 million, with a General Fund budget of \$218.1 million.

Table 1: City Expenditure Budget Summary - All Funds

Expenditures

<i>in 1,000's</i>	FY 2023 Adopted	FY 2024 Adopted	FY 2025 Proposed	\$ Change	% Change
General Fund	204,569	204,978	218,068	13,089	6.4 %
All Other Funds	216,370	196,783	198,650	1,867	0.9 %
Total City Budget	420,939	401,762	416,718	14,956	3.7 %

The FY 2025 proposed budget reflects a General Fund expenditure increase over the FY 2024 adopted budget of 6.4%. The increase in the General Fund is primarily due to rising personnel and benefit expenses. The increase in overall General Fund budget also reflects a significant increase in the General Fund allocation to fund the City’s General Liability insurance premium.

The FY 2025 proposed budget also shows an increase of 0.9% to All Other Funds, which is primarily due to the rising personnel and benefits expenses, as well as continued efforts to address emerging community needs.

The proposed FY 2025 Operating Budget reflects an overall increase of 3.7% for all funds combined over FY 2024.

CITYWIDE STAFFING

The FY 2025 proposed budget reflects recommended staffing changes over what was approved at the time of adoption of the FY 2024 Budget, resulting in a net increase of 14.8 budgeted Full Time Equivalent (FTE) to the General Fund and 3.7 budgeted FTE net increase in other funds. Staffing changes result in a 2.0% increase (or 18.5 FTE) in overall labor resources.

The overall increase in FTE reflect the operational needs of the organization to continue to meet the emerging needs of the community. 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 2022 Adopted	FY 2023 Adopted	FY 2024 Adopted	FY 2025 Proposed	# Change	% Change
General Fund	671.8	678.2	686.1	700.9	14.8	2.2%
All Other Funds ¹	238.0	238.1	251.8	255.4	3.7	1.5%
Total City Budget	909.8	916.3	937.8	956.3	18.5	2.0%

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 February 2024, City staff held a budget work session to review comprehensive updates to the ten-year financial model to further assist in the exploration of strategic financial planning efforts. The budget work session included an overview of the financial model, as well as financial impacts of hypothetical scenarios, such as, reductions in discretionary expenses, and well as the projected impacts on increasing the TOT rate to 14.5%. While the City has made significant efforts to balance the operating budget, it must continue to focus on efforts to identify and implement additional balancing strategies to strive towards long-term fiscal sustainability.

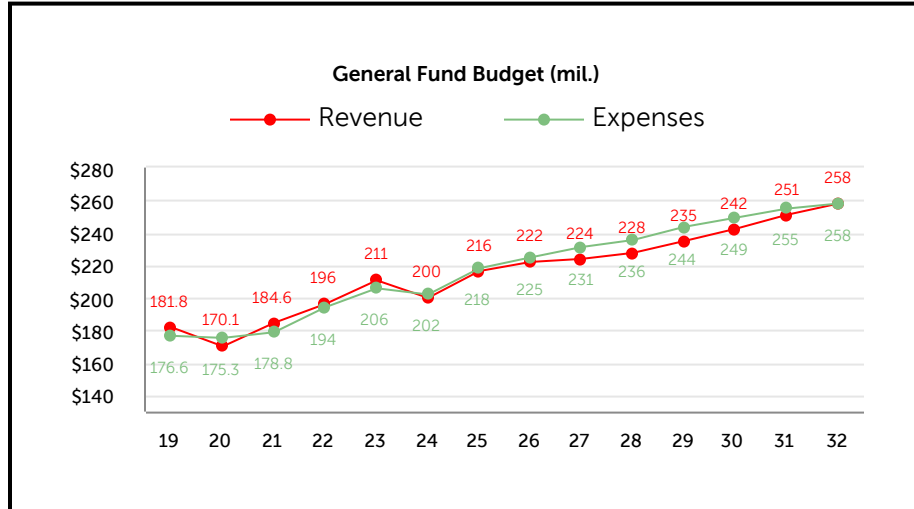
As we move into FY 2025, the City continues to balance the challenges related to continued rising operational expenses, and emerging community needs. The proposed FY 2025 budget shows a \$1.7 million use of General Fund Reserves, which represents less than 1% of the total operating expenditure budget. The City continues to forecast structural budget gaps in future years, as the City continues to balance increasing operational expenses related to rising personnel and benefit costs, and emerging community needs.

CITYWIDE BUDGET OVERVIEW

Critical Cost Drivers impacting FY 2025 and beyond include:

- Escalating CalPERS retirement costs, related to the recent CalPERS performance, and change in future discount rate
- Raising personnel and benefits costs
- Continuing to Fully Fund Retiree Medical benefits (OPEB ARC)
- Addressing growing community needs

Table 3: General Fund Long Range Financial Model



Basic General Fund Long Range Financial Assumptions

In FY 2017, the City worked with a consultant 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. In FY 2024, the City embarked on an effort to again comprehensively update the ten-year financial model to further assist in our strategic financial planning. In February 2024, City staff held a Council budget work session to discuss the updates to the ten-year model, review of assumptions, as well as a review of hypothetical financial scenarios to demonstrate the use and capabilities of the model as a financial forecasting tool.

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 percent of total General Fund expenditures.

The proposed FY 2025 Operating Budget forecasts that the City will end the fiscal year with a projected use of \$1.7 million in General Fund Reserves, which represents less than 1 percent of the total operating expenditure budget. The estimated FY 2025 ending General Fund Reserve \$27.7 million.

CITYWIDE BUDGET OVERVIEW

KEY FY 2025 BUDGET CHANGES

The following General Fund analysis provides a comparison of the proposed FY 2025 Operating Budget to the immediate previous years. FY 2024 "Projected" is based on how staff anticipates the fiscal year will end; the actual ending balance may be different when the year is closed and financial audits are complete.

General Fund Revenues

Overall, staff is projecting an increase in General Fund revenues in FY 2025 over the amounts adopted during the FY 2024 mid-year budget process for General Fund revenues of approximately \$6.3 million or a increase of 3.0 percent. General Fund revenue projections year over year comparison represents an increase \$16.5 million of 8.2 percent over the FY 2024 adopted budget. The significant change is primarily attributed to projected increases in property tax, sales tax, transient occupancy tax (TOT), and utility users tax. Each revenue category varies in its change over the prior year, with some revenues seeing declines and others experiencing increases.

Table 4: FY 2025 Proposed General Fund Revenues

		A	B	C	D	E	F
		FY 2023	FY 2024	FY 2024	FY 2025	Change \$	Change %
	(in the 1,000's)	Actual	Adopted	Projected	Proposed	(D-B)	(D/B-1)
Revenue							
1	Annual Property Tax - Recurring	\$ 63,375	\$ 63,298	\$ 65,498	\$ 68,438	\$ 5,140	8.1%
2	RPTTF Pass- Thru & Annual	5,083	4,200	4,200	4,500	300	7.1%
3	Property Tax Total	\$ 68,458	\$ 67,498	\$ 69,698	\$ 72,938	\$ 5,440	8.1%
4	Sales Tax (incl Prop 172)	44,051	46,439	46,439	47,619	1,180	2.5%
5	Utility Users Tax	25,945	18,000	21,000	24,000	6,000	33.3%
6	Franchise Fees	11,907	12,179	12,179	12,928	749	6.1%
7	Real Property Transfer Tax	12,357	17,600	17,600	17,600	—	—%
8	Business License Tax	3,382	2,906	2,906	3,017	111	3.8%
9	Transient Occupancy Tax	2,359	2,000	2,000	3,125	1,125	56.3%
10	Cannabis Tax	804	1,100	1,100	1,100	—	—%
11	Emergency Facilities Tax	2,045	2,075	2,075	2,075	—	—%
12	Charges for Services	14,203	14,004	14,004	15,049	1,046	7.5%
13	Intergovernmental	6,275	7,969	7,969	8,251	283	3.5%
14	Fines and Forfeitures	2,505	2,740	2,740	2,723	(17)	-0.6%
15	Interest and Rents	427	650	650	650	—	—%
16	Other Revenue	(1,117)	532	968	603	71	13.4%
17	Total Revenue	\$ 193,601	\$ 195,691	\$ 201,327	\$ 211,678	\$ 15,987	8.2%
18	Transfers In-Other Funds	17,123	4,192	8,690	4,681	489	11.7%
19	Total Revenue/Resources	\$ 210,724	\$ 199,883	\$ 210,017	\$ 216,360	\$ 16,476	8.2%

A summary of key revenue assumptions for FY 2025 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 2025, Property Tax revenue is projected to increase 8.1 percent over the amount adopted in FY 2024 revenues. The projection for Property Tax revenue is primarily

CITYWIDE BUDGET OVERVIEW

based on the annual County Assessor's Office estimate of assessed values, with projections for the proposed budget based on information provided by the Assessor in April.

In addition, the City uses a property tax consultant to review and confirm estimates. Future annual growth is projected between 2 percent-6 percent.

Sales Tax - Projections for FY 2025 reflect an increase of 2.5 percent from the amount adopted in FY 2024, as the City continues to be conservative in its effort to project sales tax in an economy that has experienced residual effects from the COVID-19 crisis, and high inflationary rates over the last year.

Utility Users Tax (UUT) - FY 2025 Utility Users Tax revenue is projected at \$24 million, an increase of 33.3 percent over the amount adopted in FY 2024. In FY 2023, Utility Users Tax revenue significantly increased to \$25 million due to a significant change in operations of a utility service provider within the City.

Real Property Transfer Tax (RPTT) - FY 2025 Real Property Transfer Tax revenues are projected at \$17.6 million - of which \$10.3 million are considered recurring baseline revenues pursuant to current Council policy. FY 2025 projects no growth in this revenue source over FY 2024 adopted due to continued impacts of the current federal interest rate environment, at levels not seen since the Great Recession.

- *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.

Transient Occupancy Tax (TOT) - In November 2020, voters of Hayward approved an increase in TOT update to 14.5 percent. Council has yet to act on their ability to increase the tax rate as the travel industry continued to recover from the impacts of the pandemic. The proposed FY 2025 budget contemplates the implementation of this increase by December of 2024, subject to further conversations with the Council.

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 increase by 6.1 percent for FY 2025 to align with contractual agreements.

Charges for Services - This revenue category is comprised of a variety of fees for building and development related activities. FY 2025 projects a 7.5 percent increase over FY 2024 Adopted.

CITYWIDE BUDGET OVERVIEW

General Fund Expenditures

Overall, the proposed FY 2025 expenditures have increased over the FY 2024 Adopted Budget by \$13.1 million or 6.39 percent. There are several factors driving the expenditure growth, including employee-related costs, raising general liability insurance costs, and fully funding the OPEB ARC.

Table 5: FY 2025 Proposed General Fund Expenditures

	A	B	C	D	E	F
(in the 1,000's)	FY 2023 Actual	FY 2024 Adopted	FY 2024 Projected	FY 2025 Proposed	Change \$ (D-B)	Change % (D/B-1)
1 Expenditures						
2 Salary	\$ 83,297	\$ 98,654	\$ 100,343	\$ 105,426	\$ 6,772	6.86%
3 Overtime	14,788	3,370	3,370	3,370	—	0.00%
4 Wages Subtotal	\$ 98,085	\$ 102,024	\$ 103,713	\$ 108,796	\$ 6,772	6.64%
5 Medical/Dental/Other Benefits	13,536	17,347	17,347	18,488	1,140	6.57%
6 Retiree Medical (pay-go)	3,241	3,465	3,465	4,306	841	24.26%
7 Worker's Compensation	8,933	5,268	5,268	5,707	440	8.34%
8 Retirement (CalPERS)	40,016	42,846	42,846	47,734	4,888	11.41%
9 Benefits Subtotal	\$ 65,726	\$ 68,926	\$ 68,926	\$ 76,235	\$ 7,309	10.60%
10 Assumed Vacancy Savings	—	(5,881)	(5,881)	(6,084)	(203)	3.45%
11 Interdepartmental (ID) Charges	(5,133)	(6,371)	(6,371)	(7,317)	(946)	14.85%
12 OPEB Liability Contribution	3,376	2,670	2,670	2,628	(42)	-1.58%
13 Net Staffing Expense	\$ 162,054	\$ 161,369	\$ 163,058	\$ 174,258	\$ 12,889	7.99%
14 Supplies & Services	13,524	12,588	17,995	13,191	603	4.79%
15 Internal Service Fees	16,813	19,951	19,951	18,729	(1,223)	-6.13%
16 Debt Service	2,742	2,708	2,708	2,577	(131)	-4.83%
17 Liability Insurance	5,517	5,452	5,749	6,855	1,402	25.72%
18 Economic Dev. Fund	350	350	350	350	—	0.00%
19 Capital Projects/Other Funding	4,867	2,560	3,476	2,108	(452)	-17.66%
20 Non-Personnel Expenses Subtotal	\$ 43,813	\$ 43,609	\$ 50,229	\$ 43,809	\$ 200	0.46%
22 Total Expenditures	\$ 205,868	\$ 204,978	\$ 213,286	\$ 218,068	\$ 13,089	6.39%

Salary - FY 2025 include the contracted Cost of Living Adjustment (COLA) for all applicable bargaining groups, and represents an increase of 6.86 percent over adopted FY 2024 budget.

Overtime - FY 2025 Non-Mutual Aid overtime is \$3.3 million - which is congruent with the adopted FY 2024 budget. The majority of General Fund overtime is appropriated in the Police Departments to meet mandatory staffing level requirements.

CalPERS Retirement Rates - Retirement rates will increase significantly in FY 2025 - with total costs increasing 11.41 percent. 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

CITYWIDE BUDGET OVERVIEW

Employee Contribution is fixed and is based on the pension plan formula (generally 9 percent for public safety plans and 7 percent or 8 percent for miscellaneous plans). The Public Employees’ Pension Reform Act of 2013 (PEPRA) introduced new benefit formulas effective January 1, 2013 that affect new employees to the City that have not previously been part of the CalPERS system. While there is little immediate financial benefit to the City with this “two-tiered” system, the long-term benefit of lower retiree costs is anticipated to be significant.

Most employee groups contribute beyond the Employee Contribution portion and pay a portion of the Employer Contribution: 6 percent for sworn police and fire personnel, 3 percent 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.

In November 2021, in response to a significantly positive return on investments in FY 2021, the CalPERS Board of Administration enacted the Funding Risk Mitigation Policy. Under the Funding Risk Mitigation Policy, approved by the CalPERS Board of Administration in 2015, the double-digit return on investments triggered a reduction in the discount rate. In November 2021, the CalPERS Board of Administration voted to lower the discount rate from 7.0 percent to 6.8 percent.

The most recent actuarial valuations provided to the City of Hayward by CalPERS in July 2023 reflect rate projections that include all of the rate actions taken by the CalPERS Board to date, including the lowering of the discount rate to 6.8 percent, and also take into consideration gains/loss on investment returns. Table 6 provides a summary of what the City’s projected CalPERS rates will be based on CalPERS on the discount rate of 6.8 percent. 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 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Miscellaneous							
Normal Cost %	10.960 %	10.510 %	10.200 %	10.000 %	9.800 %	9.600 %	9.400 %
UAL Payment	\$ 14,299	\$ 16,420	\$ 17,529	\$ 18,614	\$ 19,523	\$ 21,382	\$ 21,867
Employer Contribution Rate %	37.29 %	38.94 %	39.80 %	40.50 %	40.90 %	42.80 %	42.40 %
Change over Prior Year	1.00 %	1.65 %	0.86 %	0.70 %	0.40 %	1.90 %	(0.40)%
Police							
Normal Cost %	23.920 %	23.710 %	23.200 %	22.500 %	21.800 %	21.000 %	20.200 %
UAL Payment	\$ 13,793	\$ 15,883	\$ 16,862	\$ 17,823	\$ 18,645	\$ 20,200	\$ 20,640
Employer Contribution Rate %	76.88 %	84.61 %	86.10 %	87.20 %	87.60 %	90.40 %	89.10 %
Change over Prior Year	2.26 %	7.73 %	1.49 %	1.10 %	0.40 %	2.80 %	(1.30)%
Fire							
Normal Cost %	21.200 %	21.090 %	20.600 %	20.000 %	19.500 %	19.100 %	18.600 %
UAL Payment	\$ 9,141	\$ 10,107	\$ 10,829	\$ 11,535	\$ 12,134	\$ 13,296	\$ 13,620
Employer Contribution Rate %	65.75 %	67.70 %	68.60 %	69.80 %	70.40 %	73.40 %	72.70 %
Change over Prior Year	1.14 %	1.95 %	0.90 %	1.20 %	0.60 %	3.00 %	(0.70)%

CITYWIDE BUDGET OVERVIEW

Vacancy Savings - FY 2025 vacancy savings are assumed based on normal attrition and known staffing vacancies as of March 2024. Over the last year, the City has experience significantly high vacancy rates in the Police Department. Projected FY 2025 vacancy savings are \$6.1 million in the General Fund.

Retiree Medical Unfunded Liabilities - City Council policy is to prefund the City's benefit liabilities to the greatest extent possible within existing operating resources. The FY 2022 budget was the first year that the City fully funded the ARC. The FY 2025 includes \$3.6 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 \$2.6 million.

Internal Service Fees - The Internal Service Funds (ISF) for FY 2025 shows a decrease of \$1.2 million over the adopted FY 2024 budget. This is primarily attributed to the reduction of contribution to capital fund for capital purchases.

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, with Hayward's current Sales and Use Tax rate set at 10.75 percent. 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 2025, staff projects that the City will receive \$22.3 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 21st Century 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 \$22.3 million in projected revenue, staff estimates annual debt service payments for the above defined projects will total approximately \$4.4 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 2025 budget.

- Revenue: The City began receiving allocations of the Measure C Transaction and Use (sales) Tax effective January 1, 2015. Staff anticipates receiving approximately \$22.3 million in revenues from Measure C for FY 2025. As previously approved by Council, staff established a separate fund within the General Fund to allow for easy tracking of the revenues and expenses associated with Measure C (Fund 101).

CITYWIDE BUDGET OVERVIEW

- Expenditures: FY 2025 estimates expenses of \$12.2 million for operating costs, including debt service, and staff in the police and maintenance services departments.

UNFUNDED NEEDS & LIABILITIES

While the FY 2025 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 spends time each fiscal year reviewing its benefit liabilities and considering funding plans toward adequately funding the unfunded portions of these liabilities.

Unfunded Capital Needs

The FY 2025 Capital Improvement Program reflects "Identified Capital Needs" totaling approximately \$690 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	6/30/2022	\$ 492.53	\$ 287.25	58.3 %	\$ 205.28	41.7 %
CalPERS Fire Safety Plan	6/30/2022	\$ 349.87	\$ 215.31	61.5 %	\$ 134.56	38.5 %
CalPERS Miscellaneous Plan	6/30/2022	\$ 557.98	\$ 354.82	63.6 %	\$ 203.16	36.4 %
Total Cal PERS		\$ 1,400.37	\$ 857.37	61.2 %	\$ 543.00	38.8 %
OPEB - Retiree Medical Police Officers	6/30/2021	\$ 45.16	\$ 11.09	22.3 %	\$ 34.07	75.5 %
OPEB - Retiree Medical Firefighters	6/30/2021	\$ 16.49	\$ 6.97	31.6 %	\$ 9.52	57.7 %
OPEB - Retiree Medical Miscellaneous	6/30/2021	\$ 29.62	\$ 9.70	27.1 %	\$ 19.92	67.3 %
Total OPEB-Retiree Medical		\$ 91.27	\$ 27.76	30.4 %	\$ 63.51	69.6 %
Workers' Compensation	6/30/2023	\$ 26.14	\$ 32.74	125.2 %	\$ (6.60)	(25.2)%
Accrued Leave Payouts	6/30/2023	11.61	0.00	0.0 %	\$ 11.61	100.0 %
TOTAL		\$ 1,529.39	\$ 917.87	60.0 %	\$ 611.52	40.0 %

Retirement Annual cost (annual cost: \$56.7 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: \$6.9 million) - Pursuant to the current actuarial valuation conducted for the program, a funding status of 70 - 85 percent is recommended. Staff recommended funding at the 80 percent level and beginning in FY 2013, implemented a plan to build the fund balance toward achieving the continuation of funding level over the next several years. In an effort to meet recommended funding levels, an additional percentage was applied on top of the standard rate. As a result of this methodology, the Workers’ Compensation Fund is currently over-funded.

The FY 2025 budget reflects the continued reduction in the Workers' Compensation rates to stabilize the funding levels to the recommended 80 percent.

Retiree Medical - OPEB (annual cost: \$3.9 million “pay go”) - The estimated actuarial calculation of the City’s ARC is \$7.5 million. The City will again fully fund the ARC in FY 2025. Contributions towards the ARC were made in FY 2014 of \$1.0 million and FY 2015 of \$2.0 million; however, in an effort to reduce the use of reserves in FY 2016 and FY 2017, additional voluntary contributions were not made. Since FY 2018, the City has made contributions towards the ARC range from \$1.0 million to \$2.5 million. In FY 2022, the City fully funded the ARC for the first time. 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. In FY 2025, the City continues to meet fully funding the ARC.

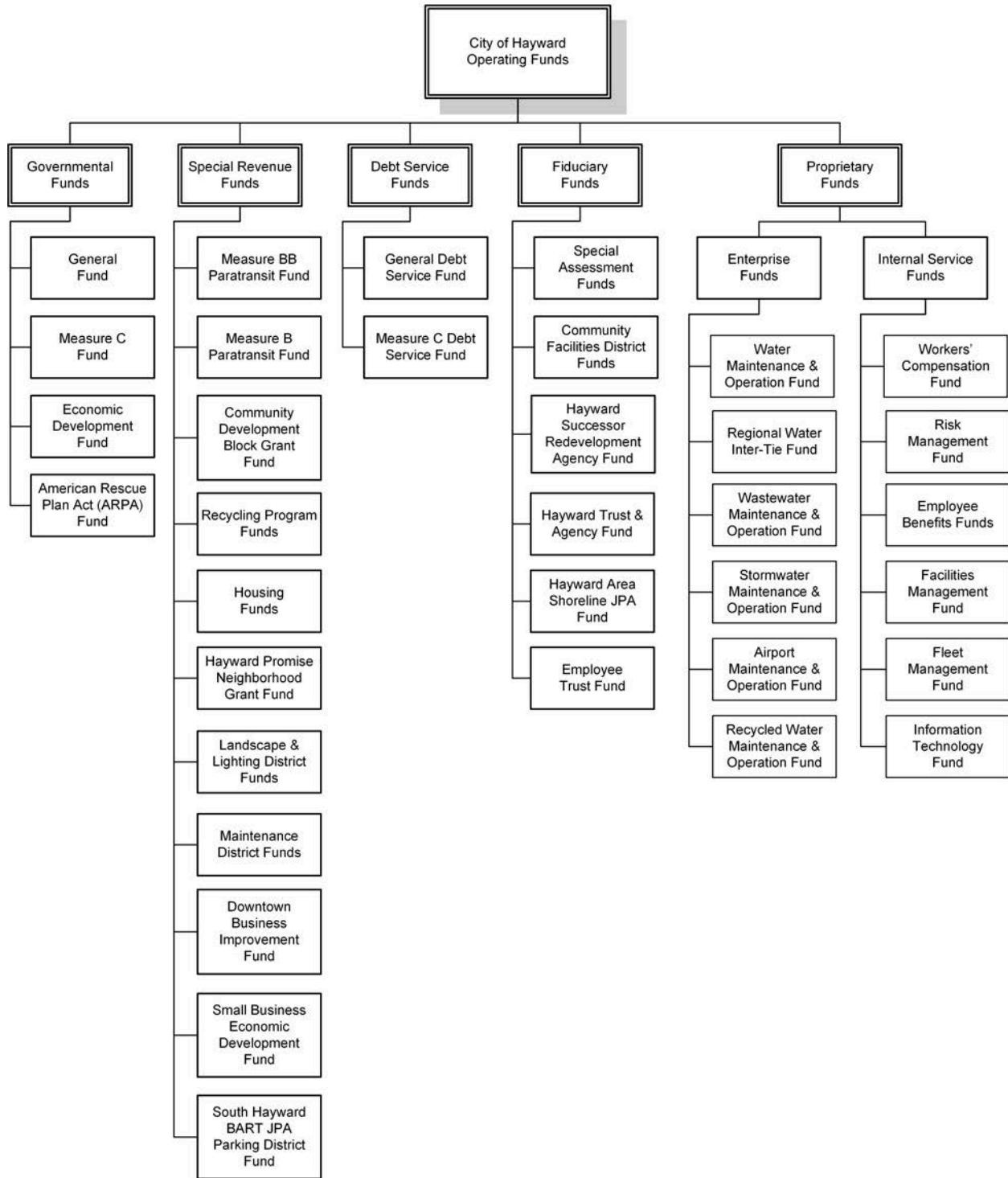
Accrued Leave Payouts (annual cost: varies) - Staff has taken strong action to lower this liability during the past two years by managing employees to approved vacation caps. This has helped to prevent large accrued leave payouts to retiring or terminating employees. The total liability balance as of the close of FY 2023 is \$11.6 million, an decrease of \$0.1 million over FY 2021.

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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.
- American Rescue Plan Act (ARPA): One-time direct federal relief funding to cities to address the impacts of COVID-19 and aid in recovery.

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

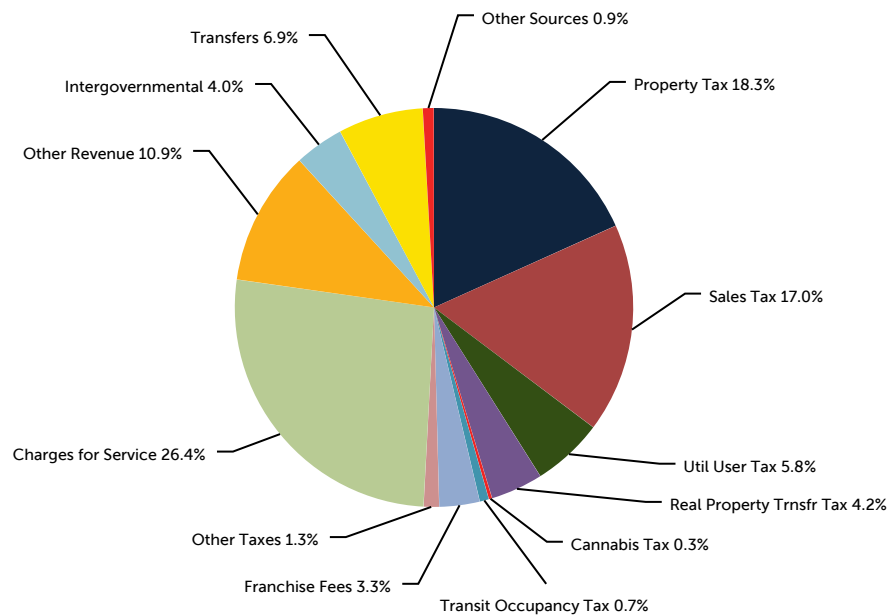
ALL OPERATING FUNDS - SUMMARY

	General	Measure C	ARPA	Special Revenue	Debt Service	Enterprise	Internal Service	Successor RDA	TOTAL
Revenues									
Property Tax	\$ 72,938	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	2,884	\$ 75,822
Sales Tax	47,619	22,764	—	—	—	—	—	—	70,383
Util User Tax	24,000	—	—	—	—	—	—	—	24,000
Real Property Trnsfr Tax	17,600	—	—	—	—	—	—	—	17,600
Transit Occupancy Tax	3,125	—	—	—	—	—	—	—	3,125
Cannabis Tax	1,100	—	—	—	—	—	—	—	1,100
Franchise Fees	12,928	—	—	684	—	—	—	—	13,612
Other Taxes	5,228	—	—	—	—	—	—	—	5,228
Charges for Service	15,049	—	—	—	—	94,435	—	—	109,484
Other Revenue	1,116	—	—	4,197	—	4,812	35,180	50	45,355
Intergovernmental	8,251	—	—	7,787	—	—	—	577	16,615
From All Other Sources	2,723	—	—	—	966	—	—	—	3,689
Subtotal Revenues	\$ 211,678	\$ 22,764	\$ —	\$ 12,668	\$ 966	\$ 99,247	\$ 35,180	\$ 3,511	\$ 386,013
Transfer from other funds*	4,681	—	—	433	6,889	3,757	12,888	—	28,648
Total Revenues	\$ 216,360	\$ 22,764	\$ —	\$ 13,101	\$ 7,855	\$ 103,005	\$ 48,068	\$ 3,511	\$ 414,662
Expenditures									
Salary									
Regular	105,623	3,453	—	2,268	—	17,783	7,332	229	136,688
Overtime	3,370	135	—	—	—	417	225	—	4,147
Vacancy Savings	(6,084)	—	—	—	—	—	—	—	(6,084)
Benefits									
Fringe Benefits	23,998	1,058	—	529	—	4,785	1,421	46	31,838
Retiree Medical	3,485	86	—	21	—	242	85	2	3,921
PERS	47,734	1,225	—	622	—	5,008	2,068	68	56,724
Chrgs (to)/fr other prog	(7,317)	—	—	—	—	(275)	—	(89)	(7,680)
Net Staffing Expense	\$ 170,809	\$ 5,957	\$ —	\$ 3,441	\$ —	\$ 27,959	\$ 11,132	\$ 256	\$ 219,554
Maintenance & Utilities	1,679	64	—	25	—	5,126	4,424	8	11,325
Supplies & Services	11,512	1,027	—	4,018	45	9,224	9,534	110	35,471
Internal Service Fee	18,729	469	—	175	—	2,949	713	18	23,053
Capital	—	—	—	282	—	—	—	—	282
Debt Service	—	—	—	—	7,446	4,020	148	3,229	14,843
All Other Uses	821	—	—	—	—	39,725	17,221	—	57,767
Subtotal Expenditures	\$ 203,550	\$ 7,518	\$ —	\$ 7,940	\$ 7,491	\$ 89,003	\$ 43,171	\$ 3,621	\$ 362,294
Transfers to other funds*	14,518	12,734	—	338	473	23,972	1,500	890	54,424
Total Expenditures	\$ 218,068	\$ 20,251	\$ —	\$ 8,278	\$ 7,964	\$ 112,975	\$ 44,671	\$ 4,511	\$ 416,718
(Use)/Add to fund bal	(1,708)	2,513	—	4,823	(109)	(9,970)	3,397	(1,001)	(2,057)

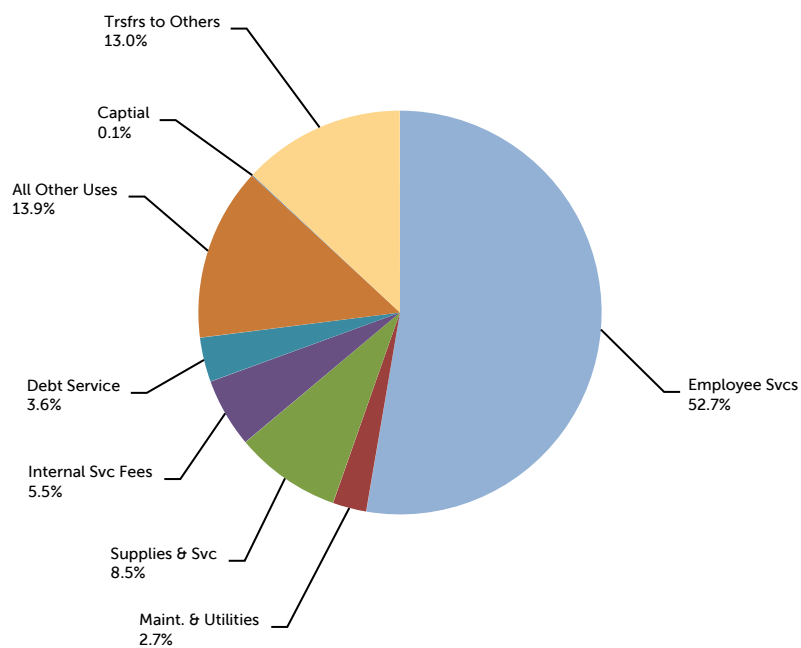
Note: General Fund column represents fund 100 only.

Summary of Revenues and Expenditures - All Operating Funds

FY 2025 All Operating Funds Revenues - By Type \$414.7 Million



FY 2025 All Operating Funds Expenditures - By Category \$416.7 Million



ALL OPERATING FUNDS - DEPARTMENT SUMMARY

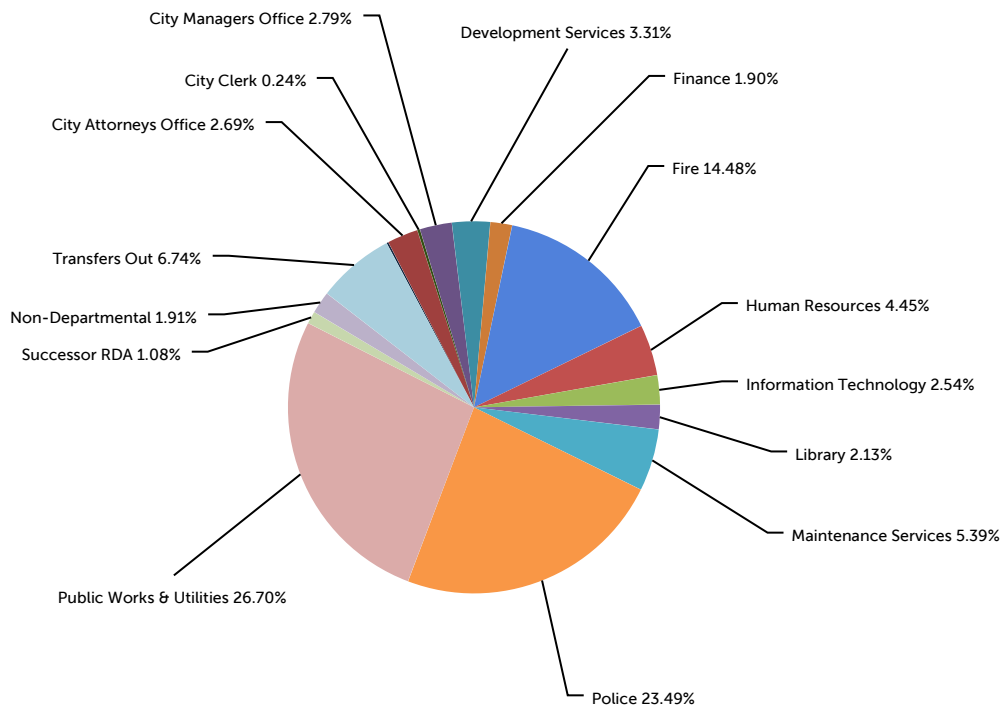
	General	Measure C	ARPA	Special Revenue	Debt Service	Enterprise	Internal Service	Successor RDA	TOTAL
Revenues									
Mayor/City Council	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
City Attorney	—	—	—	—	—	—	9,294	—	9,294
City Clerk	60	—	—	—	—	—	—	—	60
City Manager	62	—	—	4,223	—	—	—	3,511	7,795
Development Services	8,707	—	—	7,189	—	—	—	—	15,895
Finance	1,283	—	—	—	—	—	—	—	1,283
Fire	9,291	—	—	—	—	—	—	—	9,291
Human Resources	31	—	—	—	—	—	13,770	—	13,802
Information Technology	—	—	—	—	—	—	10,647	—	10,647
Library	—	—	—	421	—	—	—	—	421
Maintenance Services	1,990	—	—	—	—	—	10,763	—	12,753
Police	3,763	—	—	—	—	—	—	—	3,763
Public Works & Utilities	350	—	—	1,184	—	95,094	—	—	96,628
Non-dept/Transfers In	190,823	22,764	—	83	7,855	7,911	3,594	—	233,029
Total Revenues	\$ 216,360	\$ 22,764	\$ —	\$ 13,101	\$ 7,855	\$ 103,005	\$ 48,068	\$ 3,511	\$ 414,662
Expenditures									
Mayor/City Council	670	—	—	—	—	—	—	—	670
City Attorney	1,846	—	—	—	—	—	9,357	—	11,203
City Clerk	1,020	—	—	—	—	—	—	—	1,020
City Manager	7,284	—	—	3,750	—	—	489	4,511	16,034
Development Services	11,348	—	—	2,427	—	—	—	—	13,775
Finance	5,828	—	—	—	—	2,106	—	—	7,934
Fire	60,332	—	—	—	—	—	—	—	60,332
Human Resources	3,879	—	—	—	—	201	14,444	—	18,524
Information Technology	—	—	—	—	—	—	10,597	—	10,597
Library	8,004	—	—	870	—	—	—	—	8,875
Maintenance Services	6,986	2,360	—	—	—	3,331	9,785	—	22,462
Police	93,184	4,685	—	—	—	—	—	—	97,868
Public Works & Utilities	3,002	—	—	945	—	83,365	—	—	87,311
Non-dept/Transfers Out	14,686	13,207	—	286	7,964	23,972	—	—	60,114
Total Expenditures	\$ 218,068	\$ 20,251	\$ —	\$ 8,278	\$ 7,964	\$ 112,975	\$ 44,671	\$ 4,511	\$ 416,718
(Use)/Add to fund bal	(1,708)	2,513	—	4,823	(109)	(9,970)	3,397	(1,001)	(2,056)

Note: General Fund column represents fund 100 only.

SUMMARY OF EXPENDITURES BY DEPARTMENT-ALL FUNDS

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
Mayor & City Council	\$ 488,022	\$ 470,186	\$ 427,975	\$ 669,507
City Attorney	8,469,585	11,111,021	8,918,947	11,202,988
City Clerk	854,354	1,114,022	898,329	1,019,540
City Manager	16,251,628	18,002,776	12,886,070	11,609,965
Development Services	10,317,602	10,187,877	13,295,798	13,774,679
Finance	6,817,859	7,107,657	7,748,211	7,933,812
Fire	53,241,668	58,527,053	54,267,359	60,332,363
Human Resources	15,274,194	23,194,799	17,841,044	18,524,075
Information Technology	8,316,497	9,248,694	9,594,128	10,597,116
Library	6,776,458	7,160,139	7,880,663	8,874,547
Maintenance Services	19,899,724	22,448,012	21,294,026	22,461,969
Police	84,478,195	88,491,931	93,605,512	97,868,346
Public Works & Utilities	88,711,639	98,367,836	106,914,370	111,282,018
Successor RDA	4,103,225	4,079,880	4,417,893	4,511,459
Non-Dept./Debt Service	9,186,147	9,182,900	9,068,799	7,975,825
Transfers Out	57,115,688	52,244,562	32,702,483	28,079,657
	\$ 390,302,485	\$ 420,939,345	\$ 401,761,607	\$ 416,717,866

FY 2025 All Funds Expenditures by Service Area



GENERAL FUND SUMMARY & CASH BALANCE

<i>\$ in 1,000s</i>	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Projected	FY 2025 Proposed
Beginning Cash Fund Balance	\$ 36,130	\$ 37,866	\$ 42,298	\$ 42,298	\$ 29,430
Revenues					
Property Tax	\$ 63,524	\$ 68,458	\$ 67,498	\$ 69,698	\$ 72,938
Sales Tax	44,028	44,051	46,439	46,439	47,619
Utility Users Tax	17,308	25,945	18,000	21,000	24,000
Franchise Fees	10,516	11,907	12,179	12,179	12,928
Real Property Transfer Tax	21,226	12,357	17,600	17,600	17,600
Transit Occupancy Tax	1,979	2,359	2,000	2,000	3,125
Cannabis Tax	843	804	1,100	1,100	1,100
Other Taxes	5,102	5,427	4,981	4,981	5,228
Charges for Services	12,630	14,203	14,004	14,004	15,049
Inter-Governmental	6,294	6,275	7,969	7,969	8,251
Fines & Forfeitures	2,688	2,505	2,740	2,740	2,723
Other Revenues	(346)	(1,117)	532	532	467
Interest & Rents	(736)	427	650	1,086	650
Transfers In	11,571	17,123	4,192	8,690	4,681
Total Operating Revenues:	\$ 196,625	\$ 210,724	\$ 199,883	\$ 210,017	\$ 216,360
Expenditures					
Salaries & Benefits	\$ 150,382	\$ 158,678	\$ 158,699	\$ 160,388	\$ 171,630
Maintenance & Utilities	1,210	1,092	1,687	1,687	1,679
Supplies & Services	10,141	12,432	10,901	16,308	11,512
Internal Service Fees	14,890	16,813	19,951	19,951	18,729
Capital	585	57	—	—	—
Transfers Out	17,070	16,796	13,740	24,553	14,518
Total Operating Expenditures:	\$ 194,277	\$ 205,868	\$ 204,978	\$ 222,886	\$ 218,068
Annual Surplus/(Shortfall)	\$ 2,348	\$ 4,857	\$ (5,095)	\$ (12,869)	\$ (1,708)
Adjustments to Fund Balance	\$ (612)	\$ (425)	\$ —	\$ —	\$ —
Ending Fund Cash Balance (ACFR)	\$ 37,866	\$ 42,298	\$ 37,203	\$ 29,430	\$ 27,722
Cash Fund Balance Designations					
Unassigned	\$ 37,866	\$ 42,298	\$ 37,203	\$ 29,430	\$ 27,722
Contingencies	-	-	—	—	—
Economic Uncertainty	-	-	—	—	—
Liquidity	-	-	—	—	—
Emergencies	-	-	—	—	—
Total Designated Fund Balance	\$ 37,866	\$ 42,298	\$ 37,203	\$ 29,430	\$ 27,722

GENERAL FUND - FUND TRANSFER SUMMARY

Fund Transfers (FY 2020-23)

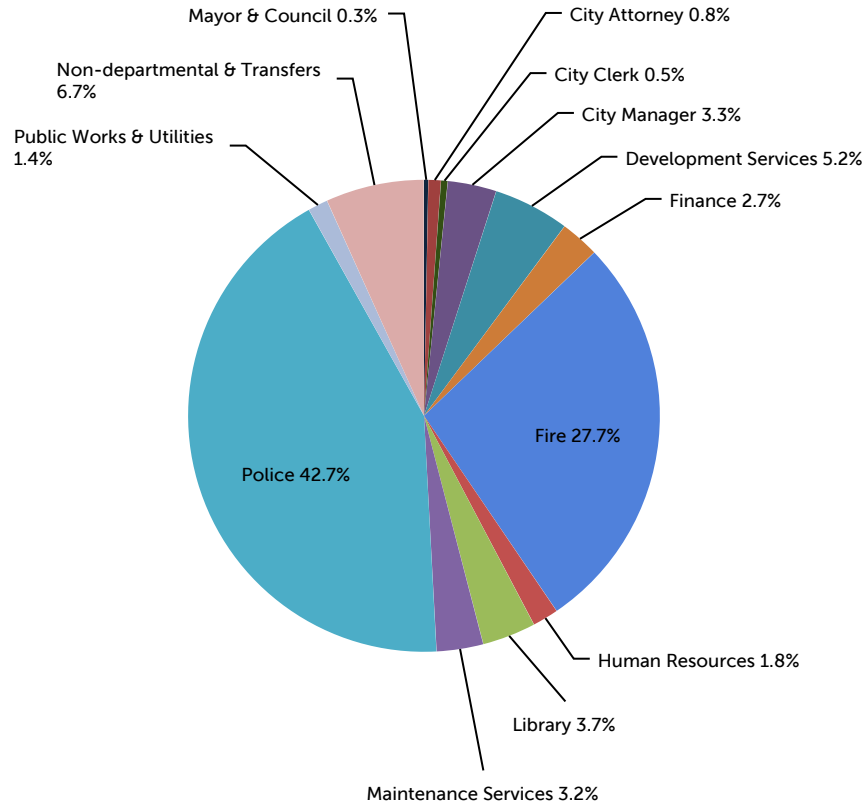
	FY 2022 Adopted	FY 2023 Adopted	FY 2024 Adopted	FY 2025 Proposed
<i>'\$s in 1,000's</i>				
Transfers into the General Fund				
Transfer for Cost Allocation	\$ 2,458	\$ 2,458	\$ 2,458	\$ 3,164
Transfer from Successor RDA Loan Repayment	800	800	800	800
Transfer from So. Hwd B.A.R.T. JPA	—	—	—	—
Transfer from Special Gas Tax	238	240	242	244
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
Transfer from ARPA Federal Stimulus Funding	7,250	7,250		
Transfers into the General Fund	\$ 11,219	\$ 11,221	\$ 4,192	\$ 4,681
Transfers out of the General Fund				
Transfer to Debt Service	2,851	2,850	2,708	2,577
Transfer for Risk Management Premium	4,282	4,888	5,452	6,855
Transfer to Economic Development Fund	350	350	350	350
Transfer to Trans Sys Improvement Fund	650	500	500	—
Transfer to Cannabis Community Fund	—	64	64	—
Transfer to Information Technology Operating Fund	—	—		
Transfer to Capital Projects	3,354	3,410	2,060	2,108
Transfer to Water Fund	—	—		—
Transfer to Retiree Medical Fund	3,160	2,625	2,607	2,628
Transfers out of the General Fund	\$ 14,647	\$ 14,687	\$ 13,740	\$ 14,518

Summary of Expenditures by Department - General Fund

Summary of Expenditures by Department - General Fund

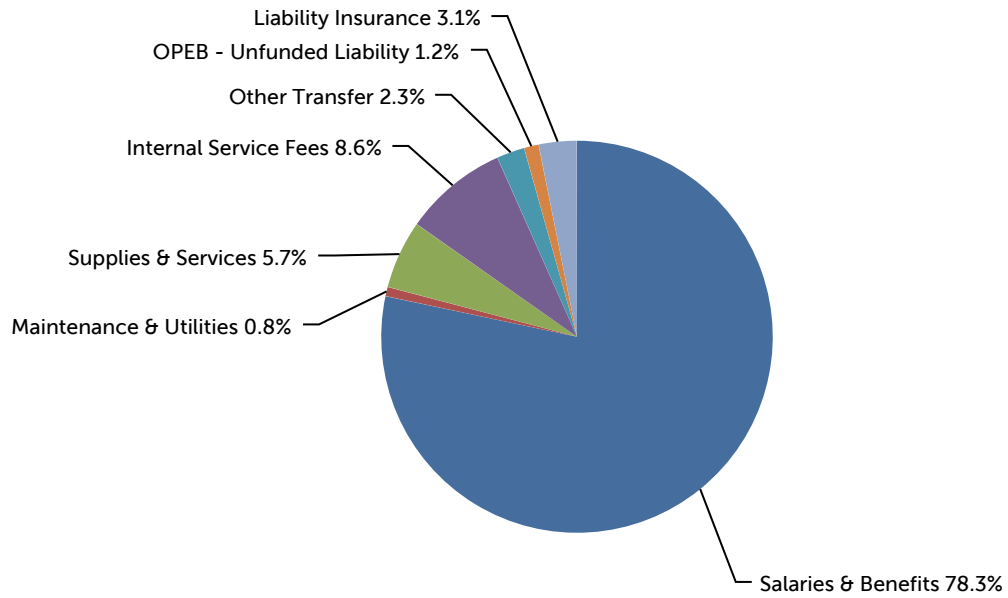
	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
Mayor & Council	\$ 488,022	\$ 470,186	\$ 427,975	\$ 669,507
City Attorney	1,307,590	1,548,781	1,568,982	1,846,092
City Clerk	854,354	1,114,022	898,329	1,019,540
City Manager	5,074,933	6,517,950	6,592,353	7,284,245
Development Services	10,262,394	10,175,877	11,073,414	11,348,009
Finance	5,106,302	5,423,398	5,680,563	5,827,663
Fire	53,241,668	58,527,053	54,267,359	60,332,363
Human Resources	2,695,870	2,176,970	3,545,161	3,879,376
Library	6,406,508	7,160,139	7,459,094	8,004,171
Maintenance Services	5,567,310	6,547,797	6,921,532	6,985,645
Police	81,156,615	85,046,514	89,187,174	93,183,629
Public Works & Utilities	4,256,230	3,320,343	3,447,778	3,001,391
Non-departmental & Transfers	17,400,342	17,069,518	13,908,424	14,685,961
	\$ 193,818,138	\$ 205,098,548	\$ 204,978,138	\$ 218,067,592

FY 2025 \$ 218.1 Million

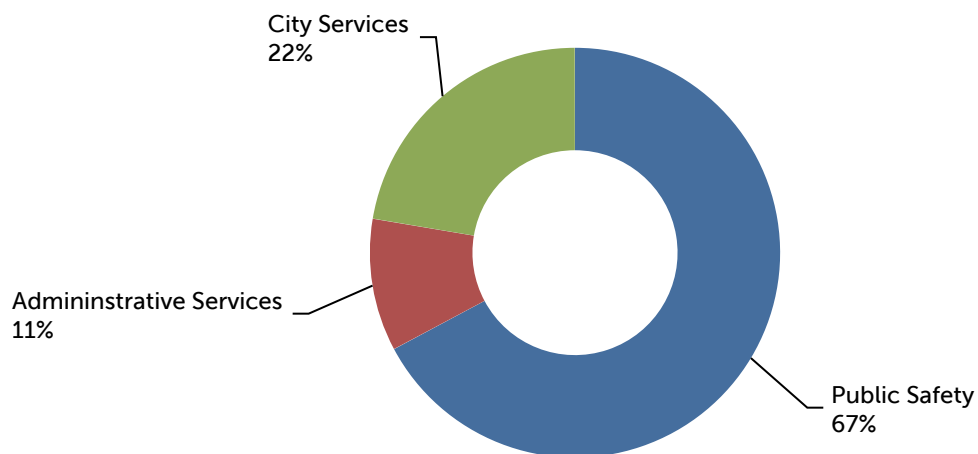


GENERAL FUND EXPENDITURES & STAFFING

FY 2025 General Fund Expenditures by Category



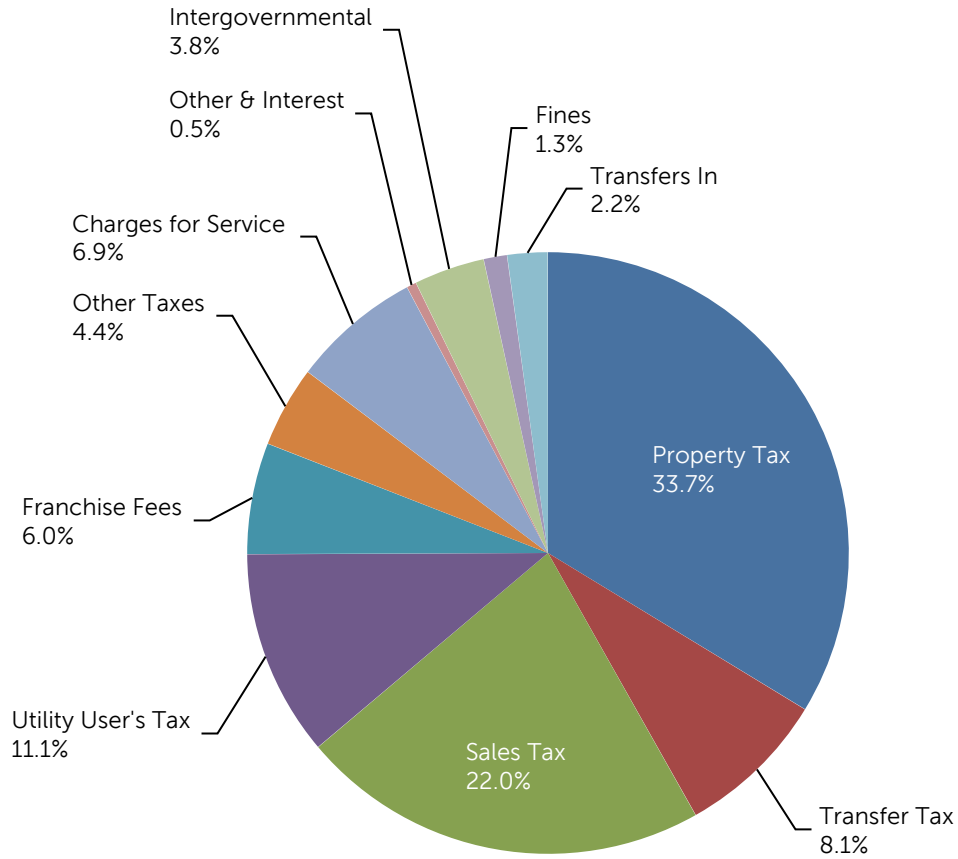
FY 2025 General Fund Staffing by Service Area



GENERAL FUND REVENUES BY SOURCE

FY 2025 General Fund Proposed Revenues / Resources

\$ 216.4 Million



GENERAL FUND REVENUES

<i>Revenues by Category in 1,000's</i>	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
Property Taxes				
Property Tax Secured	\$ 39,096	\$ 41,983	\$ 41,025	\$ 44,481
Property Tax Unsecured	2,015	2,099	2,034	2,308
RPTTF (Redistribution & Pass-Thru)	4,394	5,083	4,200	4,500
Property Tax - VLF Swap	18,019	19,293	20,238	21,650
Total Property Taxes	\$ 63,524	\$ 68,458	\$ 67,498	\$ 72,938
Sales & Use Tax				
Sales and Use Taxes	\$ 42,841	\$ 42,837	\$ 45,174	\$ 46,277
Sales Tax/Public Safety	1,187	1,214	1,265	1,342
Total Sales & Use Tax	\$ 44,028	\$ 44,051	\$ 46,439	\$ 47,619
Utility Users Tax	\$ 17,308	\$ 25,945	\$ 18,000	\$ 24,000
Franchise Fee Tax				
Franchise - Refuse	\$ 7,524	\$ 8,396	\$ 8,319	\$ 9,068
Franchise - Water	—	—	—	—
Franchise - Sewer	—	—	—	—
Franchise - Gas & Electric	1,763	2,322	2,230	2,230
Franchise - Cable TV	1,230	1,189	1,630	1,630
Total Franchise Fee Tax	\$ 10,516	\$ 11,907	\$ 12,179	\$ 12,928
Real Property Transfer Tax	\$ 21,226	\$ 12,357	\$ 17,600	\$ 17,600
Other Taxes				
Business License Tax	\$ 3,134	\$ 3,253	\$ 2,800	\$ 3,017
Cannibas Tax	843	804	1100	1100
Emergency Facilities Tax	1,829	2,045	2,075	2,075
Business Tax State Fee	139	129	106	137
Transient Occupancy Tax	1,979	2,359	2,000	3,125
Total Other Taxes	\$ 7,924	\$ 8,590	\$ 8,081	\$ 9,453
<i>Charges for Services (comprised of Licenses & Permits, Fees & Service Charges, Construction Related Fees)</i>				
Licenses and Permits				
Fire Licenses & Permits	\$ 1,055	\$ 1,059	\$ 1,621	\$ 2,045
Police Licenses & Permits	1	1	436	449
Other Licenses & Permits	154	183	199	199
Total Licenses and Permits	\$ 1,519	\$ 1,596	\$ 2,270	\$ 2,694
Fees and Service Charges				
Fire Fees & Svc Charges	\$ 1,451	\$ 1,524	\$ 1,701	\$ 1,701
Police Fees & Svc Charges	772	839	1,070	1,070
Residential Rental Inspections	1,260	1547	1,700	1,800
Vehicle Maintenance & Operations	0	0	0	0
Other Fees & Svc Charges	2795	2779	2352	2,835
Total Fees and Service Charges	\$ 6,296	\$ 6,689	\$ 6,824	\$ 7,407

GENERAL FUND REVENUES

<i>Revenues by Category in 1,000's</i>	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
Construction Related Fees				
Construction Permits	\$ 634	\$ 765	\$ 785	\$ 824
Plan Checking & New Constr. Insp.	2,755	3,323	3,025	3,025
Supplemental Improvement Tax	1,426	1,829	1,100	1,100
Total Construction Related Fees	\$ 4,814	\$ 5,918	\$ 4,910	\$ 4,949
Total Charges for Services	\$ 12,630	\$ 14,203	\$ 14,004	\$ 15,049
Inter-Governmental				
Grants / Reimbursement	\$ 1,573	\$ 2,114	\$ 2,151	\$ 2,151
Federal Reimbursement (COVID-19) - FEMA	—	—	—	—
Local Reimbursement	—	1,544	—	—
Fairview Fire Protection District	3,329	3,462	3,462	3,745
Vehicle License Fee (VLF)	183	168	150	150
Fire Federal Grant Reimbursement	—	—	—	—
Fire Mutual Aid Reimb	1,117	432	1,800	1,800
Miscellaneous	92	99	406	406
Total From Other Agencies	\$ 6,294	\$ 6,275	\$ 7,969	\$ 8,251
Fines and Forfeitures				
Vehicle Fines	\$ 360	\$ 451	\$ 340	\$ 340
Parking Citations - In House	2,285	1,954	2,326	2,310
Photo Red Light	38	87	73	73
Criminal Fines	2	5	1	—
Administrative Citations	—	—	—	—
Library Fines	3	8	—	—
Total Fines and Forfeitures	\$ 2,688	\$ 2,505	\$ 2,740	\$ 2,723
Other Revenues				
Other	(346)	(1,117)	532	467
Total Other Revenues	\$ (346)	\$ (1,117)	\$ 532	\$ 467
Interest & Rents				
Interest Earned	\$ (735)	\$ 427	\$ 300	\$ 300
Miscellaneous Interest Income	—	—	—	—
Building & Parking Rental	—	—	350	350
Total Interest & Rents	\$ (736)	\$ 427	\$ 650	\$ 650
Total General Fund Revenues	\$ 185,055	\$ 193,601	\$ 195,691	\$ 211,678
Transfers In	\$ 11,571	\$ 17,123	\$ 4,192	\$ 4,681
Total Revenues Including Transfers	\$ 196,626	\$ 210,724	\$ 199,883	\$ 216,360

KEY GENERAL FUND REVENUES

PROPERTY TAXES

Property Tax revenues are the City’s largest General Fund revenue source, comprising approximately one-third of proposed FY 2025 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 April. In addition, the City uses a property tax consultant to review and confirm estimates.

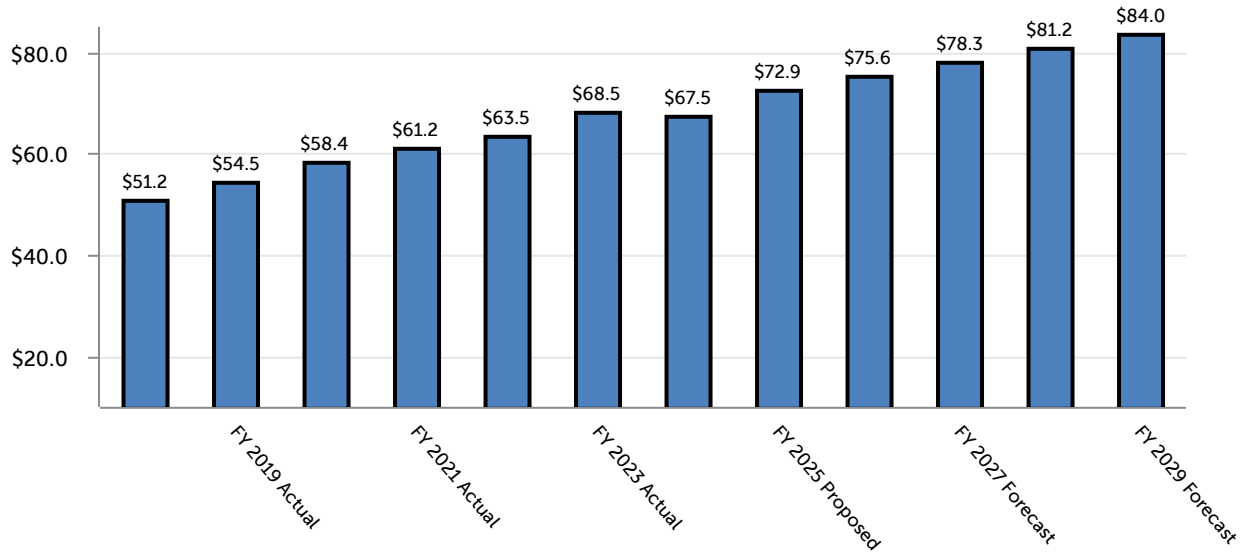
Real Property Tax revenue is comprised of three distinct categories: Secured & Unsecured Property Tax, Vehicle License Fees (VLF), and the Redevelopment Property Tax Trust Fund (RPTTF). The chart below summarizes the net projections for all three sources.

PROPERTY TAXES (All)	Actual			Adopted	Proposed	Projected Revenue			
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Total Collections	\$ 58,432	\$ 63,524	\$ 68,458	\$ 67,498	\$ 72,938	\$ 75,579	\$ 78,331	\$ 81,202	\$ 83,998
\$ Change	\$ 3,964	\$ 5,092	\$ 4,934	\$ (960)	\$ 5,440	\$ 2,640	\$ 2,752	\$ 2,871	\$ 2,796
% Change	7.28%	8.71%	7.77%	(1.40)%	8.06%	3.62%	3.64%	3.67%	3.44%

KEY GENERAL FUND REVENUES

PROPERTY TAXES, continued

Overall Property Tax revenues are projected to increase by a total of 8.1 percent in FY 2025 over FY 2024 Adopted. The FY 2024 property tax revenue projections were updated during the mid-year process, which reflected a change of 5.0 percent over where the year is projected to end. In out years, Property Tax revenues are projected to continue to steadily increase on average by 3.5 percent each year through FY 2029.



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. In FY 2022, in response to the COVID-19 crisis, the California State Board of Equalization directed that 2022 assessment roll shall use an inflation factor of 1.02 percent. Beginning in FY 2023, the California State Board of Equalization reinstated the practice of setting the CCPI growth factor at a not to exceed 2 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 22 percent of total FY 2025 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 ended in FY 2016 and all revenues are now captured as base sales and use tax. The total sales tax rate for Hayward is currently 10.75 percent and distributed per the chart below.

DISTRIBUTION OF SALES TAX COLLECTIONS WITHIN ALAMEDA COUNTY

Agency	%
State of California	6.00 %
City of Hayward	1.00 %
City of Hayward District Transactions & Use Tax (10/1/14)	0.50 %
Alameda County	0.25 %
Alameda County Special District	3.00 %
Total Sales Tax in Hayward	10.75 %

Measure C - District 0.5% Transaction and Use Tax

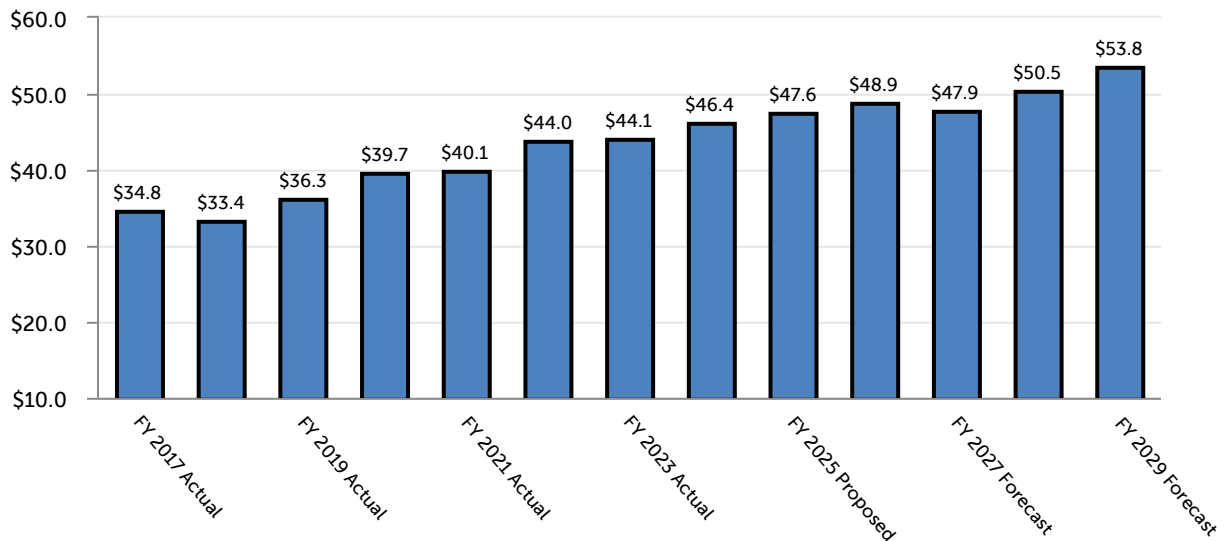
During the June 3, 2014 municipal election, the voters of the City of Hayward passed a ballot measure (Measure C) to increase the City’s Transaction and Use (Sales) Tax by half a percent for twenty years. This half cent increase became effective October 1, 2014, bringing Hayward’s Sales and Use Tax rate to 10.75 percent (with the passage of Alameda County’s Measure BB 0.5 percent 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 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 - \$21 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 FY 2021. In FY 2020 the City ended with higher sales tax revenue 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. This decision has continued to positively impact the City’s Sales Tax revenue projections.

FY 2025 proposed budget reflects an increase of 2.5 percent over the FY 2024 Adopted budget, as the City continues to be conservative in its effort to project sales tax in an economy that has experienced residual effects COVID-19 crisis, and high inflationary rates over the last year.

TOTAL SALES & USE TAX (in 1,000s)	Actual			Adopted	Proposed	Projected Revenue			
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Total Collections	\$ 40,074	\$ 44,027	\$ 44,051	\$ 46,439	\$ 47,618	\$ 48,929	\$ 47,847	\$ 47,991	\$ 50,518
\$ Change	\$ 395	\$ 3,953	\$ 24	\$ 2,388	\$ 1,179	\$ 1,311	\$ (1,082)	\$ 144	\$ 2,527
% Change	1.00%	9.86%	0.05%	5.42%	2.54%	2.75%	(2.21)%	0.30%	5.27%

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	Proposed	Projected Revenue			
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Total Collections	\$17,268	\$17,308	\$25,945	\$18,000	\$24,000	\$24,480	\$24,970	\$25,469	\$25,978
\$ Change	\$ 1,202	\$ 40	\$ 8,637	\$ (7,945)	\$ 6,000	\$ 480	\$ 490	\$ 499	\$ 509
% Change	7.48 %	0.23 %	49.90 %	(30.62)%	33.33 %	2.00 %	2.00 %	2.00 %	2.00 %

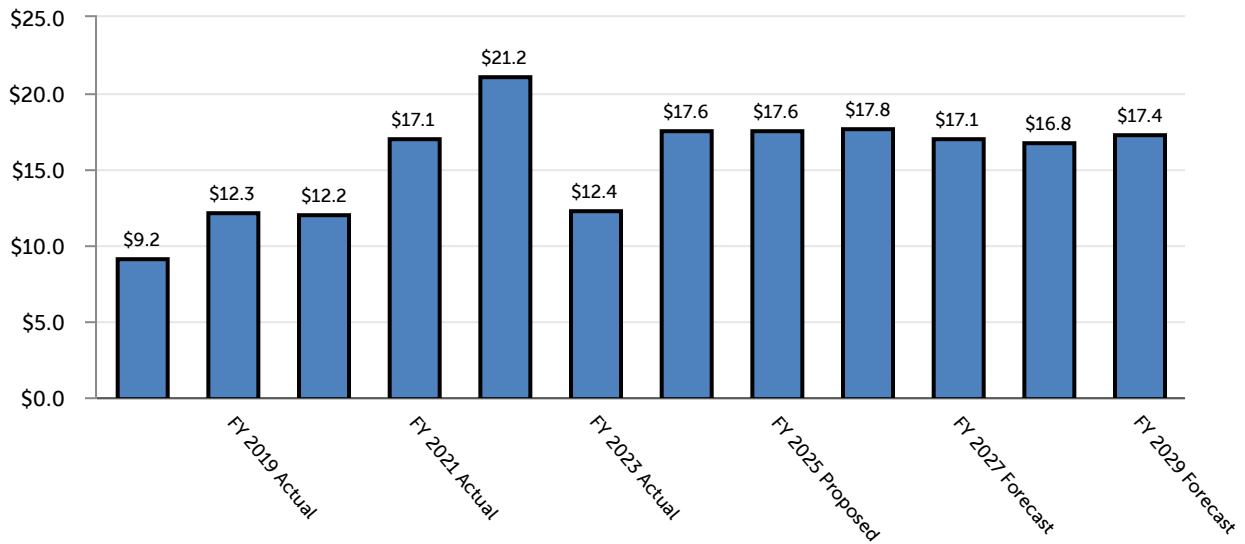
Passage of AB1717 is intended to address the loss of revenues the City has experienced from wireless services. While slow to materialize from the Board of Equalization, the City has observed growth in revenue for pre-paid wireless UUT.

Beginning in FY 2023, UUT revenue significantly increased to \$25 million, an increase of almost 50 percent over the prior year. This is primarily attributed to a significant change in operations of a utility service provider. This revenue source is expected to remain stable at a similar rate in future years with annual growth of 2 percent.

KEY GENERAL FUND REVENUES

REAL PROPERTY TRANSFER TAXES

In November 2018, 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 very 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	Proposed	Projected Revenue			
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Total Collections	\$ 17,120	\$ 21,226	\$ 12,357	\$ 17,600	\$ 17,600	\$ 17,776	\$ 17,065	\$ 16,809	\$ 17,389
\$ Change	\$ 4,970	\$ 4,106	\$ (8,869)	\$ 5,243	\$ —	\$ 176	\$ (711)	\$ (256)	\$ 580
% Change	40.91%	23.98%	(41.78)%	42.43%	—%	1.00%	(4.00)%	(1.50)%	3.45%

KEY GENERAL FUND REVENUES

REAL PROPERTY TRANSFER TAXES, *continued*

Revenues received in FY 2021 totaled \$17.1 million, a 40.9 percent increase over FY 2020. The significant change in FY 2021 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. FY 2022 ended significantly higher than projected at \$21.2 million as the City observed significant positive growth in this revenue source when pandemic restrictions were lifted. While the City ended FY 2022 significantly higher, the City saw a significant decrease in FY 2023 due to the impacts of the high interest rate environment resulting in the cooling of the housing market.

The FY 2025 proposed budget projects \$17.6 million, which projects no growth. As federal interest rates remained high over the last year, property sales have slowed. Federal interest rates are expected to remain elevated with minimal projected reduction in rates in FY 2025.

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 2025 forecasts an increase of 8.79 % over FY 2024 based on revenues continuing to return to normal pre-pandemic growth rates. A mid-year review of this revenue source will be completed to ensure assumptions are trending accurately.

BUSINESS LICENSE TAX	Actual			Adopted	Proposed	Projected Revenue			
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Collections	\$ 2,677	\$ 3,171	\$ 3,287	\$ 2,811	\$ 3,058	\$ 3,089	\$ 3,120	\$ 2,995	\$ 2,950
\$ Change	\$ 86	\$ 494	\$ 116	\$ (476)	\$ 247	\$ 31	\$ 31	\$ (125)	\$ (45)
% Change	6.21%	18.45%	3.66%	(14.48)%	8.79%	1.01%	1.00%	(4.01)%	(1.50)%

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 percent 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 10.75 percent, the half cent District Sales tax portion is collected and segregated from the remaining 10.25 percent. 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, 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 Hayward's 21st Century Library and Community Learning Center, fire station retrofits and improvements, rehabilitation and expansion of the existing Regional Fire Training Center, as well as for extensive street improvements. In June 2023, a grand opening ceremony was held for the regional fire training center at Fire Station 6.

Annual revenues projected at \$22.3 million in FY 2025 will be used to fund debt service of approximately \$4.5 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 10.75 percent sales tax rate, the economic factors that affect State Sales and Use Tax are mostly the same as those that will influence this revenue:

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

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

Forecast

Forecasting the District Sales Tax, like Sales Tax, involves a review of the tax base and refining assumptions of a variety of economic factors. The City continues to experience growth in Sales Tax revenues since FY 2010. In a continued effort to be conservative with revenue projections in an environment where inflationary rates are still high, the City is projecting a minimal increase of 1% over the FY 2024 year-end estimated.

MEASURE C - DISTRICT SALES TAX

	FY 2023 Actual	FY 2024 Estimated	FY 2025 Proposed	FY 2026 Projected	FY 2027 Projected
Revenues					
Measure C District Sales Tax	\$ 23,035	\$ 22,308	\$ 22,336	\$ 22,924	\$ 23,452
Other Revenues (Interest)	922	—	—	—	—
Other Partnering Contributors	4,808	146	—	—	—
Total Revenues	\$ 28,765	\$ 22,454	\$ 22,336	\$ 22,924	\$ 23,452
Expenditures					
Capital					
Library / Learning Center	211	687	—	—	—
Fire Facilities Design	—	208	—	—	—
Fire Station 1	—	—	—	—	—
Fire Station 2	—	—	—	—	—
Fire Station 3	—	—	—	—	—
Fire Station 4	—	—	—	—	—
Fire Station 5	—	—	—	—	—
Fire Station 6	2,378	4,091	—	—	—
Fire Training Academy	14,468	1,800	—	—	—
Street Rehabilitation	—	2,000	—	—	—
EBRCS Radios	—	571	582	594	606
HPD Locker Rooms	—	6,100	2,050	—	—
Harder Corridor Median Improvement	\$ —	\$ —	\$ —	\$ 300	\$ 300
Communication Center Expansion - Design	\$ —	\$ 400	\$ —	\$ —	\$ —
Median Landscaping Improvement	\$ —	\$ —	\$ —	\$ 1,550	\$ —
Hazard Mitigation Equipment/Vehicle	\$ —	\$ —	\$ 100	\$ —	\$ —
Jackson & Tennyson Corridor Median	\$ 320	\$ 329	\$ 150	\$ —	\$ —
Debt Service	\$ 5,419	\$ 4,515	\$ 4,447	\$ 4,461	\$ 4,467
Operating					
Police Services	3,445	4,418	4,685	5,013	5,364
Maintenance Services	1,442	1,902	2,360	2,525	2,702
Other Department Services	524	214	756	809	866
Total Expenditures	\$ 28,207	\$ 27,236	\$ 15,130	\$ 15,252	\$ 14,304
Beginning Working Capital	7,437	7,995	3,213	10,419	18,092
Annual Surplus/Shortfall	559	(4,782)	7,206	7,672	9,147
Ending Working Capital*	\$ 7,995	\$ 3,213	\$ 10,419	\$ 18,092	\$ 27,239

*projected ending working capital on budget basis.

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. The decrease in debt service payments is due to the recent refunding of the certificate of participation (COP).

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 maintenance, billing, and utility-related customer service functions.

Analysis

The high cost of purchasing wholesale water is the most significant issue impacting the Water Fund. SFPUC's wholesale water rates have increased by 15.9% in FY 2023 and 9.7% in FY 2024 and are proposed to increase between 6.55% to 13.1% in FY 2025. Given that the purchases from SFPUC cost of water supply is about two-thirds of the entire water enterprise budget, a substantial amount of the Fund's working capital reserve has been spent down in FY 2023 and FY 2024, and the use of reserve will continue in FY 2025, in order to cushion the impacts of SFPUC's rate increases on City residents and businesses, and to not pass the increases on to ratepayers in the form of steep rate adjustments.

The economic impacts resulting from the COVID-19 pandemic have left some residents and businesses unable to pay their water bills. City previously received \$1.8 million in June 2022 from California Water and Wastewater Arrearage Payment Program (CWWAPP), administered by the State Water Resources Control Board, to reduce delinquent water balances for customers experiencing financial hardships during the pandemic period, defined as March 2020 to mid-June 2021. After the State extended the pandemic period from mid-June 2021 to December 2022, the City has applied for approximately \$985,000 through the extended CWWAPP in December 2023. This assistance will offset the shortfall of water sale revenue due to delinquent bills.

So far in FY 2024, while residents and businesses continue to experience the impacts of COVID, many community members are returning to the office, resuming in-person classes, and increasing business activities. While the recent water consumption pattern in FY 2024 is similar to FY 2023 and the City's 10% water rate increase went into effect October 1, 2023, the City projects a \$3.4M shortfall from the anticipated water sale revenue and \$2.8M reduction in SFPUC water purchases in FY 2024 due to the slow usage rebound from the most recent drought and the call for water conservation. While lower consumption is beneficial in relation to conservation and the drought, it does reduce revenues to the Fund. Projected consumption for the planning period in its entirety assumes modest increases to reflect population and job growth.

While the City produces some electricity energy in-house, the City still purchased some from Ava Community Energy, which currently matches PG&E rate adjustments. In addition, Pacific Gas & Electric (PG&E) imposed a 12.5% rate increase that went into effect in January 2024, recently imposed another increase in March 2024, and is anticipating proposing a third increase in late 2024. Staff increased the gas and electricity budget by 20% in anticipation for the additional rate increases by the end of FY 2025.

The FY 2025 budget includes the addition of one Senior Utilities Customer Service Supervisor, and the addition of one Senior Utilities Operations & Maintenance Leader, evenly

ENTERPRISE FUNDS - OVERVIEW & FORECASTS

split between Water and Wastewater Operating Funds. These positions will support high-level supervision over the electrical, mechanical, and Advanced Metering Infrastructure (AMI) maintenance in the water system operations.

Forecast

Water Maintenance & Operations Fund 605

	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Proposed	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected	FY 2029 Projected
Beginning Working Capital*	\$49,203,338	\$52,525,752	\$47,767,417	\$43,619,641	\$36,971,057	\$32,538,978	\$28,836,409	\$27,236,950
Program Revenues								
Water Sales	43,982,238	41,146,884	44,951,636	48,400,000	53,240,000	58,560,000	62,660,000	67,050,000
Service Charges	10,589,833	10,810,326	11,000,000	11,800,000	13,000,000	14,300,000	15,300,000	16,400,000
Installation Fees	791,842	725,173	300,000	300,000	300,000	300,000	300,000	300,000
Other Revenues	762,538	701,798	1,047,140	200,000	200,000	200,000	200,000	200,000
Interest	(921,383)	497,685	231,000	218,000	189,000	167,000	149,000	141,500
Transfers In	1,185,472	1,092,162	206,611	137,741	137,741	137,741	137,741	137,741
Total Revenues	\$56,390,540	\$54,974,028	\$57,736,387	\$61,055,741	\$67,066,741	\$73,664,741	\$78,746,741	\$84,229,241
Expenditures								
Personnel	9,120,226	8,942,336	9,253,102	10,911,827	10,959,800	11,234,000	11,514,900	11,802,700
Non-Personnel	5,501,687	8,037,200	7,009,383	7,383,939	7,468,020	7,605,310	7,744,900	7,887,200
Water Purchases	30,880,083	32,325,012	36,060,331	39,725,000	43,700,000	48,100,000	50,600,000	53,200,000
Transfers Out	7,566,130	10,427,815	9,561,347	9,683,559	9,371,000	10,428,000	10,486,400	10,546,200
Total Expenditures	\$53,068,126	\$59,732,363	\$61,884,163	\$67,704,325	\$71,498,820	\$77,367,310	\$80,346,200	\$83,436,100
Annual Surplus/(Shortfall)	3,322,414	(4,758,335)	(4,147,776)	(6,648,584)	(4,432,079)	(3,702,569)	(1,599,459)	793,141
Ending Working Capital*	\$52,525,752	\$47,767,417	\$43,619,641	\$36,971,057	\$32,538,978	\$28,836,409	\$27,236,950	\$28,030,091

*projected ending working capital on budget basis.

Forecast Assumptions

- The Water Sales revenue for FY 2025 reflects a 10% water rate increase and no growth in water consumption due to the slow rebound of the water usage pattern over FY 2024. Going forward, the projected Water Sales revenue assumes 10% increases in FY 2026 and 2027, and 5% increases after FY 2028, to account for increased costs of providing service, including wholesale water rate increases, and consumer demand increases due to population and job growth.
- Water purchase costs are in accordance with recent trend of water consumption and recent projections from SFPUC, between 6.55% to 13.1% increase effective July 2024. Approximately \$6.2 million in Fund's working capital reserve will be used in FY 2025 and a substantial amount of the reserves are projected to be spent down in future years to cushion the impacts of SFPUC's rate increases on City residents and businesses.
- The budget assumes a \$7 million transfer to the Water System Capital Replacement Fund in FY 2025 and FY 2026, and \$8 million transfer in the out years to allow the City to replace its aging infrastructure and keep up with inflation. It also assumes a \$600,000 transfer to the Recycled Water Fund in FY 2025, and a \$300,000 transfer in FY 2026.

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 City’s new recycled water system. The system is comprised of a treatment facility, storage tank, pump station, and approximately 8.5 miles of “purple” distribution pipeline, used to deliver tertiary-treated recycled water to certain sites along the pipeline for landscape irrigation.

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 and service charges will offset some of these costs.

The City initiated recycled water deliveries to Phase 1 Recycled Water customers in March 2022. FY 2024 Recycled Water Sale revenue assumes a full year of recycled water delivery.

The five-year forecast accounts for a \$15 million loan from the State Water Resources Control Board, with debt service paid by the Recycled Water Fund, which began in FY 2021.

Forecast

Recycled Water Maintenance & Operations Fund
630

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected	FY 2029 Projected
Beginning Working Capital*	\$ (72,826)	\$ (293,236)	\$ (167,674)	\$ 169,446	\$ (662,354)	\$ (530,483)	\$ (368,452)	\$ (215,991)
Program Revenues								
Recycled Water Sales	53,096	385,602	806,400	887,040	910,350	955,868	955,868	955,868
Service Charges	50,931	64,248	64,241	70,665	74,198	77,908	77,908	77,908
Installation Fees	—	—	—	—	—	—	—	—
Other Revenues	—	—	—	—	—	—	—	—
Interest	(10,442)	(73)	—	—	—	—	—	—
Transfers In	600,000	610,000	600,000	600,000	300,000	300,000	300,000	300,000
Total Revenues	\$ 693,585	\$ 1,059,777	\$ 1,470,641	\$ 1,557,705	\$ 1,284,548	\$ 1,333,776	\$ 1,333,776	\$ 1,333,776
Expenditures								
Personnel	107,751	122,966	148,743	159,397	161,700	167,300	173,200	179,300
Non-Personnel	3,249	13,324	782,639	786,472	177,100	180,500	184,100	187,700
Water Purchases	—	—	—	—	—	—	—	—
Transfers Out	802,995	797,925	202,139	1,443,636	813,877	823,945	824,015	834,087
Total Expenditures	\$ 913,995	\$ 934,215	\$ 1,133,521	\$ 2,389,505	\$ 1,152,677	\$ 1,171,745	\$ 1,181,315	\$ 1,201,087
Annual Surplus/(Shortfall)	(220,410)	125,562	337,120	(831,800)	131,871	162,031	152,461	132,689
Ending Working Capital*	\$ (293,236)	\$ (167,674)	\$ 169,446	\$ (662,354)	\$ (530,483)	\$ (368,452)	\$ (215,991)	\$ (83,302)

*projected ending working capital on budget basis.

ENTERPRISE FUNDS - OVERVIEW & FORECASTS

Forecast Assumptions

- Recycled Water Sales revenue for FY 2025 is anticipated to increase by \$60,600 in anticipation of adopted 10% rate increase and increased recycled water consumption. Projected Recycled Water Sales revenue assumes 5% increases in FY 2026 and 2027.
- The debt service obligation of the Recycled Water Fund is approximately \$612,000 in FY 2025 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 Resource Recovery Facility (WRRF), formerly known as 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 WRRF 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 back the low-interest \$54 million loan from the State Water Resources Control Board Revolving Fund used for Phase I of the WPCF (WRRF) Improvement Project. A portion of this debt service is paid by the Wastewater Capital Improvement Fund. In addition, staff are in the planning phase of the WPCF (WRRF) Phase II Improvement projects, which is now estimated in the range of between \$260 and 426 millions in the next five years. The City intends to fund the cost of the project through a combination of issuance of the municipal bond and federal and state loan programs. It is anticipated that the future debt services repayments would significantly affect sewer service rates and sewer connection fees as the fund needs to build a debt services reserve.

Similar to the Water Fund, the City received approximately \$740,000 in June 2022 from the California Water and Wastewater Arrearage Payment Program (CWWAPP), administered by the State Water Resources Control Board, to reduce delinquent sewer bill balances for customers experiencing financial hardships related during the pandemic period, defined as March 2020 to June 2021. After the State extended the pandemic period from mid-June 2021 to December 2022, the City has applied for approximately \$485,000 through the extended CWWAPP in December 2023. This assistance offsets shortfall of sewer service charge revenue due to delinquent bills.

For sewer service charges, increases of 7% in FY 2025, 10% in FY 2026 and FY 2027, and an average of 7.5% for the duration of the planning period, are assumed. As staff evaluates the costs of implementing Phase 2 of WRRF improvement and sewer collection system projects identified in the recently updated Master Plans and the WRRF Facilities Plan, which may require further borrowing, the projected rates may require further adjustment in future years.

Due to global supply chain issues and inflation, costs of supplies and services have escalated, including a 100% cost escalation for the wastewater treatment chemicals in FY 2024. Staff anticipates the costs for chemicals to further increase by another 100% in FY 2025. While the City provides almost all of the energy needs at the WRRF by cogeneration and solar renewable energy sources, the City must purchase electricity when the systems are down and also pay substantial demand charges. Pacific Gas & Electric (PG&E) imposed a 12.5% rate increase that went into effect in January 2024, recently imposed another increase in March 2024, and is anticipating to propose a third increase in late 2024. Staff increased the gas and

ENTERPRISE FUNDS - OVERVIEW & FORECASTS

electricity budget by 20% in anticipation for the additional rate increases by the end of FY 2025.

Similar to the Water Fund, the FY 2025 budget includes one Senior Utilities Operations and Maintenance Leader, evenly split between Water and Wastewater Operating Funds, and a reclassification of the existing WRRF Manager. These positions will support sewer system maintenance and the implementation of critical Utilities CIP projects for two major utilities.

Forecast

Wastewater Operating Fund 610

	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Proposed	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected	FY 2029 Projected
Beginning Working Capital*	\$48,698,263	\$51,809,507	\$48,789,080	\$49,124,459	\$48,909,400	\$50,173,076	\$49,709,859	\$50,896,584
Program Revenues								
Sewer Service Charges	25,474,776	26,940,109	28,119,600	29,596,000	32,555,600	35,811,160	38,496,997	41,384,272
Sewer Connection Fees	—	—	—	—	—	—	—	—
EBDA Maintenance	104,480	128,737	80,000	100,000	100,000	100,000	100,000	100,000
Other Revenues	622,485	444,361	150,000	246,000	150,000	150,000	150,000	150,000
Interest	892,635	491,708	243,000	255,000	249,000	256,000	254,000	260,000
Transfers In	2,358,921	(2,358,921)	2,358,900	2,970,531	2,141,100	2,141,100	2,142,200	2,142,200
Fixed Assets Gains & Loss	28,806	—	—	—	—	—	—	—
Total Revenues	\$29,482,103	\$25,645,994	\$30,951,500	\$33,167,531	\$35,195,700	\$38,458,260	\$41,143,197	\$44,036,472
Expenditures								
Personnel	9,899,665	10,868,712	12,141,027	12,436,766	13,041,500	13,371,400	13,709,600	14,056,100
Non-Personnel	8,196,603	9,539,303	10,272,995	11,173,317	12,097,938	12,245,517	12,393,951	12,547,026
Transfers Out	8,274,591	8,258,406	8,202,099	9,772,507	8,792,586	13,304,560	13,852,921	13,852,921
Total Expenditures	\$26,370,859	\$28,666,421	\$30,616,121	\$33,382,590	\$33,932,024	\$38,921,477	\$39,956,472	\$40,456,047
Annual Surplus/(Shortfall)	3,111,244	(3,020,427)	335,379	(215,059)	1,263,676	(463,217)	1,186,725	3,580,425
Ending Working Capital	\$51,809,507	\$48,789,080	\$49,124,459	\$48,909,400	\$50,173,076	\$49,709,859	\$50,896,584	\$54,477,009

*projected ending working capital on budget basis.

Assumptions

- For sewer service charges, increases of 7% in FY 2025, 10% in FY 2026 and FY 2027, and an average of 7.5% for the duration of the planning period, are assumed.
- \$100,000 in East Bay Discharger Authority (EBDA) Maintenance revenue is assumed in FY 2025 for anticipated partial reimbursement for the purchase of sodium hypochlorite.
- Cost escalation of 11% in overall supplies and services and 22% in overall maintenance & utilities are assumed in FY 2025 in anticipation of the increased cost of chemicals for wastewater treatment and increases of gas and electricity from PG&E.
- The debt service obligation of the Sewer Fund is about \$4 million for FY 2025, of which approximately 38% is paid from Capital Improvement and Replacement Funds and 15% is paid from Recycled Water Operating Fund.
- Transfers out assumes \$7 million to the Water System Capital Replacement Fund in FY 2025 and FY 2026, \$7.5 million in FY 2027, and \$8 million in FY 2028 to FY 2029. This

ENTERPRISE FUNDS - OVERVIEW & FORECASTS

is due to the higher cost of the Capital Improvement Program work required to meet the priorities set in the Strategic Roadmap for sewer main replacements. This allows the City to replace its aging infrastructure and keep up with inflation.

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 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. It assumed an increase to \$650,000 in FY 2024 due to a corresponding 3% garage rate increase imposed by Waste Management in FY 2024.

Forecast

Stormwater Maintenance & Operations Funds 615

	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Proposed	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected	FY 2029 Projected
Beginning Working Capital*	\$ 6,613,565	\$ 8,865,634	\$ 8,303,356	\$ 7,885,418	\$ 7,331,772	\$ 6,872,932	\$ 6,381,430	\$ 5,856,525
Program Revenues								
Stormwater Fees	2,179,452	2,170,798	2,244,000	2,289,000	2,335,000	2,370,000	2,406,000	2,406,000
Street Cleaning Fees	1,393,243	631,334	650,000	674,050	701,012	729,052	758,215	788,543
Inspection Fees	8,700	14,614	—	17,000	—	—	—	—
Other Revenues	37,500	—	17,000	—	17,000	17,000	17,000	17,000
Interest	(143,762)	74,417	41,000	41,000	41,000	41,000	41,000	41,000
Transfers In	1,841,000	—	—	49,067	—	—	—	—
Total Revenues	\$ 5,316,133	\$ 2,891,163	\$ 2,952,000	\$ 3,070,117	\$ 3,094,012	\$ 3,157,052	\$ 3,222,215	\$ 3,252,543
Expenditures								
Personnel	2,087,314	2,151,513	2,087,720	2,261,288	2,236,400	2,314,600	2,395,500	2,479,400
Non-Personnel	727,952	861,283	1,012,255	1,033,757	1,032,200	1,042,240	1,052,280	1,062,520
Transfers Out	248,798	440,645	269,963	328,718	284,252	291,714	299,340	299,340
Total Expenditures	\$ 3,064,064	\$ 3,453,441	\$ 3,369,938	\$ 3,623,763	\$ 3,552,852	\$ 3,648,554	\$ 3,747,120	\$ 3,841,260
Annual Surplus/(Shortfall)	2,252,069	(562,278)	(417,938)	(553,646)	(458,840)	(491,502)	(524,905)	(588,717)
Ending Working Capital*	\$ 8,865,634	\$ 8,303,356	\$ 7,885,418	\$ 7,331,772	\$ 6,872,932	\$ 6,381,430	\$ 5,856,525	\$ 5,267,808

*projected ending working capital on budget basis.

Assumptions

- Street Cleaning Fee revenue is projected to be \$674,000, which is 1% of the estimated \$67M Waste Management Franchise Fee revenue after a 3.73% increase effective March 1, 2024, per the Franchise Agreement with Waste Management of Alameda County approved in June 2022.
- Stormwater Fee revenue is anticipated to be increased by \$45,000, reflecting a 2% increase over FY 2024, an average of 1% increase for the duration of the planning period due to additional development.

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 & Utilities. The Airport relieves general aviation traffic at Oakland, San Francisco and San Jose International airports and there are 206 City-owned hangars and 139 outdoor tiedown spaces. In CY 2023, there were 447 based aircraft and 122,601 annual aircraft operations. It is expected that the number of operations will remain fairly constant for FY25.

Forecast

Revenues are expected to remain the same in the next 12 months due to a projected similar level of activity at the airport when compared to the current year. In addition, a new hotel opened for business in 2022 and construction is scheduled to begin on a second hotel in August of 2024, with a tentative completion date of August 2025. When both are operational, annual revenue will total \$420,000.

Airport Operating Fund - Fund 620								
	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Proposed	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected	FY 2029 Projected
Beginning Working Capital*	\$ 7,521,357	\$ 6,854,950	\$ 5,642,176	\$ 4,319,182	\$ 2,729,533	\$ 2,092,134	\$ 1,461,186	\$ 1,009,741
Program Revenues								
Interest & Tower Rent	(3,538)	205,246	125,689	168,864	125,689	125,689	125,689	125,689
Land Rent	1,997,476	2,151,431	2,177,728	2,177,728	2,939,695	2,939,695	3,112,193	3,112,193
Hangar Rent	1,308,764	1,317,738	1,452,625	1,452,625	1,541,090	1,587,323	1,634,942	1,683,991
Fees & Service Charges	(1,069)	1,045	50,000	1,000	50,000	50,000	50,000	50,000
Other Revenues	454,831	300,531	347,440	353,265	354,424	357,968	361,547	365,163
Total Revenues	\$ 3,756,464	\$ 3,975,991	\$ 4,153,482	\$ 4,153,482	\$ 5,010,898	\$ 5,060,675	\$ 5,284,371	\$ 5,337,036
Expenditures								
Personnel	1,997,938	2,082,303	2,082,202	2,165,019	2,166,323	2,209,649	2,253,842	2,298,919
Non-Personnel	782,337	1,157,719	508,759	856,353	596,459	596,459	596,459	596,459
Transfers Out	1,642,596	1,948,743	2,885,515	2,721,759	2,885,515	2,885,515	2,885,515	2,885,515
Total Expenditures	\$ 4,422,871	\$ 5,188,765	\$ 5,476,476	\$ 5,743,131	\$ 5,648,297	\$ 5,691,623	\$ 5,735,816	\$ 5,780,893
Annual Surplus/(Shortfall)	(666,407)	(1,212,774)	(1,322,994)	(1,589,649)	(637,399)	(630,948)	(451,445)	(443,857)
Ending Working Capital*	\$ 6,854,950	\$ 5,642,176	\$ 4,319,182	\$ 2,729,533	\$ 2,092,134	\$ 1,461,186	\$ 1,009,741	\$ 565,884

*projected ending working capital on budget basis.

Assumptions

- Annual rate adjustments for Airport-owned hangars were implemented for FY 2023 and FY 2024, with future increases to be determined.
- Commercial land lease rents are adjusted every five years, with the latest adjustment in January 2023. The increases are alternately based on the Consumer Price Index (CPI) and Fair Market Value (FMV) (e.g. CPI Adjustment: January in the years 2033, 2043, 2053 and Market Analysis: January in the years 2028, 2038, 2048).

ENTERPRISE FUNDS - OVERVIEW & FORECASTS

- Other revenue includes commissions, which are collected from each gallon of fuel sold in the amount of \$0.05 per gallon or 3% of gross receipts, whichever amount is greater.
- City staff developed a draft development plan for the previous Skywest Golf Course property that outlines potential uses. Three workshops were held to receive input from the public, and many suggestions for development were incorporated into the draft site plan. The City Council and Federal Aviation Administration (FAA) must each approve new development on the airport in advance. The revenue generated by this 126-acre site will be significant.
- The 5-Year forecast assumes full development of the former California Air National Guard (CANG) site by the end of FY 2027, with an executed ground lease anticipated in FY 2025.

SPECIAL REVENUE FUND - OVERVIEW & FORECAST

RECYCLING FUND

The Recycling Funds support activities related to the City's waste reduction and recycling programs. The sources of funds comprise of Measure D and Measure D Augmentation Funds, as well as CalRecycle grants. The City is in contract with Waste Management of Alameda County and Tri-CED Recycling to minimize the amount of trash that goes to the landfill.

Analysis

The major issue impacting the Recycling Funds is that the primary revenue source is Measure D, which is based on the amount of waste that is landfilled and thus 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 2021 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 recently-executed solid waste and recycling services franchise agreement in June 2022. The FY 2024 total waste management franchise revenue is estimated to be \$68 million, and 1% of this revenue, or \$650,000, will contribute to Measure D Augmentation in FY 2024. An approximate 3% annual increase is reflected in FY 2025 at \$674,050 and continues in the out years. The Integrated Waste Management Fee will offset the losses in the Fund.

The FY 2024 budget includes the reclassification of one FTE Senior Sustainability Specialist, which is recommended to be 100% supported by the Measure D Fund, to better reflect true workload (the position was previously 50% supported by Measure D Recycling and 50% supported by Water and Wastewater Operating Funds).

SPECIAL REVENUE FUND - OVERVIEW & FORECAST

Forecast

Recycling Funds 230/231/232

	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Proposed	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected	FY 2029 Projected
Beginning Working Capital*	\$ 4,610,337	\$ 5,554,959	\$ 6,001,926	\$ 5,926,090	\$ 6,165,735	\$ 6,209,667	\$ 6,245,179	\$ 6,268,724
Program Revenues								
Measure D Funds	473,384	359,612	425,000	425,000	420,000	420,000	400,000	400,000
CalRecycle	1,064,422	376,618	21,860	40,000	40,000	40,000	40,000	40,000
Used Oil Grant	21,130	24,385	24,385	31,137	31,137	35,185	35,185	35,185
Interest	(87,113)	55,215	4,000	4,000	4,020	4,040	4,060	4,081
Donations (student contest)	—	—	—	—	—	—	—	—
Measure D Augmentation	555,984	621,942	650,000	674,050	694,272	715,100	758,006	780,746
WMAC Special Assessment Delinq	14,507	13,391	93,069	10,000	10,000	10,000	10,000	10,000
Street Impact Fee	—	—	—	—	—	—	—	—
Total Revenues	2,042,314	1,451,163	1,218,314	1,184,187	1,199,429	1,224,325	1,247,251	1,270,012
Expenditures								
Personnel	462,112	582,346	445,783	833,370	752,000	778,000	805,000	832,000
Non-Personnel	572,863	305,777	329,186	335,634	334,255	339,637	345,485	347,285
Transfers Out	62,717	116,073	519,181	(224,462)	69,242	71,176	73,221	75,275
Total Expenditures	1,097,692	1,004,196	1,294,150	944,542	1,155,497	1,188,813	1,223,706	1,254,560
Annual Surplus/(Shortfall)	944,622	446,967	(75,836)	239,645	43,932	35,512	23,545	15,452
Ending Working Capital*	5,554,959	6,001,926	5,926,090	6,165,735	6,209,667	6,245,179	6,268,724	6,284,176

*projected ending working capital on budget basis.

Assumptions

- Integrated Waste Management (Measure D Augmentation) revenue assumed to be approximately \$674,000 in FY 2025, which is 1% of the estimated \$67M Waste Management Franchise Fee revenue after a 3.73% increase effective March 1, 2024, per the Franchise Agreement with Waste Management of Alameda County approved in June 2022. An annual 3% increase is assumed in the out years.

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 46 buildings and facilities totaling approximately 750,000 square feet of maintenance responsibility. 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, locksmith services, managing underground storage tanks and proactively implementing energy conservation opportunities to align with the City's Strategic Roadmap Priorities. 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

Similar to FY 2024, Facilities operations in FY 2025 will continue to focus on overall deferred maintenance and facility improvement projects. Continuing work that began in FY 2022, the Facilities Division continues work on numerous facility improvement projects funded through the American Rescue Plan Act (ARPA). Prior to FY 2022, due to budgetary constraints, many of these ARPA projects were in an "unfunded" status within the City's Capital Improvement Program, (CIP) once complete, their impact will have a positive long-term impact on Facilities operating fund as the scope of work will upgrade and replace aging building infrastructure that would have otherwise needed to be maintained by staff. All projects identified and funded through ARPA in Facilities CIP are moving forward within budget and will be completed as planned by the end of 2024.

After a substantial draw down on the account balance in the previous three years to support economic uncertainty brought on by the pandemic and post-pandemic environment that resulted in a negative working capital position at year end, Facilities rates will be increased in FY 2025 to support a return to traditional operations and maintenance schedules. Financial best practices require maintaining a prudent Facilities Operating 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 recent deferrals in the timely replacement of capital assets.

INTERNAL SERVICE FUNDS - OVERVIEW & FORECAST

Forecast

Facilities Management Operating Fund - Fund 725

	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Proposed	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected	FY 2029 Projected
Beginning Working Capital*	\$ 217,649	\$ 185,510	\$ (383,382)	\$ (92,368)	\$ 601,092	\$ 729,796	\$ 839,309	\$ 928,131
Revenue								
Operational Service Rate*	4,086,156	4,477,633	5,283,607	5,806,296	5,877,484	6,053,809	6,235,423	6,422,486
Rental Fees	30,674	40,050	36,104	36,104	37,187	38,303	39,452	40,635
Other Revenue	167,416	173,266	178,803	179,438	192,195	197,961	203,900	210,017
GF Transfer In	424,863	223,961	321,132	—	—	—	—	—
Total Revenues	\$4,709,109	\$4,914,910	\$5,819,646	\$6,021,838	\$6,106,866	\$6,290,073	\$6,478,775	\$6,673,138
Expenditures								
Staffing	1,886,164	2,093,006	1,977,610	2,254,702	2,305,384	2,397,599	2,493,503	2,593,243
Maintenance	224,889	213,464	259,789	212,745	283,059	291,551	300,298	309,307
Utilities	822,851	1,244,300	1,250,000	932,256	1,133,527	1,167,533	1,202,559	1,238,636
Janitorial, Security, and Alarm Services	681,268	760,683	1,265,033	730,680	1,424,272	1,467,000	1,511,010	1,556,340
Supplies and Services	925,196	942,614	541,453	923,921	578,779	596,142	614,026	632,447
ISF: Fleet and Tech Services	99,352	118,483	138,095	142,900	146,505	150,900	155,427	160,090
Debt Service	—	—	—	—	—	—	—	—
Capital Expenditures	—	—	—	—	—	—	—	—
Transfer to Facilities CIP	—	—	—	—	—	—	—	—
Transfers Out	101,528	111,252	96,652	131,174	106,636	109,835	113,130	116,524
Total Expenditures	\$4,741,248	\$5,483,802	\$5,528,632	\$5,328,378	\$5,978,162	\$6,180,560	\$6,389,953	\$6,606,587
Annual Surplus/(Shortfall)	(32,139)	(568,892)	291,014	693,460	128,704	109,513	88,822	66,551
Ending Working Capital*	\$ 185,510	\$ (383,382)	\$ (92,368)	\$ 601,092	\$ 729,796	\$ 839,309	\$ 928,131	\$ 994,682

*projected ending working capital on budget basis.

Assumptions

- Revenue growth rate -

- Service Rates – This fund’s account balance was drawn down in FY 2021, 2022, and 2023 to fund operations effectively depleting the existing reserve balance, leaving the fund in a negative working capital position at years’ end. In order to resume traditional maintenance operations and preventative maintenance schedules to the pre-pandemic level and end the fiscal year with a positive working capital balance, an 8% percent growth rate is applied to the FY 2025 operational service rate – the rate charged to other City departments is based on the costs for operation, maintenance, repair and component replacement of City facilities. Rate increases of 3% are projected for FY 2026 through FY 2028. Future year’s charge rates will need to be increased to maintain a recommended reserve fund balance of 10% of total expenses as a risk management tool to hedge against large unanticipated building repairs, urgent maintenance issues or other unanticipated expenses.

- Expense growth rate -

- Staffing – A 4% annual growth rate is applied to forecasted budgets for staffing.
- General Expenses - A 3% average growth rate is applied to forecasted budgets for maintenance, supplies, services, and self-insurance charges.
- Utilities – Due to increase in rates and usage (\$167,806).
- Security – Enhanced scope of services at City Hall, Cinema Place, 21st Century Library and Weekes Branch. Facilities Internal Service Rates will

INTERNAL SERVICE FUNDS - OVERVIEW & FORECAST

reflect a direct charge back to the Library Department for these services (\$260,108).

- Citywide Generator Services – To support a more robust generator maintenance program – complete fuel polishing and load-bank testing (\$42,070).

Fund Balance –

- Staff continue to budget conservatively; the Facilities operating fund regularly operates while maintaining a minimum fund balance. To remain consistent with the City’s accounting practices, Facilities Management’s long-term financial forecast includes creating a minimum of 10% fund balance vs. annual operating expense to allow for ample reserve balance for unexpected repairs and replacements and mitigate current and future risks.

INTERNAL SERVICE FUNDS - OVERVIEW & FORECAST

FLEET MANAGEMENT OPERATIONS FUND

The Maintenance Services Department manages the City's fleet, and provides for the operation, maintenance, repair, acquisition, and disposal of the City's estimated 500 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 City departments, based on historical operation, maintenance, repair, and overall administrative costs.

Vehicle and equipment replacements and purchases are funded in the City's 10-year Capital Improvement Plan Budget. The useful life of these fleet units is maximized and managed through use of 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 the end of its useful life and is disposed of, carbon emissions are a key consideration in the selection of its replacement. Management is working to invest in green hybrid and EV units where possible, within current replacement cycles, budget parameters, and department operational needs. In future years, Fleet replacement resources will need a modest annual increase to support the transition to EV when compared to budget estimates for traditional gasoline vehicles. This is in alignment with The City's Strategic Roadmap "Confront Climate Crisis & Champion Environmental Justice"

After a successful Hybrid Patrol Pilot Program in FY 2021, Fleet Management and the Hayward Police Department standardized the specifications for patrol cars for HPD as hybrid powered. As a result, Fleet Management procures hybrids where and when available in the market. Hybrid vehicles are expected to reduce fuel consumption and maintenance costs in the future.

Analysis

Similar to FY 2024, limited production, timely delivery, and escalated acquisition costs of new fleet vehicles continue to plague the marketplace nationwide. While there are lengthy delays for all types of vehicle production, larger and more complex vehicles have been the most severely impacted. Front-line fire apparatus that were deliverable within 1-year prior to the pandemic are now estimated to be completed approximately 4-5-years from purchase date. Similarly, production delays and vehicle unavailability in the hybrid and electric vehicle market is impacting the City's EV transition goals. Furthermore, new vehicle acquisition costs have escalated substantially over the past 24-36 months. Considering the delays in the delivery of new vehicles, staff is especially focused and will continue to work diligently to complete preventative maintenance on existing fleet vehicles to extend their useful life and minimize costly repairs.

Compared with the prior FY 2023, FY 2024 saw 3-5% increase in utility costs, 10-20% increase in parts/ material costs, and overall inflation rates of roughly 5-10%. These escalating costs have been especially impactful when coupled with changes in our insurance coverage which has resulted in the fund absorbing a number of sizable repairs caused by vehicle accidents that would have otherwise been covered within our insurance deductible.

After a substantial draw down on the fund balance in the previous three fiscal years to support economic uncertainty brought on by the pandemic and post-pandemic environment, which resulted in a negative working capital position at year end, Fleet rates will be increased in FY 2025 to support a return to traditional operations and preventative maintenance schedules. Financial best practices require maintaining a prudent Fleet

INTERNAL SERVICE FUNDS - OVERVIEW & FORECAST

Operating Fund balance. For the Fleet Operating Fund, the fund balance is maintained as a risk management tool to account for unanticipated fluctuations in fuel and commodities. Additionally, the ongoing supply chain and production issues continue to impact costs associated with vehicles, equipment, parts, and maintenance.

Forecast

Fleet Management Operating Fund - Fund 735

	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Proposed	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected	FY 2029 Projected
Beginning Working Capital*	\$ 728,462	\$ 203,732	\$ (658,257)	\$ (389,061)	\$ (104,505)	\$ 174,384	\$ 477,379	\$ 776,673
Program Revenue								
Operational Service Rate	3,530,105	4,025,000	4,553,900	4,736,056	4,878,138	5,024,482	5,124,971	5,227,471
Other Revenues	99,510	19,208	605,000	5,000	5,000	5,000	5,000	5,000
Transfers In	—	—	—	—	—	—	—	—
Gain and Loss	—	—	—	—	—	—	—	—
Total Revenue/Resources	3,629,615	4,044,208	5,158,900	4,741,056	4,883,138	5,029,482	5,129,971	5,232,471
Expenditures								
Staffing/Temp Staffing	1,775,356	1,929,678	1,749,824	1,960,895	1,890,995	1,966,635	2,045,300	2,127,112
Fuel	1,137,615	1,335,085	1,525,000	1,025,000	1,333,650	1,360,323	1,373,926	1,387,665
Maintenance, Repair, and Other Op Costs	682,890	897,346	834,124	726,670	823,140	839,603	847,999	856,479
Debt Service (GF Vehicle Loan Purchase)	242,259	242,211	243,819	147,593	—	—	—	—
Accidents	137,799	113,922	149,080	156,534	159,665	162,858	166,115	169,437
ISF Facilities & Tech Svcs	142,595	227,203	254,922	261,849	262,570	262,570	262,570	262,570
Capital Expenditures	—	15,434	—	—	—	—	—	—
Trsfr: GF Cost Allocation, Self-Insur; Other Funds	85,323	104,217	132,935	177,959	134,230	134,498	134,767	135,037
Total Expenditures	\$ 4,154,345	\$ 4,906,197	\$ 4,889,704	\$ 4,456,500	\$ 4,604,249	\$ 4,726,487	\$ 4,830,677	\$ 4,938,300
Annual Surplus/(Shortfall)	(524,730)	(861,989)	269,196	284,556	278,889	302,995	299,294	294,171
Ending Working Capital*	\$ 203,732	\$ (658,257)	\$ (389,061)	\$ (104,505)	\$ 174,384	\$ 477,379	\$ 776,673	\$ 1,070,844

*projected ending working capital on budget basis.

Future Year Assumptions

Revenue growth rate –

Service Rates – This fund’s account balance was drawn down in FY 2021, 2022, and 2023 to fund operations effectively depleting existing reserve balance, leaving the fund in a negative working capital position at years’ end. In order to resume traditional maintenance operations and preventative maintenance schedules to the pre-pandemic level, FY 2020 rates need to be restored and were applied to the FY 2025 operational service rate – the rate charged to other City departments is based on the costs for operation, maintenance, repair, and replacement of City fleet vehicles and equipment. To provide budget stability to both this fund and other City departments, a 2-3% increase is built in for FY 2026 – 2029. Future year’s charge rates will need to be increased to maintain a recommended reserve fund balance of 10% of total expenses as a risk management tool to hedge against unanticipated fuel price increases or other unanticipated expenses.

INTERNAL SERVICE FUNDS - OVERVIEW & FORECAST

Expense growth rate –

- Staffing – A 4% annual growth rate is applied to forecasted budgets for FY 2026 – 2029 for staffing.
- General Expenses – A 3% average growth rate is applied to forecasted budgets for FY 2026 – 2029 for maintenance, supplies, services, and self-insurance charges.
- Fuel Increase- A 3% average growth rate is applied to forecasted budgets FY 2026 – 2029, assuming global market security in the energy sector and giving consideration to more vehicles being transitioned to electric.
- Accidents- A change in the City’s risk liability insurance deductible.

Fund Balance –

Staff continue to budget conservatively; the fleet operating fund regularly operates while maintaining a minimum fund balance. To remain consistent with the City’s accounting practices, Fleet’s long-term financial forecast includes creating a minimum of 10% fund balance vs. annual operating expense to allow for ample reserve balance for unexpected repairs and replacements and mitigate current and future risks.

Debt Service

Two vehicle loans remain, as outlined below.

Lease Obligation	Fiscal Year of Issue	Fiscal Year of Maturity	Interest Rate	Authorized and Issued	Total Debt as of 6/30/2024	FY 2025 Principal & Interest
2014 - Fire	FY2014	FY2024	3.05%	\$824,000		\$96,226
2015 - Fire	FY2015	FY2025	2.92%	<u>\$1,272,000</u>		<u>\$147,594</u>
Total				\$2,096,000	\$391,413	\$243,820

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 provides for the support and maintenance of over 100 applications, the citywide Enterprise Resource Planning (ERP) system, Microsoft Applications, 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 and FY2022 budget uncertainty associated with the COVID-19 pandemic, funding to support long-term capital asset replacement were reduced and could not be completed. The capital assets have past the end of useful life and can no longer be deferred.

For FY 2025, information technology maintenance and operations charges to departments were increased by 5%.

Information Technology Fund 730

	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Proposed	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected	FY 2029 Projected
Beginning Working Capital*	\$ 3,230,368	\$ 2,703,041	\$ 1,596,429	\$ 507,300	\$ 68,531	\$ 30,146	\$ 42,238	\$ 269,203
Program Revenues								
Information Technology Fee	\$ 7,200,341	\$ 7,410,839	\$ 8,771,798	\$ 9,578,591	\$ 9,034,952	\$ 9,306,000	\$ 9,585,181	\$ 9,872,736
Technology Capital Fee	850,989	855,000	810,000	810,420	600,000	600,000	600,000	600,000
PEG Revenue	246,632	238,297	200,000	220,000	200,000	200,000	200,000	200,000
Other Revenue	39,405	23,805	19,837	32,000	18,000	18,000	180,000	18,000
Fund Interest	(100,077)	51,153	18,219	6,000	6,000	6,000	6,000	6,000
Transfers In	—	52,231	—	—	—	—	—	—
Total Revenues	\$ 8,237,290	\$ 8,631,325	\$ 9,819,854	\$ 10,647,011	\$ 9,858,952	\$ 10,130,000	\$ 10,571,181	\$ 10,696,736
Expenditures								
Personnel	4,294,480	4,310,631	4,985,809	4,980,854	4,409,794	4,497,989	4,587,949	4,679,708
Non-Personnel	3,400,462	4,046,790	4,693,949	4,985,118	4,412,543	4,544,919	4,681,267	4,821,705
Transfers Out	1,069,675	1,380,516	1,229,225	1,119,808	1,075,000	1,075,000	1,075,000	1,125,000
Total Expenditures	\$ 8,764,617	\$ 9,737,937	\$ 10,908,983	\$ 11,085,780	\$ 9,897,337	\$ 10,117,908	\$ 10,344,216	\$ 10,626,413
Annual Surplus/(Shortfall)	(527,327)	(1,106,612)	(1,089,129)	(438,769)	(38,385)	12,092	226,965	70,323
Ending Working Capital*	\$ 2,703,041	\$ 1,596,429	\$ 507,300	\$ 68,531	\$ 30,146	\$ 42,238	\$ 269,203	\$ 339,526

*projected ending working capital on budget basis.

INTERNAL SERVICE FUNDS - OVERVIEW & FORECAST

Assumptions

In FY 2025 software Maintenance and Subscriptions increase at an average of 5-10% 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 5% are projected for FY 2025 and leveling out at 3% for FY2026 through FY 2030.

A 2% annual growth rate is applied to forecasted budgets for staffing.

A 5% 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 2025 the projected total charges are \$10,389,011 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, subscriptions, 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, Granicus, GovQA, and Energov
- m. Audio visual equipment in council chamber and city conference rooms

INTERNAL SERVICE FUNDS - OVERVIEW & FORECAST

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 \$844,000 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?

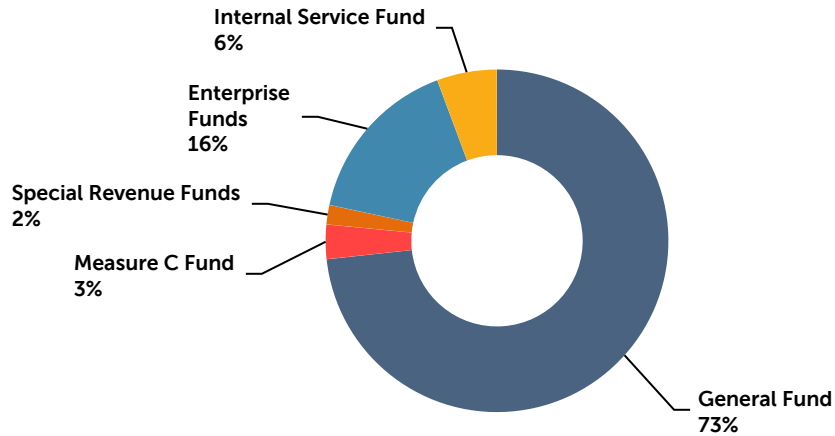
The cost of providing these services to each department is based on the number of employees in each department. Due to the specialized software requirements of the City's Public Safety Departments, ISF charges to the Police and Fire Departments have been further broken out from the core ISF charge. This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

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CITYWIDE STAFFING CHANGES SUMMARY

The proposed FY 2025 budget includes a total of 956.3 full time equivalent (FTE) positions. The majority of City staffing (73% or 700.87 FTE) is funded in the General Fund, with the remaining 27% spread out in the Measure C Fund, Special Revenues Funds, Enterprise Fund, and Internal Service Funds.



Compared to proposed FY 2025 budget, total staff has increased by 18.5 budgeted FTE positions over the adopted FY 2024 Operating Budget. The increase is the result of positions added in the General Fund, Enterprise Funds, and changes in the Internal Service Funds. Additional details on adopted position changes are detailed in this section, and reflect the change in business needs within the organization.

Total FTE by Funding Type

Fund Type	FY 2024 Adopted	FY 2025 Proposed	change
General Fund	686.1	700.9	14.8
Measure C Fund	31.0	31.0	0.0
Special Revenue Funds	16.79	17.5	0.7
Enterprise Funds	150.8	152.8	2.0
Internal Service Funds	53.2	54.2	1.0
Citywide Total	937.8	956.3	18.5

CITYWIDE STAFFING SUMMARY BY DEPARTMENT - GENERAL FUND

	FY 2022 Adopted	FY 2023 Adopted	FY 2024 Adopted	FY 2025 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	5.00
City Manager Department	16.28	17.38	17.46	18.28
Development Services Department	50.00	50.00	51.00	50.00
Finance Department	23.20	24.20	24.20	24.20
Fire Department	146.50	146.50	146.50	157.50
Human Resources Department	8.80	11.80	11.80	12.80
Library Department	37.80	38.30	38.30	38.30
Maintenance Services Department	23.89	24.39	26.19	26.69
Police Department	312.50	312.50	313.50	313.50
Public Works & Utilities	35.35	35.60	39.60	41.60
	671.82	678.17	686.05	700.87

CITYWIDE STAFFING SUMMARY - BY FUND

	FY 2022 Adopted	FY 2023 Adopted	FY 2024 Adopted	FY 2025 Proposed
General Fund				
100 General Fund ¹	671.82	678.17	686.05	700.87
101 Measure C Fund	23.00	23.00	31.00	31.00
Special Revenue Funds				
214 Measure BB - Paratransit ²	0.00	0.00	0.00	1.15
217 Measure B - Paratransit Fund ³	2.61	1.85	2.05	0.05
220 Federal Grant Fund ⁴	0.25	0.25	2.50	2.85
225 Community Dev Block Grant Fund ⁵	1.58	2.22	2.22	1.65
230 Recycling Fund ⁶	0.00	0.00	0.45	0.70
232 Measure D Fund ⁷	2.25	2.15	2.15	3.65
245 Housing Authority Fund ⁸	0.45	0.45	0.45	0.65
246 Affordable Housing Fund	0.55	0.55	0.20	0.20
266- 281 LLD #1 - #13 and Maint Dist #1 and #2	0.00	0.00	0.00	0.00
285 Inclusionary Housing Fund ⁹	1.70	1.70	1.70	1.40
286 Rental Housing Program Fund ¹⁰	2.78	2.78	3.50	3.60
288 Local Housing Trust Program	0.00	0.00	0.15	0.15
295 South Hayward BART JPA Fund	0.00	0.00	0.00	0.00
815 Redevelopment Successor Agency	1.40	1.42	1.42	1.42
	13.57	13.37	16.79	17.47
Enterprise Funds				
605 Water Operating Fund ¹¹	61.61	57.61	59.91	62.16
610 Wastewater Operating Fund ¹²	61.85	65.65	66.35	66.60
615 Stormwater Operating Fund ¹³	13.39	12.79	11.99	11.49
620 Airport Operating Fund	11.60	11.70	11.70	11.70
630 Recycled Water Fund	0.00	0.00	0.80	0.80
	149.25	148.60	150.80	152.80
Internal Service Funds				
705 Workers' Compensation Fund	4.20	5.20	5.20	5.20
710 General Liability Insurance Fund	4.00	4.00	4.00	4.00
725 Facilities Management Fund ¹⁴	10.43	10.43	10.43	11.43
730 Information Technology Fund	23.00	23.00	23.00	23.00
735 Fleet Management	10.53	10.53	10.53	10.53
	52.16	53.16	53.16	54.16
	909.80	916.30	937.80	956.30

CITYWIDE STAFFING SUMMARY - BY FUND

Staffing Changes:

1. Addition of 14.82 FTE in General Fund
2. Addition of 1.15 in Measure BB Paratransit
3. Decrease of 2.0 FTE in Measure B Paratransit Fund
4. Addition of 0.35 FTE in Federal Grant Fund
5. Decrease of 0.57 in Community Development Block Grant Fund
6. Addition of 0.25 FTE in Recycled Fund
7. Addition of 1.5 FTE in Measure D Fund
8. Addition of 0.20 FTE in Housing Authority Fund
9. Decrease of 0.30 FTE in Inclusionary Housing Fund
10. Addition of 0.10 FTE in Rent Review Fund
11. Addition of 2.25 FTE in Water Operating Fund
12. Addition of 0.25 FTE in Waste Water Operating Fund
13. Deletion of 0.50 FTE in Stormwater Operating Fund
14. Increase of 1.0 FTE in Facilities Management Fund

CITYWIDE STAFFING SUMMARY - BY DEPARTMENT - ALL FUNDS

	FY 2022 Adopted	FY 2023 Adopted	FY 2024 Adopted	FY 2025 Proposed
Mayor & City Council	7.00	7.00	7.00	7.00
City Attorney's Office	10.00	10.00	10.00	10.00
City Clerk's Office ¹	4.50	4.50	4.50	5.00
City Manager's Office	31.00	32.00	27.00	27.00
Development Services Department ²	50.00	50.00	57.00	56.00
Finance Department	33.50	34.50	34.50	34.50
Fire Department ³	146.50	146.50	146.50	157.50
Human Resources Department ⁴	13.00	17.00	17.00	19.00
Information Technology Department	20.00	20.00	20.00	20.00
Library Department	37.80	38.30	40.80	40.80
Maintenance Services Department ⁵	69.00	69.00	72.00	73.00
Police Department	326.50	326.50	333.50	333.50
Public Works & Utilities Department ⁶	161.00	161.00	168.00	173.00
	909.80	916.30	937.80	956.30
Change from previous fiscal year	36.00	6.50	21.50	18.50

Staffing Changes From FY 2024 to 2025:

1. Addition of 0.5 FTE in City Clerk's Office
2. Reduction of 1.0 in Development Services Department
3. Addition of 11.0 FTE in Fire Department
4. Addition of 2.0 FTE In Human Resources
5. Addition of 1.0 FTE in Maintenance Services Department
6. Additional of 5.0 FTE in Public Works & Utilities Department

	FY 2022 Adopted	FY 2023 Adopted	FY 2024 Adopted	FY 2025 Proposed
MAYOR & CITY COUNCIL				
City Councilmembers	6	6	6	6
Mayor	1	1	1	1
	7	7	7	7
CITY ATTORNEY'S OFFICE				
Asst City Attorney/Deputy City Attorney I/II	5	5	5	5
City Attorney	1	1	1	1
Legal Secretary I/II	0	0	0	0
Paralegal	2	1	1	1
Senior Assistant City Attorney	1	1	1	1
Senior Paralegal	1	2	2	2
	10	10	10	10
CITY CLERK'S OFFICE				
Administrative Clerk I/II	0.5	0.5	0.5	1
City Clerk	1	1	1	1
Deputy City Clerk	1	1	1	1
Senior Secretary	2	2	2	2
	4.5	4.5	4.5	5

	FY 2022 Adopted	FY 2023 Adopted	FY 2024 Adopted	FY 2025 Proposed
CITY MANAGER'S OFFICE				
Administrative Clerk I/II	1	0	0	0
Administrative Secretary	1	1	1	1
Assistant City Manager	2	2	2	2
Assistant to the City Manager	0	0	1	1
Audio Video Specialist	1	2	2	2
Chief Economic Development Officer	0	0	1	1
City Manager	1	1	1	1
Community & Media Relations Officer	1	1	1	1
Community Programs Specialist	3	3	3	3
Community Services Manager	1	1	1	1
Deputy City Manager	0	0	0	0
Digital Applications Designer	1	1	1	1
Economic Development Manager	1	1	0	0
Economic Development Specialist	2	2	2	2
Equity & Inclusion Officer	0	0	1	1
Executive Assistant	2	2	2	2
Graphics & Media Relations Technician	1	1	1	1
Housing Development Specialist	1	1	0	0
Housing Manager	1	1	0	0
Management Analyst I/II	6	7	4	4
Management Fellow	1	1	1	1
Real Property Asset Manager	1	1	1	1
Secretary	0	0	0	0
Senior Secretary	2	3	1	1
Video Assistant	1	0	0	0
	31	32	27	27

	FY 2022 Adopted	FY 2023 Adopted	FY 2024 Adopted	FY 2025 Proposed
DEVELOPMENT SERVICES DEPARTMENT				
Administrative Clerk I/II	4	3	3	2
Administrative Secretary	1	1	1	1
Assistant Civil Engineer	1	1	1	1
Assistant Planner	2	2	2	2
Associate Planner	2	2	2	2
Building Inspector	3	3	4	4
City Building Official	1	1	1	1
Code Enforcement Inspector I/II	7	7	7	6
Code Enforcement Manager	1	1	1	1
Community Programs Specialist	0	0	1	1
Deputy Director of Development Services	1	1	1	1
Development Review Engineer	0	0	0	0
Development Review Specialist	0	0	0	0
Director of Development Services	0	0	1	1
Housing Development Specialist	0	0	1	1
Landscape Architect	1	1	2	2
Management Analyst I/II	2	2	3	3
Management Fellow	0	0	0	0
Permit Technician	3	3	3	4
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	3	3	3
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	2	2	2	2
Senior Secretary	2	2	3	3
Supervising Building Inspector	1	1	1	1
Supervising Plan Checker & Expediter	1	1	1	1
Supervising Permit Technician	1	1	1	1
	50	50	57	56

	FY 2022 Adopted	FY 2023 Adopted	FY 2024 Adopted	FY 2025 Proposed
FINANCE DEPARTMENT				
Account Clerk	0.5	0.5	0.5	0.5
Accountant	2	3	3	3
Accounting Manager	1	1	1	1
Administrative Secretary	1	1	1	1
Budget Officer	1	1	1	1
Customer Account Clerk	6	6	6	6
Data Systems Operator	0	0	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	1	1	1
Finance Technician	3	3	3	3
Mail & Purchasing Clerk	1	1	1	1
Mail & Revenue Clerk	1	1	1	1
Management Analyst II	1	1	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 Customer Account Clerk	5	5	5	5
Supervising Customer Account Clerk	1	0	0	0
	33.5	34.5	34.5	34.5

	FY 2022 Adopted	FY 2023 Adopted	FY 2024 Adopted	FY 2025 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	36
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	36
Fire Chief	1	1	1	1
Fire Marshal (40 Hr)	1	1	1	1
Fire Prevention Inspector	2	2	2	2
Fire Prevention Plan Examiner	0	0	0	1
Fire Protection Engineer	1	1	1	0
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)	49	49	49	52
Hazardous Materials Investigator	3	3	3	3
Hazardous Materials Program Coordinator	1	1	1	1
Hazardous Materials Sustainability Technician	0	0	0	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 Fire Protection Engineer	0	0	0	1
Senior Permit Technician	1	1	1	1
Senior Secretary	1	1	1	1
Staff Fire Captain	4	4	4	4
	146.5	146.5	146.5	157.5

	FY 2022 Adopted	FY 2023 Adopted	FY 2024 Adopted	FY 2025 Proposed
HUMAN RESOURCES DEPARTMENT				
Administrative Intern	1	1	1	0
Deputy Director of Human Resources	0	1	1	1
Director of Human Resources	1	1	1	1
Human Resources Administrative Assistant	1	1	1	1
Human Resources Analyst I/II	5	5	5	7
Human Resources Manager	0	2	4	4
Human Resources Technician	4	4	4	5
Senior Human Resources Analyst	1	2	0	0
	13	17	17	19
INFORMATION TECHNOLOGY DEPARTMENT				
Administrative Secretary	1	1	0	0
Deputy Director of Information Technology	1	1	1	1
Director of Information Technology	1	1	1	1
Geographic Info Systems Coordinator	1	1	1	1
GIS Technician I/II	1	1	1	0
Information Systems Support Tech	1	1	1	1
Information Technology Manager	3	3	3	3
IT Analyst I/II	2	2	2	0
IT Technician I/II	4	4	4	4
Management Analyst I/II	0	0	1	1
Systems Analyst I/II	0	0	0	8
Programmer Analyst	4	4	4	0
Technology Solutions Analyst I/II	1	1	1	0
	20	20	20	20

	FY 2022 Adopted	FY 2023 Adopted	FY 2024 Adopted	FY 2025 Proposed
LIBRARY DEPARTMENT				
Administrative Secretary	1	1	1	1
Director of Library	1	1	1	1
Deputy Director of Library	0	0	1	1
Educational Services Manager	1	1	1	1
Lead Library Assistant	4	4	4.5	4.5
Lead Program Assistant	1	1	1	1
Librarian I	7.5	7.5	7.5	7.5
Librarian II	1	1	2	2
Library Assistant	8	8.5	8.5	8.5
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
Supervising Librarian I Program Assistant	3	3	2	2
	1	1	2	2
	37.8	38.3	40.8	40.8

	FY 2022 Adopted	FY 2023 Adopted	FY 2024 Adopted	FY 2025 Proposed
MAINTENANCE SERVICES DEPARTMENT				
Administrative Supervisor	1	1	1	1
Deputy Director of Maintenance Services	0	0	1	1
Director of Maintenance Services	1	1	1	1
Electrician I/II	1	1	1	1
Equipment Mechanic I/II	5	5	5	4
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	0	0	0
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
Facilities Leadworker	0	1	1	1
Facilities Supervisor	0	0	0	1
Fleet Maintenance Manager	1	1	1	1
Fleet Management Supervisor	0	0	0	1
Groundskeeper I/Laborer	15	15	16	16
Groundskeeper II	3	3	3	3
Groundskeeper III	1	0	0	0
HVAC Mechanic	1	1	1	1
Landscape Maintenance Manager	1	1	1	1
Landscape Maintenance Supervisor	0	1	1	1
Maintenance Leader	3	3	3	3
Maintenance Worker/Laborer	8	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	2	2	2	2
Senior Maintenance Leader	2	1	1	1
Senior Secretary	3	3	3	3
Streets Maintenance Manager	1	1	1	1
Streets Maintenance Supervisor	0	1	1	1
Sweeper Equipment Operator	6	6	6	6
Tree Trimmer	3	3	4	4
	69	69	72	73

	FY 2022 Adopted	FY 2023 Adopted	FY 2024 Adopted	FY 2025 Proposed
POLICE DEPARTMENT				
Administrative Secretary	3	3	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	25	25
Communications Supervisor	5	5	5	5
Community Service Officer	20	20	20	20
Counseling Supervisor	2	2	2	2
Crime & Intelligence Analyst	1	1	1	1
Crime Analyst Supervisor	1	0	0	0
Crime Prevention Specialist	2	2	2	2
Crime Scene Specialist	0	1	1	1
Crime Scene Technician	4	3	3	3
Deputy Police Chief	0	1	1	0
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	2	2	2	2
Management Analyst I/II	1	2	2	2
Operations Support Services Manager	1	1	0	0
Personnel Operations Specialist	1	1	1	1
Police Captain	3	2	3	4
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	1	1
Property Technician	4	4	4	4
Property/Evidence Administrator	1	1	0	0
Records & Property Administrator	0	0	1	1
Records Administrator	1	1	0	0
Records Supervisor	3	3	3	3
Reserve Officer Coordinator	0.5	0.5	0.5	0.5
Secretary	2	1	1	1
Senior Management Analyst	1	1	1	1
Senior Crime & Intelligence Analyst	0	1	1	1

	FY 2022 Adopted	FY 2023 Adopted	FY 2024 Adopted	FY 2025 Proposed
Shelter Operations Supervisor	2	2	2	2
Shelter Volunteer Coordinator	1	1	1	1
Youth & Family Services Administrator	1	1	1	1
Wellness Specialist	0	0	1	1
	326.5	326.5	333.5	333.5
PUBLIC WORKS - UTILITIES DEPARTMENT				
Administrative Intern	0.5	0.5	0.5	0.5
Administrative Secretary	2	1	1	1
Administrative Supervisor	0	1	1	1
Airport Business Supervisor	1	1	1	1
Airport Maintenance Worker	4	4	4	4
Airport Manager	1	1	1	1
Airport Operations Specialist	1	1	1	1
Airport Operations Supervisor	1	1	1	1
Assistant Director of Public Works - Utilities	1	1	1	1
Assoc Civil Engineer/Assist Civil Engineer	3	3	4	4
Assoc Transportation Planner	1	1	1	1
Assoc/Assist Civil Engineer	8	8	8	8
Assoc/Assist Transportation Engineer	1	1	1	2
Backflow/Cross Connection Tester	1	1	1	1
Chemist	1	1	1	1
Construction Inspector	5	5	5	5
Cross Connection Control Specialist	1	1	1	1
Customer Field Technician	0	2	2	2
Deputy Director of Public Works & Utilities	2	2	2	2
Development Review Specialist	1	1	1	1
Director of Public Works & Utilities	1	1	1	1
Electrician I/II	6	6	6	6
Engineering Technician	4	4	4	4
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	3	3	3	3
Operator in Training	2	3	3	3
Principal Civil Engineer	0	0	0	1
Principal Transportation Engineer	0	0	1	1
Principal Utilities Engineer	0	0	1	1
Secretary	3	3	3	3
Senior Airport Maintenance Worker	1	1	1	1
Senior Civil Engineer	2	2	3	3

	FY 2022 Adopted	FY 2023 Adopted	FY 2024 Adopted	FY 2025 Proposed
Senior Construction Inspector	2	2	2	2
Senior Development Review Specialist	0	0	1	1
Senior Management Analyst	2	2	2	2
Senior Secretary	6	6	6	6
Senior Sustainability Specialist	0	0	0	2
Senior Transportation Engineer	2	2	2	2
Senior Transportation Planner	0	0	1	1
Senior Utilities Engineer	3	3	3	3
Senior Utility Customer Service Leader	1	1	1	1
Senior Utility Leader	2	1	1	1
Senior Utility Leader - Sewer	1	1	1	1
Senior Utility Field Services Leader	0	1	1	1
Senior Water Pollution Source Control Inspector	1	1	1	1
Senior Water Resources Engineer	1	1	1	1
Senior Utilities O&M Leader	0	0	0	1
Solid Waste Program Manager	1	1	1	1
Storekeeper - Expediter	1	1	1	1
Supervising Construction Inspector	1	1	1	1
Survey Engineer	1	1	1	1
Surveyor	1	1	1	1
Senior/Sustainability Specialist	1	1	1	0
Technical Intern	0.5	0.5	0.5	0.5
Traffic Signal Technician	1	1	2	2
Transportation Manager	0	0	0	0
Utilities Customer Service Supervisor	0	0	0	1
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
Utility Leader	3	3	3	3
Utility Leader - Sewer	3	3	3	3
Utility Worker - Sewer/Laborer	5	5	5	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	0	0	0
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 Resource Manager	1	1	1	1

	FY 2022 Adopted	FY 2023 Adopted	FY 2024 Adopted	FY 2025 Proposed
Water Resource Planner	0	0	1	1
WPCF Lead Operator	6	6	6	6
WPCF Maintenance Supervisor	1	1	1	1
WPCF Operations & Maintenance Manager	1	1	0	0
WPCF Operations Supervisor	1	1	1	1
WPCF Operator	6	5	5	5
	161	161	168	173

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**FY 2025 STAFFING
7.0 FTE**

Mayor & City Council Department

Council Member At Large	Council Member At Large	Council Member At Large	Mayor	Council Member At Large	Council Member At Large	Council Member At Large
Angela Andrews	Ray Bonilla Jr.	Dan Goldstein	Mark Salinas	Julie Roche	George Syrop	Francisco Zermeño
Term Expires 2024	Term Expires 2024	Term Expires 2024	Term Expires 2026	Term Expires 2026	Term Expires 2026	Term Expires 2024

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 2024 KEY ACTIVITIES AND ACCOMPLISHMENTS

1. Provided legislative and policy direction for the City Manager in support of the community's priorities and Strategic Roadmap projects.
2. Continued to implement programs funded through Hayward's \$38 million allotment of American Rescue Plan Act (ARPA) funds, including year programs to support homeless reduction, rental assistance, and economic recovery initiatives.
3. Provided crucial community and organization leadership and stability during the cybersecurity emergency and end of the emergency declaration.
4. Adopted a resolution declaring a State of Emergency on Homelessness.
5. Worked collaboratively with the City's bargaining units and staff team to adopt Memorandums of Understanding with the Hayward Police Officers Association and the International Association of Firefighters, AFL-CIO, Local 1909.
6. Launched the Hayward Economic Development Corporation and purchased the lease for Cinema Place.
7. Provided \$2 million in state grant funding and \$250,000 in Measure C funding to St. Rose Hospital to support long-term sustainability.
8. Provided leadership and direction during the input process about the future use and revenue of a half-cent sales tax.
9. Established the Council Public Safety Committee.
10. Provided leadership to support Bay Area Community Services' opening of the St. Regis Retirement Center.
11. Received recommendations on the Russell City Reparative Justice Project.
12. Adopted an ordinance with new regulations and guidelines for sidewalk vending in the City including the establishment of a new permitting program for sidewalk vendors.
13. Amended the Hayward 2040 General Plan to Include the Updated Climate Action Plan, an Amended Hazards Element, and a New Environmental Justice Element.
14. Adopted Hayward Residential Design Study in January to streamline and support the development of housing.
15. Oversaw the swearing in of Hayward's 16th Chief of Police
16. Passed legislation making it unlawful to attend sideshows as a spectator.
17. Broke ground on Mission Paradise, a 76-unit apartment complex for low-income seniors, and Pimentel Place, a 57-unit apartment complex restricted to very-low and low-income households.

MAYOR & CITY COUNCIL DEPARTMENT

18. Awarded construction contracts for key public projects, including Phase I of the Stack Center and the Main Street Complete Street Project.
19. Accepted over \$16 million in grant funds, including \$6.2 million for Safe Routes and Active Transportation for Schools and Underserved Communities, \$3.2 for the Safe Streets and Roads program, and \$2 million for the Stack Center.
20. Approved key development projects throughout Hayward, including a new six-story, 30-unit mixed use project at B and Main Street, a new 10-unit tiny homes rental project at S. Hayward Parrish that will provide supportive housing for very-low income residents, a new 10-unit for-sale townhouse development for low-income homebuyers on A Street by Habitat for Humanity, and a new outdoor restaurant and beer garden for Arthur Mac's Big Snack in downtown Hayward.
21. Launched the first-time homebuyer program for employees.
22. Approved funding to completed Safe Routes for school infrastructure at Cesar Chavez and Safe Route for Seniors in downtown.
23. Participated in the 2024 Point-in-Time Count of sheltered and unsheltered people experiencing homelessness.
24. Celebrated the implementation of nine People's Budget projects, including the Night Market, Stack Fest, Sun Gallery Grand Opening, Teen Mental Health Camp, Cumbia Day of Bonanza, and Skate Fest.
25. Held a joint work session with the Hayward Area Recreation and Park District to discuss shared vision and priority projects.
26. Appointed a new Poet Laureate.
27. Completed the annual performance evaluations for Council-appointed officers.
28. Represented the City on regional committees and agencies.

Performance Objective

Receive updates and provide feedback and policy direction on the projects in the FY2024 adopted Strategic Roadmap at Council meetings and Council Subcommittee meetings.
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SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2025

1. Adjust the City Council discretionary funds per the Council handbook revisions made in November 2023.
2. Reinitiating membership in Conference of US Mayors.

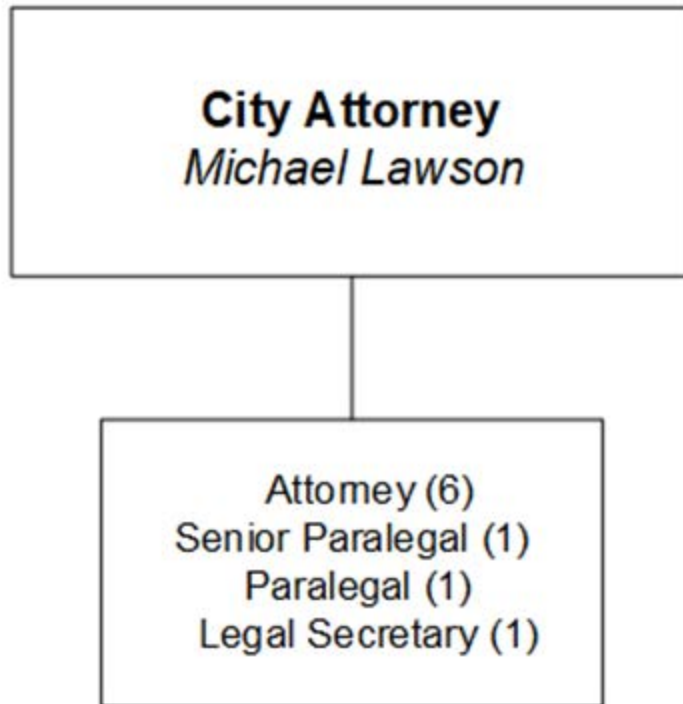
Mayor & City Council Department

General Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
None	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Salary				
Regular	253,500	200,063	199,301	335,700
Overtime	—	—	—	—
Benefits				
Fringe Benefits	47,930	61,179	37,787	78,560
Retiree Medical	10,780	11,081	11,214	11,212
PERS	63,818	56,097	33,080	67,909
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 376,028	\$ 328,420	\$ 281,382	\$ 493,381
Supplies & Services	41,691	61,980	52,867	79,117
Internal Service Fees	70,303	79,786	93,726	97,009
<i>Net Operating Expenses</i>	\$ 111,994	\$ 141,766	\$ 146,593	\$ 176,126
Total Expenditures	\$ 488,022	\$ 470,186	\$ 427,975	\$ 669,507
General Fund Subsidy	488,022	470,186	427,975	669,507

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 2024 ADDITIONAL ACCOMPLISHMENTS

1. Monitor and apprise Council and City staff of changes in State law regarding public meetings and conflicts interest - Achieved/Ongoing
2. Assist development of Rent Review legislative strategies and options - Achieved/Ongoing
3. Close all claims that do not convert to litigation within 36 months from fiscal year filing - Achieved/Ongoing
4. Resolved all litigation including claims for federal jurisdiction within 36 months from fiscal year filing - Achieved/Ongoing
5. Maintain annual ratio of 1:4 for claims paid, compared to claims filed- Achieved/Ongoing
6. Continue using CAO staff attorneys for all litigation cases except where specialized outside counsel is warranted - Achieved/Ongoing

CITY ATTORNEY DEPARTMENT

FY 2025 PERFORMANCE GOALS AND METRICS

1. Monitor and apprise Council and City staff of changes in State law regarding emergency and pandemic requirements for virtual, hybrid, and in-person meetings.
2. Close all claims that do not convert to litigation within 36 months from fiscal year filing.
3. Maintain annual ratio 1:4 for claims paid, compared to claims filed.
4. Resolve all litigation including claims for federal jurisdiction, within 36 months from fiscal year filing.
5. Resume the student internship program, during the summer and around the academic year.
6. Apprise Council and City staff on legal issues related to the Strategic Roadmap projects and priorities.
7. Advise and coordinate California Voting Rights Act council district conversion process/ litigation.

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2025

1. Increase in the City's insurance coverages and premium costs

City Attorney Department

All Funds Summary - By Category

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue and Transfers in from Other Funds				
General Fund Revenue	\$ —	\$ —	\$ —	\$ —
Risk Management Fund	5,639,164	7,524,533	7,319,319	9,293,904
Risk Management Fund Balance	1,522,831	2,037,707	30,646	62,992
	\$ 7,161,995	\$ 9,562,240	\$ 7,349,965	\$ 9,356,896
Fund Subsidy				
General Fund Subsidy	1,307,590	1,548,781	1,568,982	1,846,092
Total Revenues \$8,469,585 \$11,111,021 \$8,918,947 \$11,202,988				
EXPENDITURES				
Expenditures				
Salary				
Regular	1,501,094	1,623,472	1,653,925	1,901,050
Overtime	—	—	—	—
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	207,513	245,413	220,957	252,581
Retiree Medical	15,400	15,830	16,020	16,018
PERS	474,446	477,142	464,168	526,666
Furlough / COLA Deferral	—	—	—	—
Chrgs (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 2,198,453	\$ 2,361,857	\$ 2,355,070	\$ 2,696,315
Maintenance & Utilities	—	—	1,000	1,000
Supplies & Services	2,678,727	4,072,576	1,471,769	1,471,769
Internal Service Fees	130,947	124,028	145,549	150,713
Insurance Premium	3,442,657	4,536,947	4,930,000	6,867,847
<i>Net Operating Expense</i>	\$ 6,252,331	\$ 8,733,551	\$ 6,548,318	\$ 8,491,329
Transfers out to other funds	18,801	15,613	15,559	15,344
Total Expenditures \$8,469,585 \$11,111,021 \$8,918,947 \$11,202,988				

City Attorney Department

All Funds Summary - By Program

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue and Transfers in from Other Funds				
General Fund Revenue	\$ —	\$ —	\$ —	\$ —
Risk Management Fund	5,639,164	7,524,533	7,319,319	9,293,904
Risk Management Fund Balance	1,522,831	2,037,707	30,646	62,992
	\$ 7,161,995	\$ 9,562,240	\$ 7,349,965	\$ 9,356,896
Fund Subsidy				
General Fund Subsidy	1,307,590	1,548,781	1,568,982	1,846,092
Total Revenues	\$ 8,469,585	\$ 11,111,021	\$ 8,918,947	\$ 11,202,988
EXPENDITURES				
Expenditures and Transfer Out to Other Funds By Program				
General Fund	1,307,590	1,548,781	1,568,982	1,846,092
Risk Management Fund	7,161,995	9,562,240	7,349,965	9,356,896
Total Expenditures	\$ 8,469,585	\$ 11,111,021	\$ 8,918,947	\$ 11,202,988
Net Change	—	—	—	—

City Attorney Department

General Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Other Revenue	\$ —	\$ —	\$ —	\$ —
Rental Review Fees	—	—	—	—
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Salary				
Regular	828,773	988,684	999,228	1,192,482
Overtime	—	—	—	—
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	140,539	183,153	171,920	200,435
Retiree Medical	9,240	9,498	9,612	9,611
PERS	252,890	286,486	279,304	331,415
Furlough / COLA Deferral	—	—	—	—
Chrgs (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,231,442	\$ 1,467,821	\$ 1,460,064	\$ 1,733,943
Maintenance & Utilities	—	—	200	200
Supplies & Services	440	3,731	18,125	18,125
Internal Service Fees	75,708	77,229	90,593	93,824
Capital Outlay	—	—	—	—
<i>Net Operating Expense</i>	\$ 76,148	\$ 80,960	\$ 108,918	\$ 112,149
Total Expenditures	\$ 1,307,590	\$ 1,548,781	\$ 1,568,982	\$ 1,846,092
General Fund Subsidy	1,307,590	1,548,781	1,568,982	1,846,092

City Attorney Department

Risk Management - Internal Service Fund

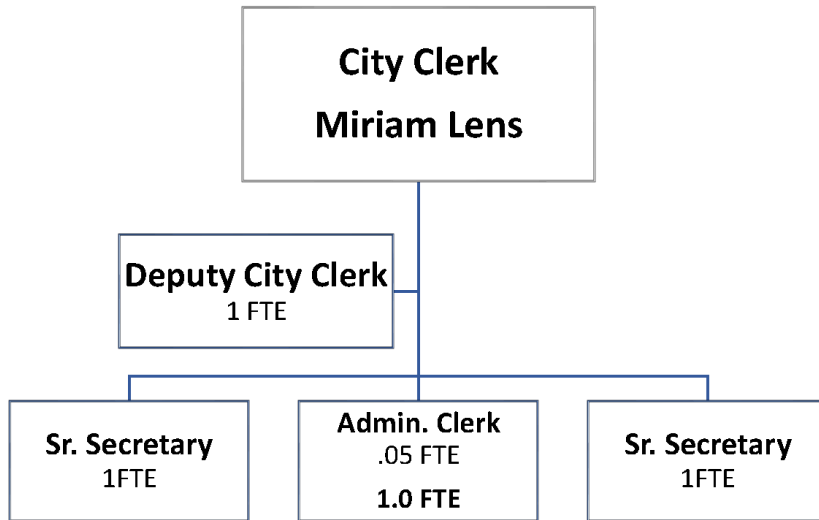
	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
Beginning Fund Balance	\$ 2,684,241	\$ 1,161,410	\$ (876,297)	\$ (906,943)
REVENUES				
Revenue				
Interest	(99,974)	35,234	—	—
Other Revenue	—	69,669	—	—
	\$ (99,974)	\$ 104,903	\$ —	\$ —
Transfer In				
Liability Insurance Premium	5,739,138	6,573,122	7,319,319	9,293,904
From General Fund	—	846,508	—	—
	\$ 5,739,138	\$ 7,419,630	\$ 7,319,319	\$ 9,293,904
Total Revenues	\$ 5,639,164	\$ 7,524,533	\$ 7,319,319	\$ 9,293,904
EXPENDITURES				
Expenditures				
Salary				
Regular	672,321	634,788	654,697	708,568
Overtime	—	—	—	—
Benefits				
Fringe Benefits	66,974	62,260	49,037	52,146
Retiree Medical	6,160	6,332	6,408	6,407
PERS	221,556	190,656	184,864	195,251
Furlough / COLA Deferral	—	—	—	—
Chrgs (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 967,011	\$ 894,036	\$ 895,006	\$ 962,372
Maintenance & Utilities	—	—	800	800
Supplies & Services	2,678,287	4,068,845	1,453,644	1,453,644
Internal Service Fees	55,239	46,799	54,956	56,889
Insurance	3,442,657	4,536,947	4,930,000	6,867,847
<i>Net Operating Expense</i>	\$ 6,176,183	\$ 8,652,591	\$ 6,439,400	\$ 8,379,180
Transfers out to other funds				
Transfer Out to Other	18,801	15,613	15,559	15,344
Transfer to General Fund - Cost Allocation	—	—	—	—
<i>Total Transfers Out</i>	\$ 18,801	\$ 15,613	\$ 15,559	\$ 15,344
Total Expenditures	\$ 7,161,995	\$ 9,562,240	\$ 7,349,965	\$ 9,356,896
Net Change	(1,522,831)	(2,037,707)	(30,646)	(62,992)
Ending Fund Balance	1,161,410	(876,297)	(906,943)	(969,935)

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**FY 2025 STAFFING
5.0 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) Maintaining and updating the Municipal Code and Council Handbook and other official documents on a continuing basis; 6) Supporting the business operations of Council; and 7) 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; 2) Performing duties as required under the Political Reform Act and regulations of the Fair Political Practices Commission; and 3) Reporting final results of certified elections and conduct swearing-in of newly elected officials.

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 3) Conducting recruitments for all Council's appointed bodies.

Public Service

The City Clerk's Office is responsible for: 1) Managing and administering the US Passport Acceptance Agency, authorized by the US Department of the State; 2) Providing California

CITY CLERK'S OFFICE

Notary Public service; 3) Recording, preserving, researching, and providing access to public records in compliance with the California Public Records Act; and 4) Issue Proof of Residency letters to foreign nationals living in Hayward.

PERFORMANCE GOALS AND METRICS

Performance Indicators	FY 2024 Target	FY 2024 Actual
% of California Public Records Act Requests closed within timeline of 10 days	90%	44%
% of positions filled on Council's appointed bodies of 28 anticipated vacancies	100%	100%
% of Council's appointed bodies in compliance with completing required Ethics and Harassment Prevention trainings	100%	98%
# of records added to City's online Document Center consisting of permanent records	Increase by 25%	On target
% of Contracts and Agreements processed with electronic signatures	Increase by 95%	Accomplished
Performance Objective	FY 2024 Target	FY 2024 Actual
Continue to implement and assess hybrid meeting options for Commissions, Committees and Task Forces.	Ongoing	Accomplished
Improve technology efficiency by utilizing modules of existing systems to streamline processes within the department and to assist with the collection of data.	Ongoing	Ongoing
Promote equity with recruitment for City's commissions and task forces by analyzing demographics data from applications, participating in diverse community events for recruitment opportunities, making language access available at public meetings and ensuring representation from every middle and high school for service on the Hayward Youth Commission.	Ongoing	Accomplished
Increase accessibility to City government by continuing to provide hybrid meeting opportunities to community members to foster civic engagement.	Ongoing	Complete
Continue to promote transparency by adding more publicly disclosable and permanent records to City website through the City's Online Document Center.	Ongoing	Complete

CITY CLERK'S OFFICE

Performance Indicators	FY 2025 Target
% of California Public Records Act Requests closed within timeline of 10 days	90%
% of positions filled on Council's appointed bodies of 28 anticipated vacancies	100%
% of Council's appointed bodies in compliance with completing required Ethics and Harassment Prevention trainings	100%
# of records added to City's online Document Center consisting of permanent records	Increase by 25%
% of Contracts and Agreements processed with electronic signatures	Increase by 95%
Performance Objectives	FY 2025 Target
Manage the November 2024 Municipal Election from pre-planning to certification of election results, including processing campaign disclosure documents and nomination forms.	November/December
Coordinate transition from at-large to district-based elections.	June 2025
Promote equity with recruitment for City's commissions and task forces by analyzing demographics data from applications, participating in diverse community events for recruitment opportunities, making language access available at public meetings and ensuring representation from every middle and high school for service on the Hayward Youth Commission.	Spring
Implement Phase II of the City's Public Records platform implementation.	June 2025
Implement AB1234 Ethics Training module and Boards and Commissions automated system to streamline processes.	June 2025

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2025

1. Increase 0.5 FTE to 1.0 FTE Admin Clerk II to help support Passport Program and increase capacity in services related to Public Records Act requests and Brown Act requirements, funded partially by Passport revenue.
2. Increase in estimated revenue from Passport Program.
3. Support Hayward Youth Commission and their initiatives.
4. Increase in supplies and services to support regular Council meetings.

City Clerk Department

General Fund

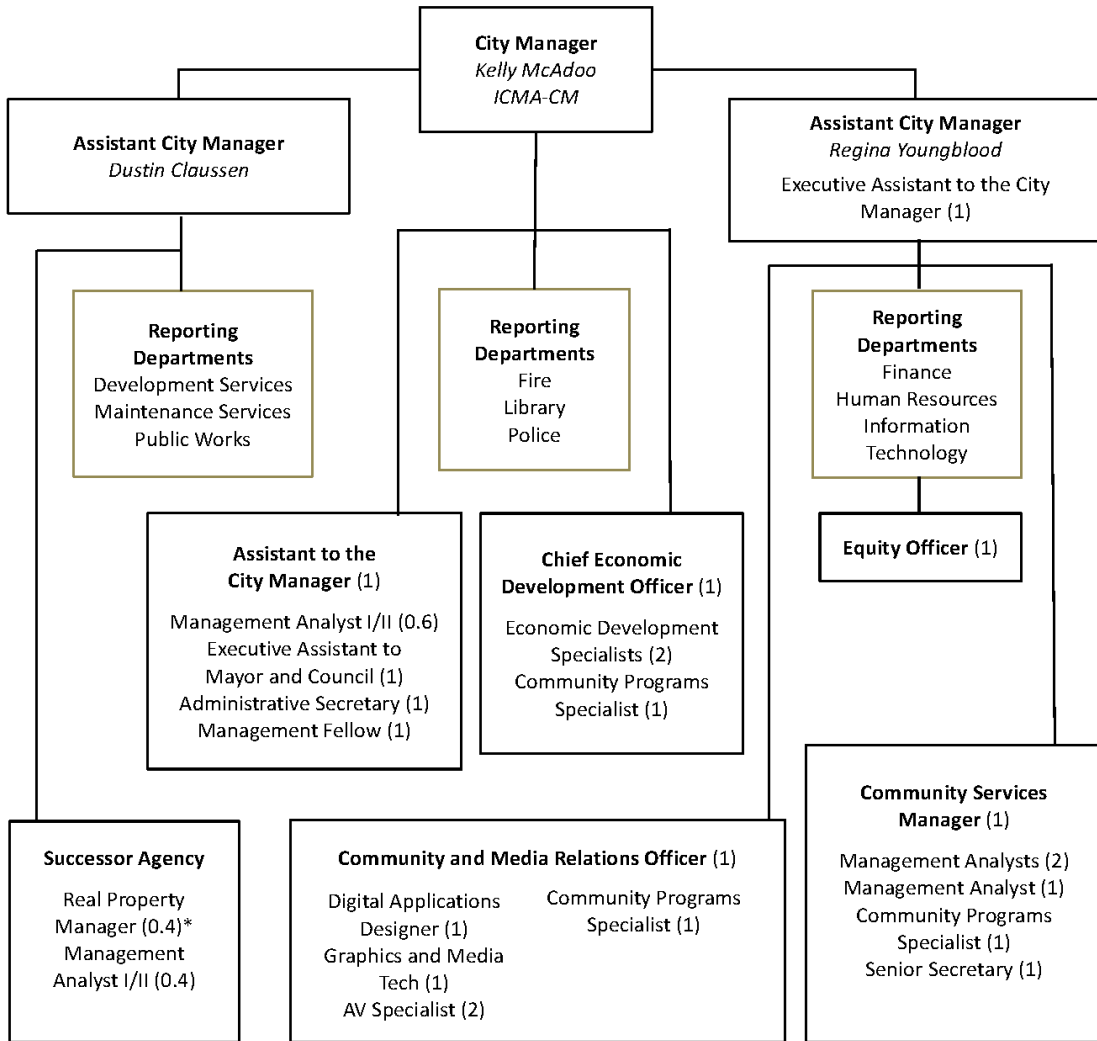
	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Sale of Documents - Passports	\$ —	\$ —	\$ 20,000	\$ 60,000
Other Revenue	—	25	—	—
Sale of Documents - General	—	—	—	—
Total Revenues	\$ —	\$ 25	\$ 20,000	\$ 60,000
EXPENDITURES				
Expenditures				
Salary				
Regular	445,677	446,012	491,874	567,890
Overtime	87	627	—	—
Targeted Savings	—	—	(59,859)	(46,400)
Benefits				
Fringe Benefits	72,938	92,186	133,807	127,272
Retiree Medical	6,930	7,124	7,209	7,208
PERS	123,140	122,776	133,253	157,074
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 648,772	\$ 668,725	\$ 706,284	\$ 813,044
Maintenance & Utilities	—	—	—	—
Supplies & Services	74,831	87,551	91,466	102,166
Election Expense	—	267,603	—	—
Internal Service Fees	130,751	90,143	100,579	104,330
<i>Net Operating Expense</i>	\$ 205,582	\$ 445,297	\$ 192,045	\$ 206,496
Total Expenditures	\$ 854,354	\$ 1,114,022	\$ 898,329	\$ 1,019,540
General Fund Subsidy	854,354	1,113,997	878,329	959,540

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**FY 2025 STAFFING
27.0 FTE**

Office of the City Manager



*Real Property Manager (1.0 FTE) – Allocated between City Manager’s Office and Public Works-Utilities Org

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. The City Manager is the Chief Executive Officer of the City and assures accountability of all departments except the City Attorney and the City Clerk.

DEPARTMENT OVERVIEW

In addition to being the Office of the City's Chief Executive Officer, the City Manager's Office oversees the Economic Development, Community Services, Community and Media Relations, and Equity Divisions as well as the Successor Agency to the Hayward Redevelopment Agency.

DIVISION/PROGRAM SUMMARIES

Administration

The Administration Division supports the City Manager and two Assistant City Managers to coordinate with City Departments to implement City Council priorities and manage constituent relations.

Community & Media Relations

The Community and Media Relations Division manages and supports delivery of public information and public engagement with residents and businesses, internal organizational communications, news media relations, public opinion research, creative media development, and streaming and broadcast of government meetings. In addition, the Division is responsible for neighborhood partnership programs and staging and producing community meetings and special events.

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 homelessness, and coordinates the Paratransit program to provide transportation for residents who are seniors and/ or have disabilities.

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.

CITY MANAGER'S OFFICE

Racial Equity Division

The Racial Equity Division in the City Manager's Office administers the City's equity, justice, diversity, and belonging programs, which includes the racial equity work with the Racial Equity Action Plan, Government Alliance for Race and Equity (GARE), and Language Equity Access Program. The Division oversees citywide equity training, application of the racial equity toolkit, strategic planning for equity priorities, equity analytics, and special projects.

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.

CITY MANAGER'S OFFICE

PERFORMANCE GOALS AND METRICS

Performance Indicators	FY 2024 Target	FY 2024 Actual
% of Council requests addressed within a target response time	95% within 72 hours	Staff Re-evaluating
Number of successful business concept plans and business openings for identified priority sites	4 concept plans, 4 openings	Target met
Number of people experiencing homelessness who are placed in permanent housing through Navigation Center or Homekey Project Reclamation	100	Target met
Number of staff engaged in equity trainings or projects	100	Target met
Performance Objective	FY 2024 Target	FY 2024 Actual
Break ground on the Stack Center and work with partners to design programming for the future Community Event Plaza	Groundbreaking by Sep	Groundbreaking completed Feb
Support development of St. Regis Behavioral Health Campus to provide health and housing services to people experiencing homelessness and mental health crises	Council update Fall 2023	Anticipate beginning of service provision by end of CY 2024 and end of construction Summer 2025
Complete remaining "Restaurant Relaunch" and façade program projects	Council update Spring 2024	Update provided to CEDC in Feb. Remaining projects to be completed end of CY 2024
Continue to roll out Downtown District Activation pilot program that includes performance art	Report on pilot in Spring 2024	Completed implementation summer of 2023
Design and implement the ARPA Tuition Assistance program with Cal State East Bay, Chabot College, and Eden Area Regional Occupational Program	Report on numbers by Spring 2024	Update provided to CEDC in Nov. 140 grantees as of Dec 2023.
Work cooperatively with Hayward's educational institutions to streamline and amplify partner communications and achievements	Report to Council Winter 2024	Staff meets regularly with HUSD communications team, and works through HPN to communicate successes
Conduct a language access assessment	Complete by Spring 2024	Completed
Use the Racial Equity Toolkit to implement pilots in several departments	Complete by Spring 2024	Delayed due to Equity Officer vacancy (now filled) - new timeline is Spring 2025

CITY MANAGER'S OFFICE

Performance Indicators	FY 2025 Target
Number of successful business concept plans and business openings for identified priority sites	2 concept plans, 2 openings
Number of people experiencing homelessness who are placed in permanent housing through Navigation Center or Homekey Project Reclamation	40
Number of staff engaged in equity trainings or projects	0.2
Increase number of registered HOP users	10% increase
Increase in number of one-way TNC rides provided	5% increase
Performance Objective	FY 2025 Target
Continue working with partners to design programming for the future Stack Center Community Event Plaza	Complete by Winter 2024
Support development of St. Regis Behavioral Health Campus to provide health and housing services to people experiencing homelessness and mental health crises	Council update Fall 2024
Continue to explore safe parking options along with encampment management	Council update Spring 2025
Complete remaining "Restaurant Relaunch" and façade program projects	Complete by Winter 2024
Complete implementation of ARPA "Hashtag Hayward" Small Business Social Media Technical Assistance Program	Report on program impact Winter 2024
Implement language access assessment recommendations	Complete by Spring 2025
Use the Racial Equity Toolkit to implement pilots in several departments	Complete by Spring 2025
Implement recommended program improvements for Hayward Operated Paratransit (HOP) program to support seniors and adults with disabilities	Complete by Spring 2025

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2025

1. Increase in General Fund expenditures in Community Services Division as part of efforts to correct over charging to special revenue funds.
2. Increased in Measure C for operating costs at Hayward Navigation Center.
3. Increase in supplies and services for the Equity Office - \$50,000
4. High School internships and civic leadership programming - \$40,000

City Manager Department

All Funds Summary - By Category

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue and Transfers In From Other Funds				
General Fund Revenue	\$ 67,028	\$ 50,549	\$ 61,500	\$ 61,500
Economic Development Fund	374,754	365,090	350,000	350,000
Downtown Business Improve Prog	—	—	—	—
South Hayward B.A.R.T. JPA	(18,371)	1,175,809	421,280	421,280
Successor Agency RDA	3,747,429	4,092,968	3,510,542	3,510,542
Community Development Block Grant	1,159,453	1,645,258	1,527,801	1,300,000
Housing Authority Fund	78,615	107,447	—	—
Affordable Housing Monitoring Fund	293,456	144,409	—	—
HOME Investment Prtnrshp Block Grant Prog	530,352	23,173	—	—
Paratransit Program Measure B	850,581	11,028	—	—
Paratransit Program Measure BB	1,210,251	2,058,895	2,079,130	2,152,083
Inclusionary Housing Fund	1,794,285	299,508	—	—
Rent Review Program Fund	633,672	594,445	—	—
	\$ 10,721,505	\$ 10,568,579	\$ 7,950,253	\$ 7,795,405
(Contribution to)/ Use of Fund Balance				
Economic Development Fund	(249,754)	(365,090)	—	—
Downtown Business Improve Prog	—	—	—	—
South Hayward B.A.R.T. JPA	68,961	(174,569)	144,940	144,940
Successor Agency RDA	355,796	(13,088)	907,351	1,000,917
Community Development Block Grant	532,113	(1,212,936)	380,559	329,664
Housing Authority Fund	3,860,442	103,914	—	—
Affordable Housing Monitoring Fund	(83,045)	29,067	—	—
HOME Investment Prtnrshp Block Grant Prog	(409,256)	574,255	—	—
Paratransit Program Measure B	276,429	1,071,339	1,488,677	130,528
Paratransit Program Measure BB	(210,251)	(1,308,895)	(564,130)	(1,078,595)
Inclusionary Housing Fund	27,690	5,751,693	3,652	—
Rent Review Program Fund	(8,102)	102,009	—	—
	\$ 4,161,023	\$ 4,557,699	\$ 2,361,049	\$ 527,454
Fund Subsidy				
General Fund Subsidy	5,007,905	6,467,401	6,530,853	7,222,745
Information Tech Fund Subsidy	448,120	489,243	461,808	488,664
	\$ 5,456,025	\$ 6,956,644	\$ 6,992,661	\$ 7,711,409
Total Revenues	\$ 20,338,553	\$ 22,082,922	\$ 17,303,963	\$ 16,034,268

City Manager Department

All Funds Summary - By Category

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
EXPENDITURES				
Expenditures				
Salary				
Regular	\$ 3,855,792	\$ 4,066,045	\$ 3,629,957	\$ 3,767,341
Overtime	34,809	49,387	—	—
Targeted Savings	—	—	(97,401)	(34,323)
Benefits				
Fringe Benefits	572,500	717,862	650,181	559,306
Retiree Medical	49,437	47,089	40,964	71,052
PERS	1,148,864	1,188,059	1,017,404	1,065,736
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	(88,555)	(88,555)
<i>Net Staffing Expense</i>	\$ 5,661,402	\$ 6,068,442	\$ 5,152,550	\$ 5,340,557
Supplies & Services	3,319,286	8,494,231	3,619,249	2,936,979
Grants & Loans	5,919,772	2,403,389	2,959,744	2,794,212
Community Promotions	22,762	23,477	—	50,000
Hayward Clean and Green	—	—	—	—
Maintenance & Utilities	23,590	17,561	41,157	37,657
Principal Retirement	1,975,000	2,070,000	2,180,000	2,290,000
Loan Interest	1,037,504	936,054	1,049,625	939,375
Project Expenditures				
Capital	—	—	281,500	281,500
Internal Service Fees	410,653	328,359	335,613	350,551
<i>Net Operating Expense</i>	\$ 12,708,567	\$ 14,273,071	\$ 10,466,888	\$ 9,680,274
Other Department Operating Costs (Maintenance Services Department)	—	2,698	—	—
Transfers to Other Funds	1,984,884	1,741,143	1,684,525	1,013,437
Total Expenditures	\$ 20,354,853	\$ 22,082,656	\$ 17,303,963	\$ 16,034,268
Net Change	—	—	—	—

City Manager Department

All Funds Summary - By Program

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue and Transfers In From Other Funds				
General Fund Revenue	\$ 67,028	\$ 50,549	\$ 61,500	\$ 61,500
Economic Development Fund	374,754	365,090	350,000	350,000
Downtown Business Improvement	—	—	—	—
South Hayward B.A.R.T. JPA	(18,371)	1,175,809	421,280	421,280
Successor Agency RDA	3,747,429	4,092,968	3,510,542	3,510,542
Community Development Block Grant	1,159,453	1,645,258	1,527,801	1,300,000
Housing Authority Fund	78,615	107,447	—	—
Affordable Housing Monitoring Fund	293,456	144,409	—	—
HOME Investment Prtnrsh Block Grant Prog	530,352	23,173	—	—
Paratransit Program Measure B	850,581	11,028	—	—
Paratransit Program Measure BB	1,210,251	2,058,895	2,079,130	2,152,083
Inclusionary Housing Fund	1,794,285	299,508	—	—
Rent Review Program Fund	633,672	594,445	—	—
	\$ 10,721,505	\$ 10,568,579	\$ 7,950,253	\$ 7,795,405
(Contribution)/ Use of Fund Balance				
Economic Development Fund	(249,754)	(365,090)	—	—
Downtown Business Improvement	—	—	—	—
South Hayward B.A.R.T. JPA	68,961	(174,569)	144,940	144,940
Successor Agency RDA	355,796	(13,088)	907,351	1,000,917
Community Development Block Grant	532,113	(1,212,936)	380,559	329,664
Housing Authority Fund	3,860,442	103,914	—	—
Affordable Housing Monitoring Fund	(83,045)	29,067	—	—
HOME Investment Prtnrsh Block Grant Prog	(409,256)	574,255	—	—
Paratransit Program Measure B	276,429	1,071,339	1,488,677	130,528
Paratransit Program Measure BB	(210,251)	(1,308,895)	(564,130)	(1,078,595)
Inclusionary Housing Fund	27,690	5,751,693	3,652	—
Rent Review Program Fund	(8,102)	102,009	—	—
	\$ 4,161,023	\$ 4,557,699	\$ 2,361,049	\$ 527,454
Fund Subsidy				
General Fund Subsidy	5,007,905	6,467,401	6,530,853	7,222,745
Information Technology Fund Subsidy	448,120	489,243	461,808	488,664
	\$ 5,456,025	\$ 6,956,644	\$ 6,992,661	\$ 7,711,409
Total Revenues	\$ 20,338,553	\$ 22,082,922	\$ 17,303,963	\$ 16,034,268

City Manager Department

All Funds Summary - By Program

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
EXPENDITURES				
Expenditures and Transfer Out to Other Funds				
Office of the City Manager	5,074,933	6,517,950	6,592,353	7,284,245
Information Technology	448,120	489,243	461,808	488,664
Economic Development Fund	125,000	—	350,000	350,000
Downtown Business Improvement	—	—	—	—
South Hayward B.A.R.T. JPA	50,590	1,001,240	566,220	566,220
Successor Agency RDA	4,103,225	4,079,880	4,417,893	4,511,459
Community Development Block Grant	1,691,662	432,056	1,908,360	1,629,664
Housing Authority Fund	3,939,057	211,361	—	—
Affordable Housing Monitoring Fund	210,411	173,476	—	—
HOME Investment Prtnrshp Block Grant Prog	121,096	597,428	—	—
Paratransit Program Measure B	1,127,010	1,082,367	1,488,677	130,528
Paratransit Program Measure BB	1,000,000	750,000	1,515,000	1,073,488
Inclusionary Housing Fund	1,821,975	6,051,201	3,652	—
Rent Review Program Fund	641,774	696,454	—	—
	\$ 20,354,853	\$ 22,082,656	\$ 17,303,963	\$ 16,034,268
Other Department Operating Costs	—	2,698	—	—
Total Expenditures	\$ 20,354,853	\$ 22,082,656	\$ 17,303,963	\$ 16,034,268
Net Change	—	—	—	—

City Manager Department

General Fund Summary

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Grants	\$ —	\$ —	\$ —	\$ —
Code Enforcement Fees	—	—	—	—
Rental Inspection Fees	—	—	—	—
Miscellaneous Fees	—	—	—	—
Fines and Forfeitures	—	—	—	—
Other Revenue	67,028	50,549	61,500	61,500
Total Revenues	\$ 67,028	\$ 50,549	\$ 61,500	\$ 61,500
EXPENDITURES				
Expenditures				
Salary				
Regular	2,144,590	2,529,695	2,557,312	2,856,740
Overtime	21,079	17,746	—	—
Targeted Savings	—	—	(97,401)	(34,323)
Benefits				
Fringe Benefits	291,758	434,595	460,222	418,310
Retiree Medical	25,456	25,455	27,363	25,884
PERS	663,392	714,125	711,525	800,294
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 3,146,275	\$ 3,721,616	\$ 3,659,021	\$ 4,066,905
Maintenance & Utilities	22,352	16,335	5,457	5,457
Supplies & Services	777,642	894,141	954,141	1,172,141
Community Promotions	22,762	23,477	—	50,000
Hayward Clean and Green	—	—	—	—
Internal Service Fees	235,268	229,306	259,523	275,531
Grants	870,634	1,633,075	1,714,211	1,714,211
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 1,928,658	\$ 2,796,334	\$ 2,933,332	\$ 3,217,340
Total Expenditures	\$ 5,074,933	\$ 6,517,950	\$ 6,592,353	\$ 7,284,245
General Fund Subsidy	5,007,905	6,467,401	6,530,853	7,222,745

City Manager Department

Administration-General Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Miscellaneous Revenue	\$ 61,782	\$ 50,549	\$ 61,500	\$ 61,500
Total Revenues	\$ 61,782	\$ 50,549	\$ 61,500	\$ 61,500
EXPENDITURES				
Expenditures				
Salary				
Regular	1,150,590	1,502,626	1,509,723	1,653,245
Overtime	17,379	16,205	—	—
Benefits				
Fringe Benefits	145,577	239,313	270,622	243,420
Retiree Medical	13,444	13,107	14,867	14,865
PERS	356,134	421,008	413,854	457,080
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,683,124	\$ 2,192,259	\$ 2,165,316	\$ 2,334,287
Maintenance & Utilities	19,876	15,085	5,457	5,457
Supplies & Services	476,678	607,846	471,476	521,476
Internal Service Fees	116,733	114,340	150,213	172,389
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 613,287	\$ 737,271	\$ 627,146	\$ 699,322
Total Expenditures	\$ 2,296,411	\$ 2,929,530	\$ 2,792,462	\$ 3,033,609
General Fund Subsidy	2,234,629	2,878,981	2,730,962	2,972,109

City Manager Department

Communications & Media Relations - General Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Other	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	316,593	334,229	340,749	362,685
Overtime	2,103	752	—	—
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefit	54,929	59,384	57,151	39,550
Retiree Medical	3,850	3,958	4,005	4,004
PERS	91,028	98,101	94,750	102,023
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 468,503	\$ 496,424	\$ 496,655	\$ 508,262
Maintenance & Utilities	—	—	—	—
Supplies & Services	195,939	164,834	173,075	213,075
Internal Service Fees	41,331	34,523	40,466	41,924
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 237,270	\$ 199,357	\$ 213,541	\$ 254,999
Total Expenditures	\$ 705,773	\$ 695,781	\$ 710,196	\$ 763,261
General Fund Subsidy	705,773	695,781	710,196	763,261

City Manager Department

Economic Development - General Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Other Revenue	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	405,409	469,540	524,912	561,696
Overtime	1,597	789	—	—
Targeted Savings	—	—	(53,651)	—
Benefits				
Fringe Benefits	58,734	107,787	106,214	80,228
Retiree Medical	6,160	6,332	6,408	4,805
PERS	113,829	132,012	150,703	159,145
Program Reduction	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 585,729	\$ 716,460	\$ 734,586	\$ 805,874
Maintenance & Utilities	—	—	—	—
Supplies & Services	74,124	78,715	181,265	231,265
Community Promotions	22,762	23,477	—	50,000
Internal Service Fees	42,360	40,632	47,801	49,444
<i>Net Operating Expense</i>	\$ 139,246	\$ 142,824	\$ 229,066	\$ 330,709
Total Expenditures	\$ 724,975	\$ 859,284	\$ 963,652	\$ 1,136,583
General Fund Subsidy	724,975	859,284	963,652	1,136,583

City Manager Department

Community Services - General Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Other Revenue	\$ 5,246	\$ —	\$ —	\$ —
Total Revenues	\$ 5,246	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	271,998	223,300	181,928	279,114
Overtime	—	—	—	—
Benefits				
Fringe Benefits	32,518	28,111	26,235	55,112
Retiree Medical	2,002	2,058	2,083	2,210
PERS	102,401	63,004	52,218	82,046
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 408,919	\$ 316,473	\$ 262,464	\$ 418,482
Maintenance & Utilities	2,476	1,250	—	—
Supplies & Services	30,901	42,746	128,325	206,325
Internal Service Fees	34,844	39,811	21,043	11,774
Capital Expenses	—	—	—	—
Grants	870,634	1,633,075	1,714,211	1,714,211
<i>Net Operating Expense</i>	\$ 938,855	\$ 1,716,882	\$ 1,863,579	\$ 1,932,310
Total Expenditures	\$ 1,347,774	\$ 2,033,355	\$ 2,126,043	\$ 2,350,792
General Fund Subsidy	1,342,528	2,033,355	2,126,043	2,350,792

City Manager Department

Housing - General Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Rental Income	\$ —	\$ —	\$ —	\$ —
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	—	—	—	—
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ —	\$ —	\$ —	\$ —
Fund Transfers Out				
Cost Allocation to General Fund	—	—	—	—
Liability Insurance Premium	—	—	—	—
<i>Total Transfers Out</i>	\$ —	\$ —	\$ —	\$ —
Total Expenditures	\$ —	\$ —	\$ —	\$ —
 General Fund Subsidy	 \$ —	 \$ —	 \$ —	 \$ —

City Manager Department

Community Development Block Grant - By Category - Special Revenue Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
Beginning Working Capital Balance	\$ 5,346,222	\$ 4,814,013	\$ 6,027,215	\$ 5,646,656
REVENUES				
Revenue				
Grants	466,091	1,550,817	1,527,801	1,300,000
Delayed Loan Payments	292,521	94,441	—	—
Principal Payments	—	—	—	—
Interest Earned	400,841	—	—	—
Other Revenue	—	—	—	—
	\$ 1,159,453	\$ 1,645,258	\$ 1,527,801	\$ 1,300,000
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	\$ 1,159,453	\$ 1,645,258	\$ 1,527,801	\$ 1,300,000
EXPENDITURES				
Expenditures				
Salary				
Regular	293,061	180,639	290,773	215,363
Overtime	—	—	—	—
Benefits				
Fringe Benefits	35,325	30,950	47,929	39,875
Retiree Medical	2,590	1,466	3,556	3,556
PERS	76,158	51,845	82,842	62,803
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 407,134	\$ 264,900	\$ 425,100	\$ 321,597
Maintenance & Utilities	—	—	—	—
Supplies & Services	163,019	44,392	194,475	184,950
Internal Service Fees	2,939	—	26,530	27,444
Grants	1,111,144	110,866	1,245,533	1,080,001
Capital Expenses	—	—	—	—
<i>Net Operating Expense</i>	\$ 1,277,102	\$ 155,258	\$ 1,466,538	\$ 1,292,395

City Manager Department

Community Development Block Grant - By Category - Special Revenue Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
Fund Transfers Out to				
Cost Allocation to General Fund	—	—	—	—
Transfer Out to Other	7,426	6,167	11,086	8,516
Liability Insurance Premium	—	5,731	5,636	7,156
<i>Total Transfers Out</i>	\$ 7,426	\$ 11,898	\$ 16,722	\$ 15,672
Total Expenditures	\$ 1,691,662	\$ 432,056	\$ 1,908,360	\$ 1,629,664
Net Difference Gain (Use) of Fund Bal	(532,209)	1,213,202	(380,559)	(329,664)
Ending Working Capital Balance	4,814,013	6,027,215	5,646,656	5,316,992

City Manager Department

Community Development Block Grant - By Program - Special Revenue Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
Beginning Working Capital Balance	\$ 5,346,222	\$ 4,814,109	\$ 6,027,045	\$ 5,646,486
REVENUES				
Revenue				
Community Development Block Grant	1,159,549	1,644,992	1,527,801	1,300,000
Revolving Loan Program			—	—
Small Business Revolving Loan		30	—	—
Total Revenues	\$ 1,159,549	\$ 1,644,992	\$ 1,527,801	\$ 1,300,000
EXPENDITURES				
Expenditures				
Community Development Block Grant	1,691,662	432,056	1,908,360	1,629,664
Revolving Loan Program	—	—	—	—
Small Business Revolving Loan	—	—	—	—
Total Expenditures	\$ 1,691,662	\$ 432,056	\$ 1,908,360	\$ 1,629,664
Net Difference Gain (Use) of Fund Bal	(532,113)	1,212,936	(380,559)	(329,664)
Ending Working Capital Balance	4,814,109	6,027,045	5,646,486	5,316,822

City Manager Department

Measure B - Paratransit Program - Special Revenue Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
Beginning Working Capital Balance	\$ 1,466,531	\$ 1,190,102	\$ 118,763	\$ (1,369,914)
REVENUES				
Revenue				
Interest	(27,841)	11,028	—	—
Measure B	878,422	—	—	—
Measure BB	—	—	—	—
Other Revenue	—	—	—	—
Total Revenues	\$ 850,581	\$ 11,028	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	284,742	238,129	274,694	13,498
Overtime	—	—	—	—
Benefits				
Fringe Benefits	47,577	42,572	48,239	1,478
Retiree Medical	4,020	4,132	2,964	80
PERS	76,200	70,719	78,578	3,727
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 412,539	\$ 355,552	\$ 404,475	\$ 18,783
Maintenance & Utilities	—	—	3,500	—
Supplies & Services	548,048	633,685	984,945	—
Internal Service Fees	96,324	20,701	22,108	22,871
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 644,372	\$ 654,386	\$ 1,010,553	\$ 22,871
Fund Transfers Out				
Cost Allocation to General Fund	39,319	39,319	39,319	52,384
Transfer Out to Other	12,267	10,187	11,786	7,864
Liability Insurance Premium	18,513	22,923	22,544	28,626
<i>Total Transfers Out</i>	\$ 70,099	\$ 72,429	\$ 73,649	\$ 88,874
Total Expenditures	\$ 1,127,010	\$ 1,082,367	\$ 1,488,677	\$ 130,528
Net Difference Gain (Use) of Fund Balance	(276,429)	(1,071,339)	(1,488,677)	(130,528)
Ending Working Capital Balance	1,190,102	118,763	(1,369,914)	(1,500,442)

City Manager Department

Measure BB - Paratransit Program - Special Revenue Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
Beginning Working Capital Balance	\$ 1,964,110	\$ 2,174,361	\$ 3,483,256	\$ 4,047,386
REVENUES				
Revenue				
Interest	—	—	—	—
Measure BB	1,244,086	2,035,835	2,079,130	2,152,083
Other Revenue	(33,835)	23,060	—	—
Total Revenues	\$ 1,210,251	\$ 2,058,895	\$ 2,079,130	\$ 2,152,083
EXPENDITURES				
Expenditures				
Salary				
Regular	—	—	—	125,060
Overtime	—	—	—	—
Benefits				
Fringe Benefits	—	—	—	34,450
Retiree Medical	—	—	—	—
PERS	—	—	—	36,336
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ —	\$ —	\$ —	\$ 195,846
Maintenance & Utilities	—	—	—	—
Supplies & Services	—	—	765,000	859,200
Internal Service Fees	—	—	—	—
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ —	\$ —	\$ 765,000	\$ 859,200
Fund Transfers Out				
Cost Allocation to General Fund	—	—	—	18,442
Liability Insurance Premium	—	—	—	—
Capital Improvement Fund	1,000,000	750,000	750,000	—
<i>Total Transfers Out</i>	\$ 1,000,000	\$ 750,000	\$ 750,000	\$ 18,442
Total Expenditures	\$ 1,000,000	\$ 750,000	\$ 1,515,000	\$ 1,073,488
Net Difference Gain (Use) of Fund Balance	210,251	1,308,895	564,130	1,078,595
Ending Working Capital Balance	2,174,361	3,483,256	4,047,386	5,125,981

City Manager Department

Housing Authority Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
Beg Working Capital Balance	\$18,094,541	\$14,234,099	\$14,130,185	\$14,130,185
REVENUES				
Revenue				
Contribution In	—	—		
Fund Interest	(99,550)	55,608		
Interest Income	24,272	21,363		
Principal Income	152,671	30,258		
Other Revenue	1,222	218	—	—
	\$ 78,615	\$ 107,447	\$ —	\$ —
Total Revenues	\$ 78,615	\$ 107,447	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	57,396	59,950		—
Overtime	—	—		—
Benefits				
Fringe Benefits	7,032	8,026		—
Retiree Medical	708	712		—
PERS	16,058	17,936		—
Furlough / COLA Deferral	—	—		—
Charges (to)/from other programs	—	—		—
<i>Net Staffing Expense</i>	\$ 81,194	\$ 86,624	\$ —	\$ —
Supplies & Services	1,452	28,654		—
Grants & Loans	3,844,756	80,128		—
Internal Service Fees	967	4,571		—
<i>Net Operating Expense</i>	\$ 3,847,175	\$ 113,353	\$ —	\$ —
Fund Transfers Out				
General Fund-Cost Allocation	3,897	3,897		
Liability Insurance Premium	4,629	5,731		
Transfer Out to Other	2,162	1,756		
<i>Total Transfers Out</i>	\$ 10,688	\$ 11,384	\$ —	\$ —
Total Expenditures	\$ 3,939,057	\$ 211,361	\$ —	\$ —
Net Difference Gain (Use) of Fund Bal	(3,860,442)	(103,914)	—	—
Ending Working Capital Balance*	14,234,099	14,130,185	14,130,185	14,130,185

*Includes future funding commitments authorized by Council

City Manager Department

Affordable Housing Monitoring Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
Beg Working Capital Balance	\$ 416,236	\$ 499,281		
REVENUES				
Revenue				
Interest Income	28,575	3,124	—	
Mortgage Bonds Admin Fee	264,881	141,285	—	—
Total Revenues	\$ 293,456	\$ 144,409	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	82,601	76,224	—	—
Overtime	—	—	—	—
Benefits				
Fringe Benefits	14,210	15,530	—	—
Retiree Medical	2,464	871	—	—
PERS	21,249	22,984	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 120,524	\$ 115,609	\$ —	\$ —
Supplies & Services	21,545	25,197	—	—
Internal Service Fees	38,091	5,587	—	—
<i>Net Operating Expense</i>	\$ 59,636	\$ 30,784	\$ —	\$ —
Fund Transfers Out				
General Fund-Cost Allocation	13,474	13,474		
Liability Insurance Premium	9,257	11,462		
Transfer Out to Other	7,520	2,147		
<i>Total Transfers Out</i>	\$ 30,251	\$ 27,083	\$ —	\$ —
Total Expenditures	\$ 210,411	\$ 173,476	\$ —	\$ —
Net Difference Gain (Use) of Fund Bal	83,045	(29,067)	—	—
Ending Working Capital Balance*	499,281	470,214	—	—

*Includes future funding commitments authorized by Council

City Manager Department

HOME Investment Partnerships Block Grant Program

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Grants	\$ 530,203	\$ 23,322	\$ —	\$ —
Program Income	149	(149)	—	—
Interest Income	—	—	—	—
Total Fund Revenue	\$ 530,352	\$ 23,173	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	14,864	10,470	—	—
Overtime	110	48	—	—
Benefits				
Fringe Benefits	1,907	1,493	—	—
Retiree Medical	385	396	—	—
PERS	10,592	3,161	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 27,858	\$ 15,568	\$ —	\$ —
Supplies & Services	—	—	—	—
Internal Service Fees	—	2,540	—	—
Grants & Loans	93,238	579,320	—	—
Transfer Out	—	—	—	—
<i>Net Operating Expense</i>	\$ 93,238	\$ 581,860	\$ —	\$ —
Total Expenditures	\$ 121,096	\$ 597,428	\$ —	\$ —
Net Change	409,256	(574,255)	—	—

City Manager Department

Inclusionary Housing - Special Revenue Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
Beginning Working Capital Balance	\$12,997,103	\$12,969,413		
REVENUES				
Revenue				
Interest Income	(219,485)	100,001	—	—
Other Income	2,013,770	199,507	—	—
Total Revenues	\$ 1,794,285	\$ 299,508	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	243,497	252,179	—	—
Overtime	623	766	—	—
Benefits				
Fringe Benefits	36,612	39,381	—	—
Retiree Medical	2,218	2,691	—	—
PERS	64,336	78,206	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 347,286	\$ 373,223	\$ —	\$ —
Maintenance & Utilities	—	—	—	—
Supplies & Services	1,466,517	5,654,075	—	—
Internal Service Fees	1,404	17,268	3,652	—
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 1,467,921	\$ 5,671,343	\$ 3,652	\$ —
Fund Transfers Out				
Cost Allocation to General Fund	—	—	—	—
Transfer Out to Other	6,768	6,635	—	—
Liability Insurance Premium	—	—	—	—
<i>Total Transfers Out</i>	\$ 6,768	\$ 6,635	\$ —	\$ —
Total Expenditures	\$ 1,821,975	\$ 6,051,201	\$ 3,652	\$ —
Net Difference Gain (Use) of Fund Balance	(27,690)	(5,751,693)	(3,652)	—
Ending Working Capital Balance*	12,969,413	7,217,720	(3,652)	—

*Includes future funding commitments authorized by Council

City Manager Department

Rental Review Program - Special Revenue Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
Beginning Working Capital Balance	\$ 572,325	\$ 564,223		
REVENUES				
Revenue				
Interest Income	633,572	594,445	—	—
Other Income	—	—	—	—
Administrative Fee	100	—	—	—
Total Revenues	\$ 633,672	\$ 594,445	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	319,577	301,234	—	—
Overtime	2,955	405	—	—
Benefits				
Fringe Benefits	58,040	57,826	—	—
Retiree Medical	3,126	4,401	—	—
PERS	97,617	92,181	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 481,315	\$ 456,047	\$ —	\$ —
Maintenance & Utilities	—	—	—	—
Supplies & Services	141,927	195,586	—	—
Internal Service Fees	4,363	28,239	—	—
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 146,290	\$ 223,825	\$ —	\$ —
Fund Transfers Out				
Cost Allocation to General Fund	—	—	—	—
Transfer Out to Other	9,541	10,851	—	—
Liability Insurance Premium	4,628	5,731	—	—
<i>Total Transfers Out</i>	\$ 14,169	\$ 16,582	\$ —	\$ —
Total Expenditures	\$ 641,774	\$ 696,454	\$ —	\$ —
Net Difference Gain (Use) of Fund Balance	(8,102)	(102,009)	—	—
Ending Working Capital Balance	564,223	462,214	—	—

City Manager Department

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

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
Beg Working Capital Balance	\$ 1,906,213	\$ 1,837,252	\$ 2,011,821	\$ 1,866,881
REVENUES				
Revenue				
In-House Parking Collection	—	—	—	—
Interest Income	—	—	—	—
Other Revenue	(18,371)	1,175,809	421,280	421,280
Total Revenues	\$ (18,371)	\$ 1,175,809	\$ 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>	\$ —	\$ —	\$ —	\$ —
Maintenance & Utilities	—	—	24,000	24,000
Supplies & Services	50,590	1,001,240	260,720	260,720
Capital Outlay	—	—	281,500	281,500
<i>Net Operating Expense</i>	\$ 50,590	\$ 1,001,240	\$ 566,220	\$ 566,220
Fund Transfers Out to				
General Fund	—	—	—	—
Total Expenditures	\$ 50,590	\$ 1,001,240	\$ 566,220	\$ 566,220
Other Department Operating Costs (Maintenance Services Department)	—	2,698	—	—
Net City Manager Dept Expenditures	\$ 50,590	\$ 1,003,938	\$ 566,220	\$ 566,220
Net Change	(68,961)	174,569	(144,940)	(144,940)
Ending Working Capital Balance	1,837,252	2,011,821	1,866,881	1,721,941

City Manager Department

Downtown Business Improvement Program-Special Revenue Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
Beg Working Capital Balance	\$ —	\$ —	\$ —	\$ —
REVENUES				
Fund Revenue				
Business License Surcharge	—	—	—	—
Interest Income	—	—	—	—
Other Revenue	—	—	—	—
	\$ —	\$ —	\$ —	\$ —
Fund Transfers In From				
Redevelop Agency Operating Fund	—	—	—	—
	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
Supplies & Services	—	—	—	—
<i>Net Operating Expense</i>	\$ —	\$ —	\$ —	\$ —
Total Expenditures	\$ —	\$ —	\$ —	\$ —
Net Change	—	—	—	—
Ending Working Capital Balance	—	—	—	—

City Manager Department

Information Technology - Internal Service Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Other Revenue	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	287,171	298,848	309,943	326,803
Overtime	10,042	30,422	—	—
Benefits				
Fringe Benefits	54,784	57,996	52,303	54,925
Retiree Medical	4,620	4,749	4,806	4,806
PERS	85,812	91,305	87,884	94,979
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 442,429	\$ 483,320	\$ 454,936	\$ 481,513
Maintenance & Utilities	—	—	—	—
Supplies & Services	—	—	—	—
Internal Service Fees	5,691	5,923	6,872	7,151
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 5,691	\$ 5,923	\$ 6,872	\$ 7,151
Total Expenditures	\$ 448,120	\$ 489,243	\$ 461,808	\$ 488,664
Information Tech Fund Subsidy	448,120	489,243	461,808	488,664

City Manager Department

Successor Agency RDA Operating Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
Beg Working Capital Balance	\$2,728,640	\$2,372,844	\$ 2,385,932	\$ 1,478,581
REVENUES				
Fund Revenue				
Property Tax (80% Tax Increment)	3,701,590	4,051,193	2,883,636	2,883,636
Interest on Fund Balance	—	—	—	—
Principal	—	—	—	—
Success Agency Admin Allowance	—	—	250,000	250,000
School Impact Fee Reimb	—	—	326,906	326,906
Lease Pmt - Cinema Place	45,833	37,500	50,000	50,000
Other Revenue	6	4,275	—	—
	\$3,747,429	\$4,092,968	\$ 3,510,542	\$ 3,510,542
Fund Transfers In from				
Transf to Successor Agency RDA	—	—	—	—
Capital Transfer From General Fund	—	—	—	—
	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$3,747,429	\$4,092,968	\$ 3,510,542	\$ 3,510,542
Fund Expenditures				
Salary				
Regular	128,293	118,677	197,235	229,877
Overtime	—	—	—	—
Benefits				
Fringe Benefits	25,255	29,493	41,488	44,718
Retiree Medical	3,850	2,216	2,275	2,276
PERS	37,450	45,597	56,575	67,597
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	(88,555)	(88,555)
<i>Net Staffing Expense</i>	\$ 194,848	\$ 195,983	\$ 209,018	\$ 255,913
Supplies & Services				
Supplies & Services	23,546	17,261	109,968	109,968
Maintenance & Utilities				
Maintenance & Utilities	1,238	1,226	8,200	8,200
Loan Interest				
Loan Interest	1,037,504	936,054	1,049,625	939,375
Principal Retirement				
Principal Retirement	1,975,000	2,070,000	2,180,000	2,290,000
Bond Issuance and Refunding Cost				
Bond Issuance and Refunding Cost	—	—	—	—
Internal Service Fees				
Internal Service Fees	25,606	14,224	16,928	17,554
<i>Net Operating Expense</i>	\$3,062,894	\$3,038,765	\$ 3,364,721	\$ 3,365,097

City Manager Department

Successor Agency RDA Operating Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
Fund Transfers Out to				
Liability Insurance Premium	33,733	39,668	39,097	55,278
Cost Allocation to General Fund	—	—	—	29,724
Transfer per Cooperative Agreement	811,750	805,464	805,057	805,447
	\$ 845,483	\$ 845,132	\$ 844,154	\$ 890,449
Total Expenditures	\$ 4,103,225	\$ 4,079,880	\$ 4,417,893	\$ 4,511,459
Net Change	(355,796)	13,088	(907,351)	(1,000,917)
Ending Working Capital Balance	2,372,844	2,385,932	1,478,581	477,664

City Manager Department

Economic Development-Economic Development Fund

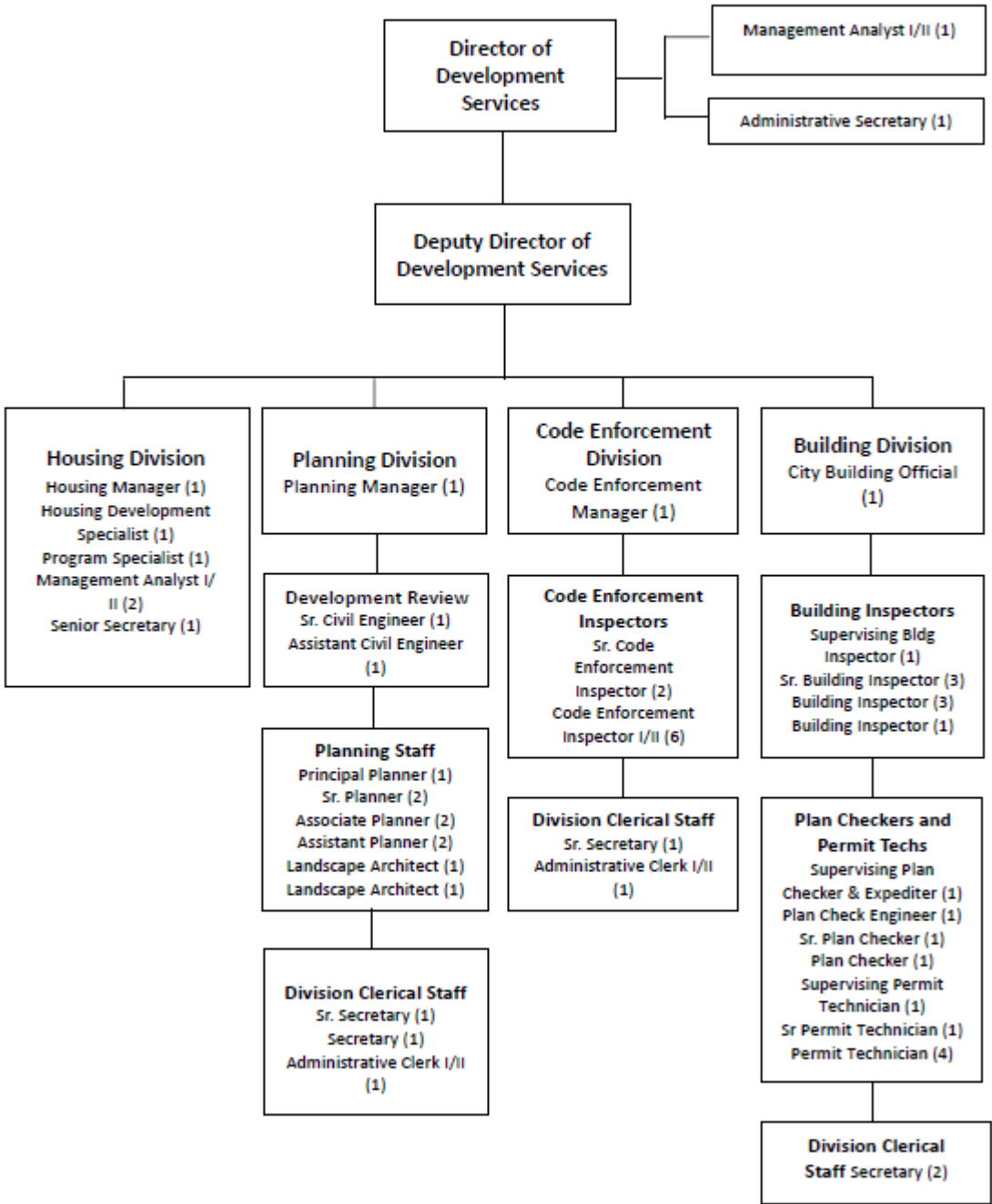
	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
Beginning Working Capital Balance	\$ 1,321,248	\$ 1,571,002	\$ 1,936,092	\$ 1,936,092
REVENUES				
Revenue				
Transfers In	350,000	350,000	350,000	350,000
Interest Income	24,754	15,090	—	—
Total Revenues	\$ 374,754	\$ 365,090	\$ 350,000	\$ 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	125,000	—	350,000	350,000
Internal Service Fees	—	—	—	—
Capital Outlay	—	—	—	—
<i>Net Operating Expense</i>	\$ 125,000	\$ —	\$ 350,000	\$ 350,000
Transfers Out	—	—	—	—
Total Expenditures	\$ 125,000	\$ —	\$ 350,000	\$ 350,000
Net Change	249,754	365,090	—	—
Ending Working Capital Balance	1,571,002	1,936,092	1,936,092	1,936,092

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**FY 2025 STAFFING
56.0 FTE**

Development Services



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, Code Enforcement, Housing, and Planning 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 Development Services Department Employee Engagement & Development Program, and implementation of the new EnerGov permitting software.

Building Division

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

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

DEVELOPMENT SERVICES DEPARTMENT

and external agencies, such as Fire, Police, Building, Housing, 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.

Housing

The Housing Division administers the development, acquisition and preservation of quality affordable housing; 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.

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.

DEVELOPMENT SERVICES DEPARTMENT

PERFORMANCE GOALS AND METRICS

Performance Indicators	FY 2024 Target	FY 2024 Actual
% of building inspections that are completed next day	85%	87%
% of Planning (and Engineering) projects that are being invoiced quarterly	95%	97%
% of Planning (and Engineering) projects that are operating with adequate positive deposit balance	80%	75%
% of code enforcement complaints that are inspected within a target response time	95%	75%
% of rent review petitions processed within timeline identified in the RRSO	85%	96%
Number of affordable housing units constructed through various approaches	125 units	125 units
Performance Objective	FY 2024 Target	FY 2024 Actual
Implement Sidewalk Vendor Ordinance	Fall 2023	100%
Prepare an ordinance to create smoke-free multifamily housing	Spring 2024	Ongoing
Update the Tree Preservation Ordinance	Summer 2024	100%
Amend the Municipal Code to address Housing Element Actions related to housing for a variety of income levels and housing types	Summer 2024	50%
Implement Downpayment Assistance Program	Winter 2024	Ongoing

Performance Objective	FY 2025 Target
Adopt ADU Streamlining	Fall 2024
Prepare an ordinance to create smoke-free multifamily housing	Spring 2025
Adopt Universal Design Guidelines	Late Fall/Winter 2024
Amend the Municipal Code to address Housing Element Actions related to housing for a variety of income levels and housing types	Spring 2025
Implement Downpayment Assistance Program	Fall 2024

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2025

1. Elimination of 1.0 FTE Administrative Clerk I/II
2. Addition of 1.0 FTE Permit Technician I/II
3. Elimination of 1.0 FTE 2-YR Limited-Term Code Enforcement Inspector
4. Estimated increase in Permit Fee revenue.

Development Services Department

All Funds Summary - By Category

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
General Fund Revenue	\$ 7,485,389	\$ 8,434,135	\$ 8,094,045	\$ 8,706,609
Park Districts	2,134,078	1,263,208	2,235,906	2,235,906
Hayward Shoreline JPA	59,799	12,699	208,000	208,000
	\$ 9,679,266	\$ 9,710,042	\$ 14,096,866	\$ 15,895,218
(Contribution)/Use of Fund Balance				
Hayward Shoreline JPA	(4,591)	(699)	(196,000)	(196,000)
Housing Special Rev Funds	—	—	2,210,384	(2,330,033)
Park District Funds	(2,134,078)	(1,263,208)	(2,235,906)	(2,235,906)
	\$ (2,138,669)	\$ (1,263,907)	\$ (221,522)	\$ (4,761,939)
Fund Subsidy				
General Fund Subsidy	2,777,005	1,741,742	2,979,369	2,641,400
Total Revenues	\$ 10,317,602	\$ 10,187,877	\$ 16,854,713	\$ 13,774,679
EXPENDITURES				
Expenditures				
Salary				
Regular	5,175,891	5,255,402	7,103,351	7,016,667
Overtime	35,220	23,921	2,700	2,700
Target Savings	—	—	(195,609)	(252,392)
Benefits				
Fringe Benefits	991,237	1,088,922	1,398,819	1,514,657
Retiree Medical	76,615	78,755	88,880	90,498
PERS	1,552,544	1,580,570	2,021,730	2,016,508
Program Reduction Savings	—	—	—	—
Furlough/COLA Deferral	—	—	—	—
Charges (to)/from other programs	(255,255)	(662,968)	(454,862)	(465,000)
<i>Net Staffing Expense</i>	\$ 7,576,252	\$ 7,364,602	\$ 9,965,009	\$ 9,923,638
Maintenance & Utilities	44,045	29,806	50,800	50,800
Supplies & Services	1,731,893	1,889,956	1,713,148	1,803,238
Internal Service Fees	965,412	903,513	1,117,616	1,324,970
Grants & Loans	—	—	405,429	456,427
Projects	—	—	—	—
<i>Net Operating Expense</i>	\$ 2,741,350	\$ 2,823,275	\$ 3,286,993	\$ 3,635,435
<i>Transfers Out to Other Funds</i>	—	—	43,796	215,606
Total Expenditures	\$ 10,317,602	\$ 10,187,877	\$ 13,295,798	\$ 13,774,679

Development Services Department

All Funds Summary - By Program

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Administration	\$ 200	\$ 100	\$ —	\$ —
Building	5,128,906	5,603,939	4,896,000	5,408,564
Planning	1,053,860	1,241,774	1,046,000	1,046,000
Code Enforcement	1,302,423	1,588,322	1,802,045	1,902,045
Hayward Shoreline JPA	59,799	12,699	208,000	208,000
Park Districts	2,134,078	1,263,208	2,235,906	2,235,906
Housing Authority Fund	—	—	65,000	90,000
Affordable Housing Fund	—	—	5,500	136,500
HOME Inv Pship Block Grant	—	—	430,035	425,000
Rental Review Program Fund	—	—	—	1,034,823
Inclusionary Housing Fund	—	—	274,000	274,000
Local Housing Trust Program Fund	—	—	2,784,380	2,784,380
	\$ 9,679,266	\$ 9,710,042	\$ 14,096,866	\$ 15,895,218
(Contribution)/Use of Fund Balance				
Housing Authority Fund	—	—	113,880	136,330
Affordable Housing Fund	—	—	91,584	34,168
HOME Inv Pship Block Grant	—	—	78,029	91,326
Rental Review Program Fund	—	—	929,942	18,179
Inclusionary Housing Fund	—	—	194,545	135,986
Local Housing Trust Program Fund	—	—	(2,756,511)	(2,746,022)
Hayward Shoreline JPA	(4,591)	(699)	(196,000)	(196,000)
Park District Funds	(2,134,078)	(1,263,208)	(2,235,906)	(2,235,906)
	\$ (2,138,669)	\$ (1,263,907)	\$ (3,780,437)	\$ (4,761,939)
Fund Subsidy				
General Fund Subsidy	2,777,005	1,741,742	2,979,369	2,641,400
Total Revenues	\$ 10,317,602	\$ 10,187,877	\$ 13,295,798	\$ 13,774,679
EXPENDITURES				
Expenditures				
Administration	685,980	733,481	779,310	770,985
Building	5,220,033	5,060,463	4,982,618	5,242,909
Planning	2,613,619	2,366,797	3,027,072	3,014,436
Code Enforcement	1,742,762	2,015,136	2,284,414	2,319,679
Hayward Shoreline JPA	55,208	12,000	12,000	12,000
Park Districts	—	—	—	—
Housing Authority Fund	—	—	178,880	226,330

Development Services Department

Affordable Housing Fund	—	—	97,084	170,668
HOME Inv Pship Block Grant	—	—	508,064	516,326
Rental Review Program Fund	—	—	929,942	1,053,002
Inclusionary Housing Fund	—	—	468,545	409,986
Local Housing Trust Program Fund	—	—	27,869	38,358
Total Expenditures			\$ 10,317,602 \$ 10,187,877 \$ 13,295,798	\$ 13,774,679

Development Services Department

General Fund Summary

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Licenses & Permits	\$ 670,473	\$ 799,245	\$ 785,000	\$ 854,677
Fees & Service Charges	5,554,967	6,087,668	5,259,045	5,701,932
Code Enforcement Fees	396,759	701,682	500,000	600,000
Rental Inspection Fees	862,874	845,440	1,200,000	1,200,000
Other Revenue	316	100	350,000	350,000
Total Revenues	\$ 7,485,389	\$ 8,434,135	\$ 8,094,045	\$ 8,706,609
EXPENDITURES				
Expenditures				
Salary				
Regular	5,175,891	5,255,402	6,265,633	6,255,748
Overtime	35,220	23,921	2,700	2,700
Target Savings	—	—	(195,609)	(252,392)
Benefits				
Fringe Benefits	991,237	1,088,922	1,261,615	1,369,765
Retiree Medical	76,615	78,755	79,700	81,289
PERS	1,552,544	1,580,570	1,781,474	1,797,737
Program Reduction Savings	—	—	—	—
Furlough/COLA Deferral	—	—	—	—
Charges (to)/from other programs	(255,255)	(662,968)	(500,000)	(500,000)
<i>Net Staffing Expense</i>	\$ 7,576,252	\$ 7,364,602	\$ 8,695,513	\$ 8,754,847
Maintenance & Utilities	44,045	29,806	50,800	50,800
Supplies & Services	1,676,685	1,877,956	1,279,198	1,279,198
Internal Service Fees	965,412	903,513	1,047,903	1,263,164
Capital	—	—	—	—
Transfer Out	—	—	—	—
<i>Net Operating Expense</i>	\$ 2,686,142	\$ 2,811,275	\$ 2,377,901	\$ 2,593,162
Total Expenditures	\$ 10,262,394	\$ 10,175,877	\$ 11,073,414	\$ 11,348,009
General Fund Subsidy	2,777,005	1,741,742	2,979,369	2,641,400

Development Services Department

Administration - General Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Other Revenue	\$ 200	\$ 100	\$ —	\$ —
Total Revenues	\$ 200	\$ 100	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	368,081	415,856	446,081	450,682
Overtime	—	427	—	—
Benefits				
Fringe Benefits	76,762	81,381	87,117	75,557
Retiree Medical	6,160	6,332	6,408	4,805
PERS	149,634	120,057	126,518	126,529
Furlough/COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 600,637	\$ 624,053	\$ 666,124	\$ 657,573
Maintenance & Utilities	—	—	—	—
Supplies & Services	24,880	57,193	51,922	51,922
Internal Service Fees	60,463	52,235	61,264	61,490
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 85,343	\$ 109,428	\$ 113,186	\$ 113,412
Total Expenditures	\$ 685,980	\$ 733,481	\$ 779,310	\$ 770,985
General Fund Subsidy	686,180	733,581	779,310	770,985

Development Services Department

Building - General Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Licenses & Permits	\$ 670,473	\$ 799,245	\$ 785,000	\$ 854,677
Fees & Service Charges	4,458,317	4,804,694	4,111,000	4,553,887
Other Revenue	116	—	—	—
Total Revenues	\$ 5,128,906	\$ 5,603,939	\$ 4,896,000	\$ 5,408,564
EXPENDITURES				
Expenditures				
Salary				
Regular	2,295,494	2,060,446	2,524,246	2,604,778
Overtime	22,859	17,129	2,200	2,200
Target Savings	—	—	(108,760)	(124,928)
Benefits				
Fringe Benefits	475,129	492,443	571,149	639,549
Retiree Medical	30,030	30,869	31,239	32,836
PERS	623,429	610,464	718,425	737,505
Program Reduction Savings				—
Furlough/COLA Deferral	—	—	—	—
Charges (to)/from other programs	(12,201)	(9,509)	—	—
<i>Net Staffing Expense</i>	\$ 3,434,740	\$ 3,201,842	\$ 3,738,499	\$ 3,891,940
Maintenance & Utilities	5,465	2,945	6,000	6,000
Supplies & Services	1,326,386	1,493,137	814,161	814,161
Internal Service Fees	453,442	362,539	423,958	530,808
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 1,785,293	\$ 1,858,621	\$ 1,244,119	\$ 1,350,969
Total Expenditures	\$ 5,220,033	\$ 5,060,463	\$ 4,982,618	\$ 5,242,909
General Fund Subsidy	91,127	(543,476)	86,618	(165,655)

Development Services Department

Planning - General Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Fees & Service Charges	\$ 1,053,860	\$ 1,241,774	\$ 1,046,000	\$ 1,046,000
Other Revenue	—	—	—	—
Total Revenues	\$ 1,053,860	\$ 1,241,774	\$ 1,046,000	\$ 1,046,000
EXPENDITURES				
Expenditures				
Salary				
Regular	1,526,521	1,704,033	2,020,457	1,992,556
Overtime	—	—	500	500
Target Savings	—	—	—	(89,064)
Benefits				
Fringe Benefits	273,415	309,464	343,418	359,367
Retiree Medical	21,945	22,558	22,829	24,427
PERS	525,166	524,193	576,308	581,999
Program Reduction Savings	—	—	—	—
Furlough/COLA Deferral	—	—	—	—
Charges (to)/from other programs	(243,054)	(653,459)	(500,000)	(500,000)
<i>Net Staffing Expense</i>	\$ 2,103,993	\$ 1,906,789	\$ 2,463,512	\$ 2,369,785
Maintenance & Utilities	792	730	600	600
Supplies & Services	254,408	210,264	271,970	271,970
Internal Service Fees	254,426	249,014	290,990	372,081
Capital	—	—	—	—
Transfer Out	—	—	—	—
<i>Net Operating Expense</i>	\$ 509,626	\$ 460,008	\$ 563,560	\$ 644,651
Total Expenditures	\$ 2,613,619	\$ 2,366,797	\$ 3,027,072	\$ 3,014,436
General Fund Subsidy	1,559,759	1,125,023	1,981,072	1,968,436

Development Services Department

Park Districts - Special Revenue Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
Beginning Working Capital Balance	\$ 7,351,168	\$ 9,485,246	\$ 10,748,454	\$ 12,984,360
REVENUES				
Revenue				
Interest and Rents	(271,249)	1,634	—	—
Other Revenue	2,405,327	1,261,574	2,235,906	2,235,906
Total Revenues	\$ 2,134,078	\$ 1,263,208	\$ 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	—	—	—	—
<i>Net Staffing Expense</i>	\$ —	\$ —	\$ —	\$ —
Supplies & Services	—	—	—	—
<i>Net Operating Expense</i>	\$ —	\$ —	\$ —	\$ —
Fund Transfers Out to Other Funds	—	—	—	—
Total Expenditures	\$ —	\$ —	\$ —	\$ —
Net Change	2,134,078	1,263,208	2,235,906	2,235,906
Ending Fund Balance	9,485,246	10,748,454	12,984,360	15,220,266

Development Services Department

Code Enforcement - General Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Code Enforcement Fees	\$ 396,759	\$ 701,682	\$ 500,000	\$ 600,000
Miscellaneous Fees	42,790	41,200	102,045	102,045
Rental Inspection Fees	862,874	845,440	1,200,000	1,200,000
Total Revenues	\$ 1,302,423	\$ 1,588,322	\$ 1,802,045	\$ 1,902,045
EXPENDITURES				
Expenditures				
Salary				
Regular	985,795	1,075,067	1,274,849	1,207,732
Overtime	12,361	6,365	—	—
Target Savings	—	—	(86,849)	(38,400)
Benefits				
Fringe Benefits	165,931	205,634	259,931	295,292
Retiree Medical	18,480	18,996	19,224	19,221
PERS	254,315	325,856	360,223	351,704
Program Reduction Savings	—	—	—	—
Furlough/COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,436,882	\$ 1,631,918	\$ 1,827,378	\$ 1,835,549
Maintenance & Utilities	37,788	26,131	44,200	44,200
Supplies & Services	71,011	117,362	141,145	141,145
Internal Service Fees	197,081	239,725	271,691	298,785
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 305,880	\$ 383,218	\$ 457,036	\$ 484,130
Total Expenditures	\$ 1,742,762	\$ 2,015,136	\$ 2,284,414	\$ 2,319,679
General Fund Subsidy	440,339	426,814	482,369	417,634

Development Services Department

Hayward Shoreline JPA - Special Revenue Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
Beginning Working Capital Balance	12,987	17,578	18,277	214,277
REVENUES				
Revenue				
Interest and Rents	—	—	—	—
Other Revenue	59,799	12,699	208,000	208,000
Total Revenues	\$ 59,799	\$ 12,699	\$ 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>	—	—	—	—
Supplies & Services	55,208	12,000	12,000	12,000
<i>Net Operating Expense</i>	55,208	12,000	12,000	12,000
Total Expenditures	\$ 55,208	\$ 12,000	\$ 12,000	\$ 12,000
Net Change	4,591	699	196,000	196,000
Ending Fund Balance	17,578	18,277	214,277	410,277

Development Services Department

Housing Authority Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Beg Working Capital Balance		\$ —	\$ —	\$14,130,185
REVENUES				
Revenue				
Contribution In	—	—	—	—
Fund Interest	—		40,000	40,000
Interest Income	—	—	—	25,000
Principal Income			25,000	25,000
Other Revenue			—	—
	\$ —	\$ —	\$ 65,000	\$ 90,000
Total Revenues	\$ —	\$ —	\$ 65,000	\$ 90,000
EXPENDITURES				
Expenditures				
Salary				
Regular			59,219	95,481
Overtime			—	—
Benefits				
Fringe Benefits			7,265	13,088
Retiree Medical			721	721
PERS			17,123	27,862
Furlough / COLA Deferral			—	—
Charges (to)/from other programs			—	—
<i>Net Staffing Expense</i>			\$ 84,328	\$ 137,152
Supplies & Services			85,300	45,300
Grants & Loans				—
Internal Service Fees			6,559	5,564
<i>Net Operating Expense</i>	\$ —	\$ —	\$ 91,859	\$ 50,864
Fund Transfers Out				
General Fund-Cost Allocation			—	29,432
Liability Insurance Premium			559	7,156
Transfer Out to Other			2,134	1,726
<i>Total Transfers Out</i>	\$ —	\$ —	\$ 2,693	\$ 38,314
Total Expenditures	\$ —	\$ —	\$ 178,880	\$ 226,330
Net Difference Gain (Use) of Fund Bal	—	—	(113,880)	(136,330)
Ending Working Capital Balance*				13,993,855

*Includes future funding commitments authorized by Council

Development Services Department

Affordable Housing Monitoring Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Beg Working Capital Balance	\$	—	\$	—
REVENUES				
Revenue				
Interest Income			5,500	5,500
Mortgage Bonds Admin Fee			—	131,000
Total Revenues	\$	—	\$	5,500
EXPENDITURES				
Expenditures				
Salary				
Regular			26,319	28,179
Overtime			—	—
Benefits				
Fringe Benefits			3,229	3,448
Retiree Medical			881	320
PERS			7,610	8,343
Furlough / COLA Deferral			—	—
Charges (to)/from other programs		—	—	—
<i>Net Staffing Expense</i>	\$	—	\$	38,039
Supplies & Services			43,350	107,800
Internal Service Fees			5,391	2,473
<i>Net Operating Expense</i>	\$	—	\$	48,741
Fund Transfers Out				
General Fund-Cost Allocation			—	12,182
Liability Insurance Premium			5,636	7,156
Transfer Out to Other			4,668	767
<i>Total Transfers Out</i>	\$	—	\$	10,304
Total Expenditures	\$	—	\$	97,084
Net Difference Gain (Use) of Fund Bal	—	—	(91,584)	(34,168)
Ending Working Capital Balance*				(34,168)

*Includes future funding commitments authorized by Council

Development Services Department

HOME Investment Partnerships Block Grant Program

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Grants				
Program Income			430,035	425,000
Interest Income				—
Total Fund Revenue	\$ —	\$ —	\$ 430,035	\$ 425,000
EXPENDITURES				
Expenditures				
Salary				
Regular			32,800	—
Overtime			—	—
Benefits				0
Fringe Benefits			3,939	—
Retiree Medical			401	(401)
PERS			9,484	—
Furlough / COLA Deferral			—	—
Charges (to)/from other programs			45,138	35,000
<i>Net Staffing Expense</i>	\$ —	\$ —	\$ 91,762	\$ 34,599
Supplies & Services			10,300	25,300
Internal Service Fees			573	—
Grants & Loans			405,429	456,427
Transfer Out				—
<i>Net Operating Expense</i>	\$ —	\$ —	\$ 416,302	\$ 481,727
Total Expenditures	\$ —	\$ —	\$ 508,064	\$ 516,326
Net Change	—	—	(78,029)	(91,326)

Development Services Department

Inclusionary Housing - Special Revenue Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Beginning Working Capital Balance				\$ —
REVENUES				
Revenue				
Interest Income			24,000	24,000
Other Income			250,000	250,000
Total Revenues	\$ —	\$ —	\$ 274,000	\$ 274,000
EXPENDITURES				
Expenditures				
Salary				
Regular			254,887	204,545
Overtime			—	—
Benefits				
Fringe Benefits			36,849	28,797
Retiree Medical			2,723	2,723
PERS			73,701	59,337
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ —	\$ —	\$ 368,160	\$ 295,402
Maintenance & Utilities	—	—	—	—
Supplies & Services			70,000	40,000
Internal Service Fees			23,967	21,014
Capital			—	—
<i>Net Operating Expense</i>	\$ —	\$ —	\$ 93,967	\$ 61,014
Fund Transfers Out				
Cost Allocation to General Fund			—	47,049
Transfer Out to Other			6,418	6,521
Liability Insurance Premium			—	—
<i>Total Transfers Out</i>	\$ —	\$ —	\$ 6,418	\$ 53,570
Total Expenditures	\$ —	\$ —	\$ 468,545	\$ 409,986
Net Difference Gain (Use) of Fund Balance	—	—	(194,545)	(135,986)
Ending Working Capital Balance*				(135,986)

*Includes future funding commitments authorized by Council

Development Services Department

Rental Review Program - Special Revenue Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Beginning Working Capital Balance	\$ —	\$ 313,496	\$ (961,850)	\$ (1,053,922)
REVENUES				
Revenue				
Interest Income			—	1,034,823
Other Income				—
Administrative Fee	—	—	—	—
Total Revenues	\$ —	\$ —	\$ —	\$ 1,034,823
EXPENDITURES				
Expenditures				
Salary				
Regular			444,753	411,579
Overtime			—	—
Benefits				
Fringe Benefits			83,500	96,974
Retiree Medical			4,454	5,606
PERS			126,631	116,972
Furlough / COLA Deferral			—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ —	\$ —	\$ 659,338	\$ 631,131
Maintenance & Utilities			—	—
Supplies & Services			213,000	293,640
Internal Service Fees			33,223	30,904
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ —	\$ —	\$ 246,223	\$ 324,544
Fund Transfers Out				
Cost Allocation to General Fund			—	69,588
Transfer Out to Other			13,109	13,426
Liability Insurance Premium			11,272	14,313
<i>Total Transfers Out</i>	\$ —	\$ —	\$ 24,381	\$ 97,327
Total Expenditures	\$ —	\$ —	\$ 929,942	\$ 1,053,002
Net Difference Gain (Use) of Fund Balance	—	—	(929,942)	(18,179)
Ending Working Capital Balance			—	

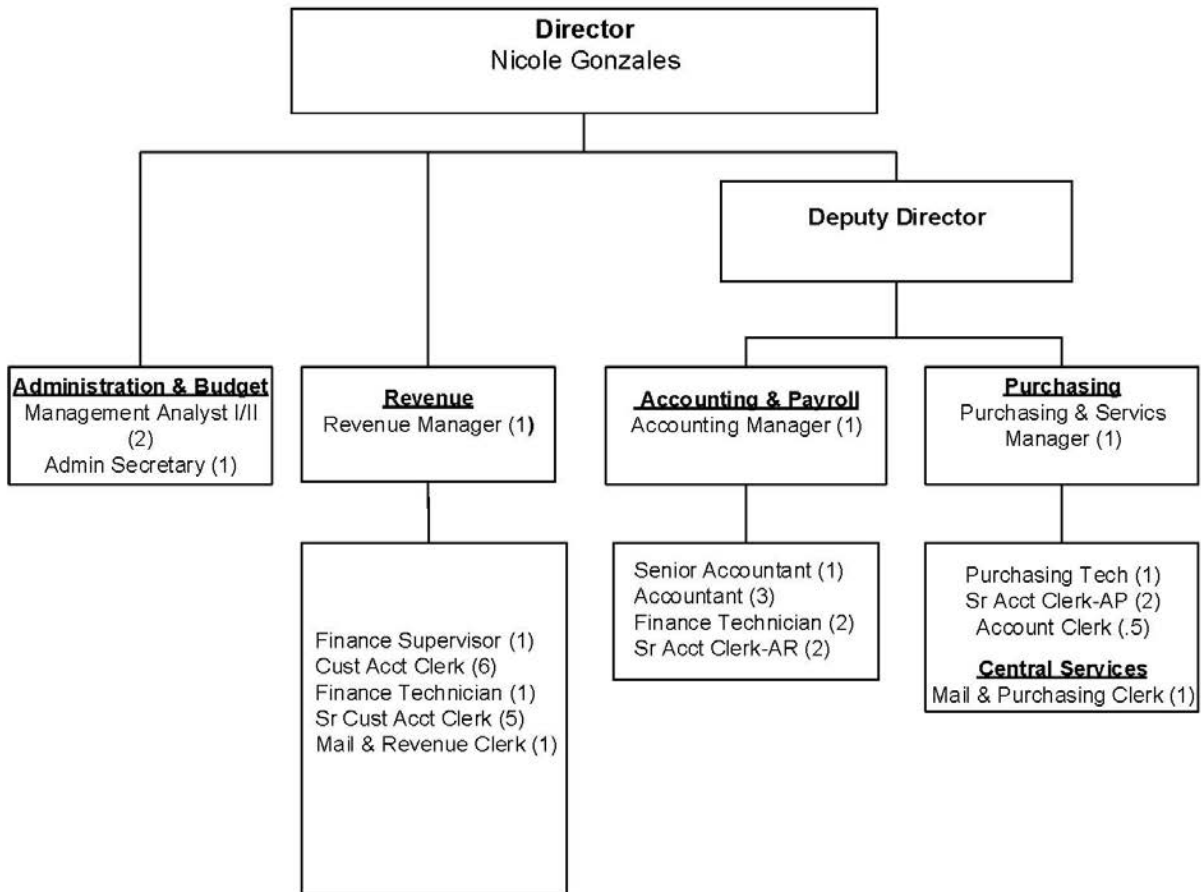
Development Services Department

Local Housing Trust Fund - Special Revenue Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Beginning Working Capital Balance	—	—	—	2,756,511
REVENUES				
Revenue				
State Grant			2,784,380	2,784,380
Interest Income	—	—	—	—
Other Income	—	—	—	—
Total Revenues	\$ —	\$ —	\$ 2,784,380	\$ 2,784,380
EXPENDITURES				
Expenditures				
Salary				
Regular	—	—	19,740	21,135
Overtime	—	—	—	—
Benefits				
Fringe Benefits	—	—	2,422	2,585
Retiree Medical	—	—	—	240
PERS	—	—	5,707	6,257
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ —	\$ —	\$ 27,869	\$ 30,217
Maintenance & Utilities	—	—	—	—
Supplies & Services	—	—	—	—
Internal Service Fees	—	—	—	1,851
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ —	\$ —	\$ —	\$ 1,851
Fund Transfers Out				
Cost Allocation to General Fund	—	—	—	5,715
Transfer Out to Other	—	—	—	575
Liability Insurance Premium	—	—	—	—
<i>Total Transfers Out</i>	\$ —	\$ —	\$ —	\$ 6,290
Total Expenditures	\$ —	\$ —	\$ 27,869	\$ 38,358
Net Difference Gain (Use) of Fund Balance	—	—	2,756,511	2,746,022
Ending Working Capital Balance	—	—	2,756,511	5,502,533

**FY 2025 STAFFING
34.5 FTE**

Finance



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.

PERFORMANCE GOALS AND METRICS

Performance Indicators	FY 2024 Target	FY 2024 Actual
% of federal, state and local financial reporting deadlines met	100%	98%
% of electronic invoice payments processed	55%	50%
% of vendor payment processed within 30 days of invoice date	65%	59%
Number of paychecks issued	23,700	23,400
% of paychecks prepared accurately	99%	99%
Performance Objective	FY 2024 Target	FY 2024 Actual
Hold a work session with the Council to provide an overview of the updated General Fund Long Range Financial model	Fall 2023	Complete
Expand financial transparency and data sharing through platforms like OpenGov	Spring 2024	Ongoing
Complete a review of the purchasing and procurement process and workflows	Spring 2024	Complete

FINANCE DEPARTMENT

Performance Indicators	FY 2025 Target
% of federal, state and local financial reporting deadlines met	100%
% of electronic invoice payments processed	55%
% of vendor payment processed within 30 days of invoice date	65%
Number of paychecks issued	23,700
% of paychecks prepared accurately	99%
Performance Objective	FY 2025 Target
Expand financial transparency and data sharing through platforms like OpenGov	Spring 2025
Establish and report on the budget for the Hayward Economic Development Corporation	Winter 2024
Continue to explore the potential early extension of the 1/2 cent local district sales tax	Winter 2024

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2025

1. None

Finance Department

All Funds Summary - By Category

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue and Transfers In From Other Funds				
General Fund Revenue	\$ 725,068	\$ 761,016	\$ 1,283,404	\$ 1,283,404
	\$ 725,068	\$ 761,016	\$ 1,283,404	\$ 1,283,404
Fund Subsidy				
General Fund Subsidy	4,381,234	4,662,382	4,397,159	4,544,259
Water Fund Subsidy	\$ 1,711,318	\$ 1,684,259	\$ 2,067,648	\$ 2,106,149
	\$ 6,092,552	\$ 6,346,641	\$ 6,464,807	\$ 6,650,408
Total Revenues	\$ 6,817,620	\$ 7,107,657	\$ 7,748,211	\$ 7,933,812
EXPENDITURES				
Expenditures By Category				
Salary				
Regular	3,226,427	3,261,834	3,694,568	3,708,387
Overtime	63,950	49,790	(6,000)	(6,000)
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	509,253	571,281	644,575	764,418
Retiree Medical	51,282	52,714	55,109	54,621
PERS	902,706	958,343	1,010,741	1,041,159
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	(6,520)	(3,583)	—	—
<i>Net Staffing Expense</i>	\$ 4,747,098	\$ 4,890,379	\$ 5,398,993	\$ 5,562,585
Maintenance & Utilities	10,988	5,896	4,308	4,308
Supplies & Services	1,518,134	1,698,374	1,740,325	1,740,325
Internal Service Fees	541,639	513,008	604,585	626,594
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 2,070,761	\$ 2,217,278	\$ 2,349,218	\$ 2,371,227
Total Expenditures	\$ 6,817,859	\$ 7,107,657	\$ 7,748,211	\$ 7,933,812
Net Change	239	—	—	—

Finance Department

All Funds Summary - By Program

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
General Fund	\$ 725,068	\$ 761,016	\$ 1,283,404	\$ 1,283,404
	\$ 725,068	\$ 761,016	\$ 1,283,404	\$ 1,283,404
Fund Subsidy				
General Fund Subsidy	4,381,234	4,662,382	4,397,159	4,544,259
Water Fund Subsidy	1,711,318	1,684,259	2,067,648	2,106,149
	\$ 6,092,552	\$ 6,346,641	\$ 6,464,807	\$ 6,650,408
Total Revenues	\$ 6,817,620	\$ 7,107,657	\$ 7,748,211	\$ 7,933,812
EXPENDITURES				
Expenditures By Program				
Administration	1,812,130	1,797,325	1,849,081	1,835,358
Accounting	1,663,550	1,812,967	1,886,443	1,934,344
Purchasing	868,625	955,308	963,541	1,037,393
Revenue	761,997	857,798	981,498	1,020,568
Utility Billing	1,711,557	1,684,259	2,067,648	2,106,149
Total Expenditures	\$ 6,817,859	\$ 7,107,657	\$ 7,748,211	\$ 7,933,812
Net Change	239	—	—	—

Finance Department

Finance - General Fund Summary

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Fees & Charges for Service	\$ 437	\$ 1,221	\$ 170,096	\$ 170,096
Intergovernmental	274,954	259,693	525,000	525,000
Bus Tax Technology Fee	102,682	94,577	95,000	95,000
Fines & Forfeitures	165,591	144,613	320,000	320,000
Licenses & Permits	114,817	145,131	138,308	138,308
Other Revenue	66,587	115,781	35,000	35,000
Total Revenues	\$ 725,068	\$ 761,016	\$1,283,404	\$1,283,404
EXPENDITURES				
Expenditures				
Salary				
Regular	2,449,348	2,543,827	2,841,422	2,847,078
Overtime	55,705	49,694	(12,000)	(12,000)
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	356,139	402,846	415,041	516,412
Retiree Medical	35,728	36,726	38,769	38,764
PERS	681,052	747,814	780,283	802,486
Program Reduction	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 3,577,972	\$ 3,780,907	\$ 4,063,515	\$ 4,192,740
Maintenance & Utilities	10,398	4,080	2,250	2,250
Supplies & Services	1,094,638	1,228,291	1,130,232	1,130,232
Internal Service Fees	423,294	410,120	484,566	502,441
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 1,528,330	\$ 1,642,491	\$ 1,617,048	\$ 1,634,923
Total Expenditures	\$ 5,106,302	\$ 5,423,398	\$ 5,680,563	\$ 5,827,663
General Fund Subsidy	4,381,234	4,662,382	4,397,159	4,544,259

Finance Department

Administration - General Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Fees & Charges for Service	\$ —	\$ —	\$ 150,000	\$ 150,000
Intergovernmental	182,633	168,068	150,000	150,000
Licenses & Permits	110,920	141,345	127,308	127,308
Other Revenue	5,675	40,412	3,000	3,000
Total Revenues	\$ 299,228	\$ 349,825	\$ 430,308	\$ 430,308
EXPENDITURES				
Expenditures				
Salary				
Regular	707,539	609,061	756,870	753,032
Overtime	—	7,724	—	—
Targets Savings	—	—	—	—
Benefits				
Fringe Benefits	73,971	63,564	87,966	73,180
Retiree Medical	7,392	7,598	7,690	7,689
PERS	193,019	171,917	208,606	211,244
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 981,921	\$ 859,864	\$ 1,061,132	\$ 1,045,145
Maintenance & Utilities	912	1,056	500	500
Supplies & Services	772,499	881,437	722,882	722,882
Internal Service Fees	56,798	54,968	64,567	66,831
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 830,209	\$ 937,461	\$ 787,949	\$ 790,213
Total Expenditures	\$ 1,812,130	\$ 1,797,325	\$ 1,849,081	\$ 1,835,358
General Fund Subsidy	1,512,902	1,447,500	1,418,773	1,405,050

Finance Department

Accounting - General Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Other Revenue	\$ 3,556	\$ 3,428	\$ 2,000	\$ 2,000
Total Revenues	\$ 3,556	\$ 3,428	\$ 2,000	\$ 2,000
EXPENDITURES				
Expenditures				
Salary				
Regular	896,341	979,001	1,065,585	1,047,019
Overtime	52,230	39,813	2,000	2,000
Benefits				
Fringe Benefits	170,859	201,833	194,204	252,201
Retiree Medical	12,320	12,664	14,418	14,416
PERS	255,540	297,022	297,564	300,373
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,387,290	\$ 1,530,333	\$ 1,573,771	\$ 1,616,009
Maintenance & Utilities	2,011	385	500	500
Supplies & Services	147,532	157,278	156,200	156,200
Internal Service Fees	126,717	124,971	155,972	161,635
<i>Net Operating Expense</i>	\$ 276,260	\$ 282,634	\$ 312,672	\$ 318,335
Total Expenditures	\$ 1,663,550	\$ 1,812,967	\$ 1,886,443	\$ 1,934,344
General Fund Subsidy	1,659,994	1,809,539	1,884,443	1,932,344

Finance Department

Purchasing and Central Services - General Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Other Revenue	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	484,246	536,406	546,856	553,231
Overtime	1,478	888	—	—
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	46,497	58,250	47,058	99,878
Retiree Medical	8,470	8,707	8,811	8,810
PERS	143,927	155,537	145,461	152,756
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 684,618	\$ 759,788	\$ 748,186	\$ 814,675
Maintenance & Utilities	7,475	2,639	1,250	1,250
Supplies & Services	20,327	24,639	22,750	22,750
Internal Service Fees	156,205	168,242	191,355	198,718
<i>Net Operating Expense</i>	\$ 184,007	\$ 195,520	\$ 215,355	\$ 222,718
Total Expenditures	\$ 868,625	\$ 955,308	\$ 963,541	\$ 1,037,393
General Fund Subsidy	868,625	955,308	963,541	1,037,393

Finance Department

Revenue - General Fund

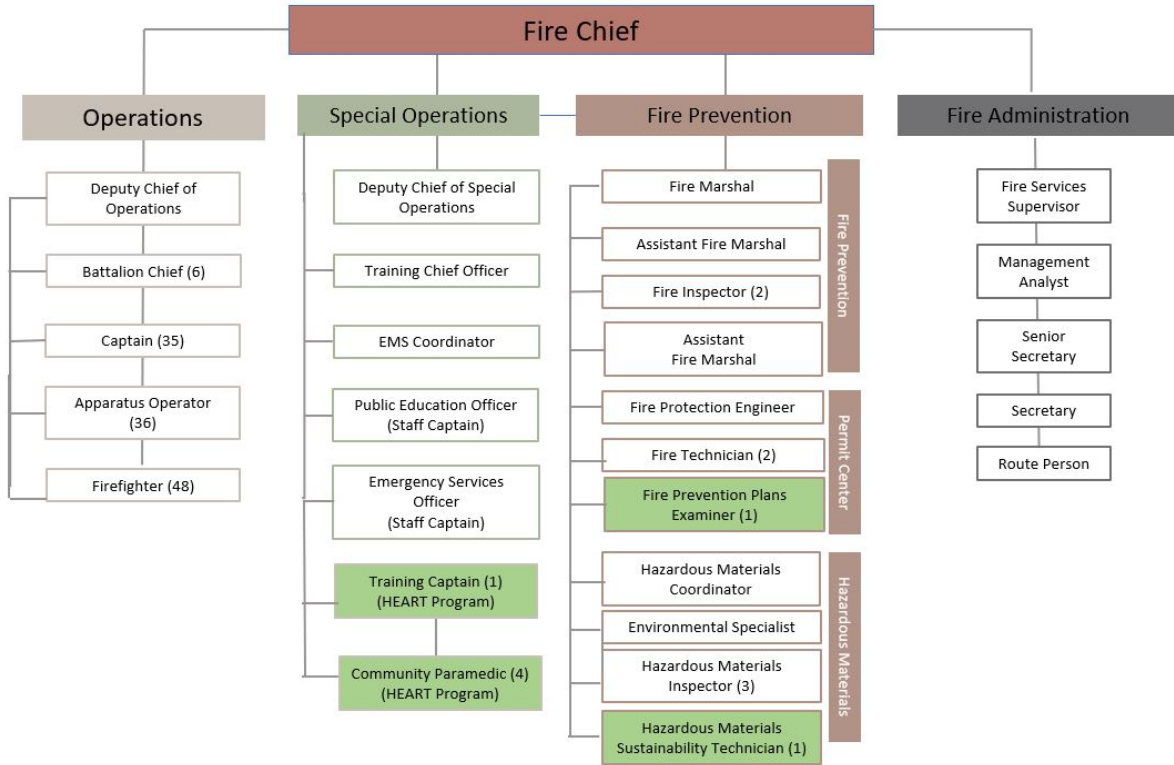
	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Licenses & Permits	\$ 3,897	\$ 3,786	\$ 11,000	\$ 11,000
Fees & Charges for Service	437	1,221	20,096	20,096
Intergovernmental	92,321	91,625	375,000	375,000
Bus Tax Technology Fee	—	94,577	95,000	95,000
Fines & Forfeiture	165,591	144,613	320,000	320,000
Other Revenue	57,356	71,941	30,000	30,000
Total Revenues	\$ 422,284	\$ 407,763	\$ 851,096	\$ 851,096
EXPENDITURES				
Expenditures				
Salary				
Regular	361,222	419,359	472,111	493,796
Overtime	1,997	1,269	(14,000)	(14,000)
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	64,812	79,199	85,813	91,153
Retiree Medical	7,546	7,757	7,850	7,849
PERS	88,566	123,338	128,652	138,113
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 524,143	\$ 630,922	\$ 680,426	\$ 716,911
Maintenance & Utilities	—	—	—	—
Supplies & Services	154,280	164,937	228,400	228,400
Internal Service Fees	83,574	61,939	72,672	75,257
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 237,854	\$ 226,876	\$ 301,072	\$ 303,657
Total Expenditures	\$ 761,997	\$ 857,798	\$ 981,498	\$1,020,568
General Fund Subsidy	339,713	450,035	130,402	169,472

Finance Department

Utility Billing - Enterprise Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Deposits and Other Revenue	\$ 239	\$ —	\$ —	\$ —
Total Revenues	\$ 239	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	777,079	718,007	853,146	861,309
Overtime	8,245	96	6,000	6,000
Benefits				
Fringe Benefits	153,114	168,435	229,534	248,006
Retiree Medical	15,554	15,988	16,340	15,857
PERS	221,654	210,529	230,458	238,673
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	(6,520)	(3,583)	—	—
<i>Net Staffing Expense</i>	\$ 1,169,126	\$ 1,109,472	\$ 1,335,478	\$ 1,369,845
Maintenance & Utilities	590	1,816	2,058	2,058
Supplies & Services	423,496	470,083	610,093	610,093
Internal Service Fees	118,345	102,888	120,019	124,153
<i>Net Operating Expense</i>	\$ 542,431	\$ 574,787	\$ 732,170	\$ 736,304
Total Expenditures	\$ 1,711,557	\$ 1,684,259	\$ 2,067,648	\$ 2,106,149
Water Fund Subsidy	1,711,318	1,684,259	2,067,648	2,106,149

**FY 2025 STAFFING
157.5 FTE**



HAYWARD FIRE DEPARTMENT

MISSION STATEMENT

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

DEPARTMENT OVERVIEW

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

DIVISION/PROGRAM SUMMARIES

Fire Administration Division

The Fire Administration Division provides direction, leadership, financial oversight, and administrative support services. 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

PERFORMANCE GOALS AND METRICS

Performance Indicators	FY 2024 Target	FY 2024 Actual
% of emergency responses that arrive within a targeted response time	100% of emergency responses under 5:50	100% of emergency responses under 5:50
% of fire prevention and hazardous material inspections that are completed within a target response time	100%	100%
% of employees up to date in emergency management and incident command trainings	100%	100%
Performance Objective	FY 2024 Target	FY 2024 Actual
Council approval for Emergency Management Plan	Implementation	Pending
Fully move into and operate the Fire Training Center	June 2023	Complete
Continue Fire career pathway program with ROP and Chabot	Ongoing	Ongoing
Girls Fire Camp at Training Center	Summer 2023	Summer 2024

Performance Indicators	FY 2025 Target
% of emergency responses that arrive within a targeted response time	100% of emergency responses under 5:50
% of fire prevention and hazardous material inspections that are completed within a target response time	100%
% of employees up to date in emergency management and incident command trainings	100%
Performance Objective	FY 2025 Target
Implement updated comprehensive Emergency Management Plan	Q3 2024
Establish the Fire Training Center rental program and adopt pricing schedule	Q1 FY25
Continue Fire career pathway program with ROP and Chabot	Ongoing

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2025

1. Addition of 1.0 HazMat Sustainability Tech
2. Addition of 1.0 FTE Fire Prevention Plans Examiner
3. Increase in recruiting/onboarding in academy support expansion of the department and services
4. Ongoing Health and Wellness benefit for active fire line staff for mental well-being and cancer screenings
5. Increase in landscape services at Fire Station 6 and Training Center

Fire Department

Fire - General Fund Summary

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Licenses & Permits	\$ 1,055,075	\$ 1,059,493	\$ 1,621,413	\$ 2,045,211
Fees & Service Charges	1,450,706	1,524,131	1,701,401	1,701,401
Fairview FPD Reimbursement	3,328,858	3,462,012	3,462,015	3,744,515
EMS Reimbursement	—	—	—	—
Mutual Aid Reimbursement	1,117,013	431,867	1,800,000	1,800,000
Mt Eden Fire Services	—	—	—	—
Other Revenue	17,816	13,255	—	—
Total Revenues	\$ 6,969,468	\$ 6,490,758	\$ 8,584,829	\$ 9,291,127
EXPENDITURES				
Expenditures				
Salary				
Regular	22,548,244	25,262,661	27,675,939	31,292,119
Overtime	7,439,117	7,286,286	96,075	96,075
Targeted Savings	—	—	(297,701)	—
Benefits				
Other Benefits	5,872,816	6,230,431	5,329,380	5,827,160
Retiree Medical	882,310	864,718	858,922	1,679,869
PERS	11,685,484	12,932,702	13,173,671	14,800,205
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	(37,874)	(46,776)	—	—
<i>Net Staffing Expense</i>	\$ 48,390,097	\$ 52,530,022	\$ 46,836,286	\$ 53,695,428
Maintenance & Utilities	81,616	92,167	92,400	92,400
Supplies & Services	1,069,515	1,083,228	1,103,168	1,393,168
Internal Service Fees	3,635,867	4,765,106	6,235,505	5,151,367
Capital	64,573	56,530	—	—
<i>Net Operating Expense</i>	\$ 4,851,571	\$ 5,997,031	\$ 7,431,073	\$ 6,636,935
Total Expenditures	\$ 53,241,668	\$ 58,527,053	\$ 54,267,359	\$ 60,332,363
General Fund Subsidy	46,272,200	52,036,295	45,682,530	51,041,236

Fire Department

General Fund - Summary By Program

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Administration	\$ —	\$ —	\$ —	\$ —
Special Operations	2,506,276	2,583,459	3,322,814	3,746,612
Operations	4,463,192	3,907,299	5,262,015	5,544,515
Total Revenues	\$ 6,969,468	\$ 6,490,758	\$ 8,584,829	\$ 9,291,127
EXPENDITURES				
Expenditures				
Administration	1,166,842	1,252,912	1,324,723	1,447,735
Special Operations	5,482,408	5,723,063	5,563,161	6,302,784
Operations	46,592,418	51,544,996	47,379,475	52,581,844
Total Expenditures	\$53,241,668	\$58,520,971	\$54,267,359	\$60,332,363
General Fund Subsidy	46,272,200	52,030,213	45,682,530	51,041,236

Fire Department

Administration - General Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Other Revenue	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	684,209	716,700	761,388	831,572
Overtime	—	1,817	—	—
Targeted Savings	—	—	(33,086)	—
Benefits				
Other Benefits	92,741	119,813	162,001	144,803
Retiree Medical	12,675	12,709	12,739	12,738
PERS	257,672	278,187	286,375	321,496
Furlough / COLA Deferral	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,047,297	\$ 1,129,226	\$ 1,189,417	\$ 1,310,609
Maintenance & Utilities	—	—	—	—
Supplies & Services	22,933	43,617	44,500	44,500
Internal Service Fees	96,612	80,069	90,806	92,626
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 119,545	\$ 123,686	\$ 135,306	\$ 137,126
Total Expenditures	\$ 1,166,842	\$ 1,252,912	\$ 1,324,723	\$ 1,447,735
General Fund Subsidy	1,166,842	1,252,912	1,324,723	1,447,735

Fire Department

Special Operations General Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Licenses & Permits	\$ 1,055,075	\$ 1,059,493	\$ 1,621,413	\$ 2,045,211
Fees & Service Charges	1,450,706	1,524,131	1,701,401	1,701,401
Other Revenue	495	(165)	—	—
Total Revenues	\$ 2,506,276	\$ 2,583,459	\$ 3,322,814	\$ 3,746,612
EXPENDITURES				
Expenditures				
Salary				
Regular	2,640,941	2,850,765	3,024,705	3,465,480
Overtime	268,317	316,195	35,000	35,000
Targeted Savings	—	—	—	—
Benefits				
Other Benefits	650,038	671,585	594,455	691,347
Retiree Medical	66,365	65,659	65,467	108,162
PERS	1,224,102	1,323,157	1,260,113	1,375,116
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	(37,874)	(46,776)	—	—
<i>Net Staffing Expense</i>	\$ 4,811,889	\$ 5,180,585	\$ 4,979,740	\$ 5,675,105
Maintenance & Utilities	—	—	—	—
Supplies & Services	282,005	276,486	282,296	282,296
Capital Expenses	—	6,082	—	—
Internal Service Fees	388,514	265,992	301,125	345,383
<i>Net Operating Expense</i>	\$ 670,519	\$ 542,478	\$ 583,421	\$ 627,679
Total Expenditures	\$ 5,482,408	\$ 5,723,063	\$ 5,563,161	\$ 6,302,784
General Fund Subsidy	2,976,132	3,139,604	2,240,347	2,556,172

Fire Department

Operations - General Fund

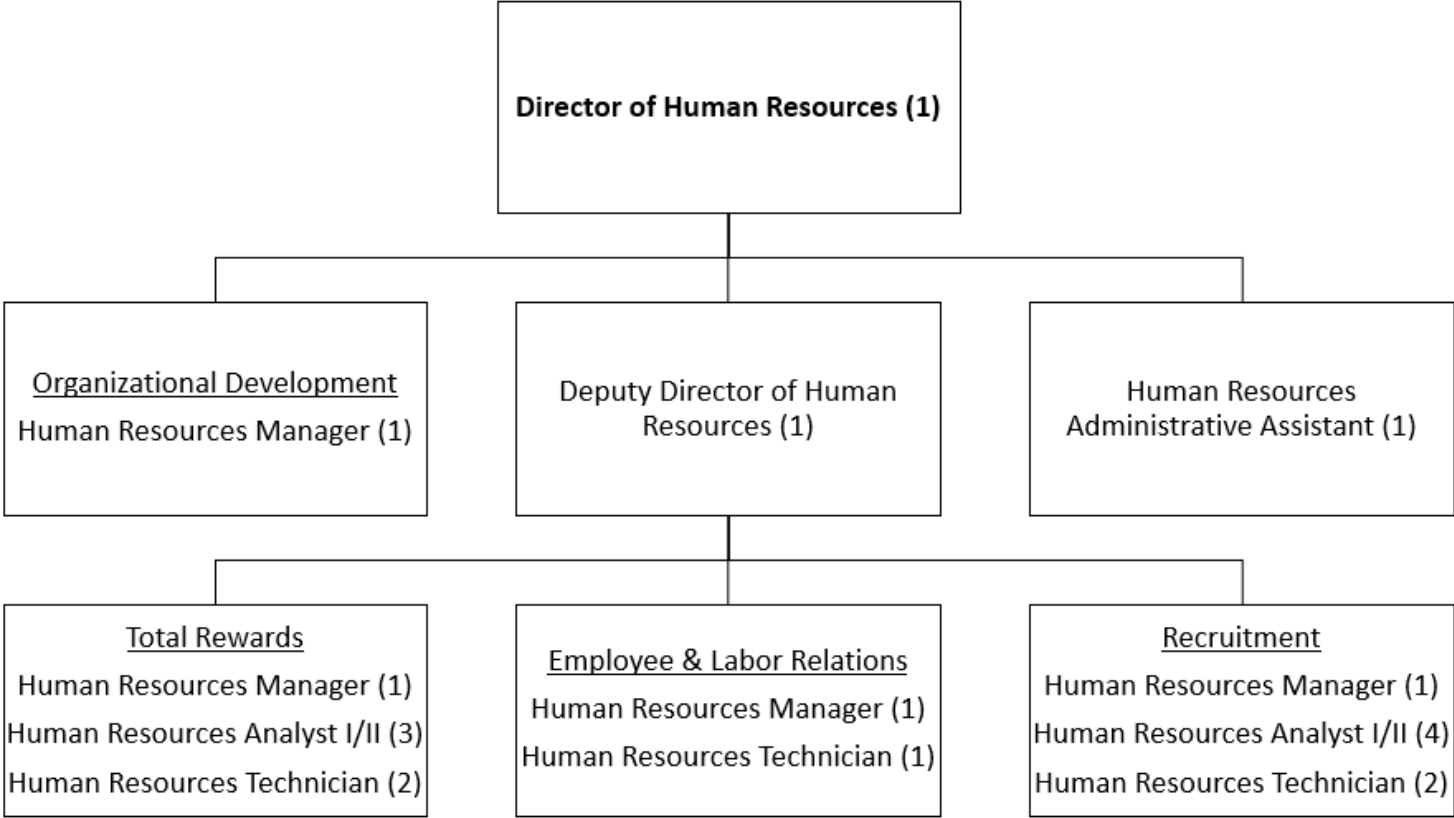
	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Local Agency Reimbursement	\$ 3,328,858	\$ 3,462,012	\$ 3,462,015	\$ 3,744,515
EMS Reimbursement	—	—	—	—
Mutual Aid Reimbursement	1,117,013	431,867	1,800,000	1,800,000
Other Revenue	17,321	13,420	—	—
Permits	—	—	—	—
Total Revenues	\$ 4,463,192	\$ 3,907,299	\$ 5,262,015	\$ 5,544,515
EXPENDITURES				
Expenditures				
Salary				
Regular	19,223,094	21,695,196	23,889,846	26,995,067
Overtime	7,170,800	6,968,274	61,075	61,075
Targeted Savings	—	—	(264,615)	—
Benefits				
Other Benefits	5,130,037	5,439,033	4,572,924	4,991,010
Retiree Medical	803,270	786,350	780,716	1,558,969
PERS	10,203,710	11,331,358	11,627,183	13,103,593
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 42,530,911	\$ 46,220,211	\$ 40,667,129	\$ 46,709,714
Maintenance & Utilities	81,616	92,167	92,400	92,400
Supplies & Services	764,577	763,125	776,372	1,066,372
Internal Service Fees	3,150,741	4,419,045	5,843,574	4,713,358
Capital	64,573	50,448	—	—
<i>Net Operating Expense</i>	\$ 4,061,507	\$ 5,324,785	\$ 6,712,346	\$ 5,872,130
Total Expenditures	\$46,592,418	\$51,544,996	\$ 47,379,475	\$52,581,844
General Fund Subsidy	42,129,226	47,637,697	42,117,460	47,037,329

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**FY 2025 STAFFING
19.0 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.

HUMAN RESOURCES DEPARTMENT

PERFORMANCE GOALS AND METRICS

Performance Indicators	FY 2024 Target	FY 2024 Actual
% of recruitments completed within a target timeframe	90%	91%
% of new full-time employees completing probationary period	100%	95%
Employee Retention Rate	10% Improvement	1% improvement
Performance Objective	FY 2024 Target	FY 2024 Actual
Develop talent acquisition plan for citywide and critical positions	December 2023	Complete by June 2024
Develop citywide compensation philosophy to create and define consistent internal benchmarks and alignment in comparator marketplace	June 2024	Delayed. Complete by June 2025
Audit existing policies and HR processes for compliance including areas for revision and general enhancement	June 2024	June 2024

Performance Indicators	FY 2025 Target
New employee experience survey	90% Satisfaction
% of new full-time employees completing probationary period	90%
Employee Retention Rate	10% Improvement
Performance Objective	FY 2025 Target
Develop, formalize, expand, and promote the onboarding program to improve new employee experience and understanding.	December 2024
Audit existing policies and HR processes for compliance including areas for revision and general enhancement	June 2025
Develop citywide compensation philosophy to create and define consistent internal benchmarks and alignment in comparator marketplace	June 2025

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2025

1. Addition of 2.0 FTE Human Resources Analysts
2. Addition of 1.0 FTE Human Resources Technician
3. Elimination of 1.0 FTE Human Resources Intern

Human Resources Department

All Funds Summary - By Category

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue and Transfers In from Other Funds				
General Fund Revenue	\$ —	\$ —	\$ 31,212	\$ 31,212
Worker's Compensation Fund	9,578,434	11,226,991	9,866,339	9,866,339
Employee Benefits Fund	8,018,594	7,244,292	7,447,061	7,497,601
	\$ 17,597,028	\$ 18,471,283	\$ 17,344,612	\$ 17,395,152
(Contributions)/Use of Fund Balance				
Worker's Compensation	(4,625,953)	2,838,453	(3,017,517)	(2,920,350)
Employee Benefits	(392,751)	(291,907)	—	—
	\$ (5,018,704)	\$ 2,546,546	\$ (3,017,517)	\$ (2,719,241)
Fund Subsidy				
General Fund Subsidy	2,695,870	2,176,970	3,513,949	3,848,164
Total Revenues	\$ 15,274,194	\$ 23,194,799	\$ 17,841,044	\$ 18,524,075
EXPENDITURES				
Expenditures By Expense Category				
Salary				
Regular	1,609,444	1,574,639	2,315,377	2,731,908
Overtime	24,786	12,038	—	—
Vacancy Savings	—	—	(213,973)	(96,171)
Benefits				
Fringe Benefits	265,270	327,597	514,414	559,381
Retiree Medical	20,020	20,579	27,234	27,230
PERS	454,056	472,021	647,208	712,146
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 2,373,576	\$ 2,406,874	\$ 3,290,260	\$ 3,934,494
Worker's Compensation Expense	3,451,903	3,612,163	5,121,723	5,121,723
Retiree Medical Benefits	7,625,843	6,952,385	7,447,061	7,497,601
Maintenance & Utilities	836	988	1,000	1,000
Supplies & Services	1,509,909	2,943,100	1,654,448	1,654,448
Internal Service Fees	269,244	176,706	279,701	259,079
<i>Net Operating Expense</i>	\$ 12,857,735	\$ 13,685,342	\$ 14,503,933	\$ 14,533,851
Transfers Out To Other Funds	42,883	7,102,583	46,851	55,730
Total Expenditures	\$ 15,274,194	\$ 23,194,799	\$ 17,841,044	\$ 18,524,075
Net Change	—	—	—	—

Human Resources Department

All Funds Summary - By Program

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue and Transfers In from Other Funds				
General Fund	\$ —	\$ —	\$ 31,212	\$ 31,212
Worker's Compensation Fund	9,578,434	11,226,991	9,866,339	9,866,339
Enterprise (Water) Fund	—	—	—	—
Employee Benefits Fund	8,018,594	7,244,292	7,447,061	7,497,601
	\$ 17,597,028	\$ 18,471,283	\$ 17,344,612	\$ 17,395,152
(Contributions)/Use of Fund Balance				
Worker's Compensation	(4,625,953)	2,838,453	(3,017,517)	(2,920,350)
Enterprise (Water) Fund	—	—	—	201,109
Employee Benefits	(392,751)	(291,907)	—	—
	\$ (5,018,704)	\$ 2,546,546	\$ (3,017,517)	\$ (2,719,241)
Fund Subsidy				
General Fund Subsidy	2,695,870	2,176,970	3,513,949	3,848,164
Total Revenues	\$ 15,274,194	\$ 23,194,799	\$ 17,841,044	\$ 18,524,075
EXPENDITURES				
Expenditures and Transfer Out to Other Funds By Program				
HR - General Fund	2,695,870	2,176,970	3,545,161	3,879,376
Enterprise (Water) Fund	—	—	—	201,109
Worker's Compensation	4,952,481	14,065,444	6,848,822	6,945,989
Employee Benefits	7,625,843	6,952,385	7,447,061	7,497,601
Total Expenditures	\$ 15,274,194	\$ 23,194,799	\$ 17,841,044	\$ 18,524,075
Net Change				

Human Resources Department

Human Resources - General Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Medicare Part D Subsidy	\$ —	\$ —	\$ 31,212	\$ 31,212
Other Revenue	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ 31,212	\$ 31,212
EXPENDITURES				
Expenditures				
Salary				
Regular	1,146,546	994,629	1,692,912	1,922,482
Overtime	19,701	6,111	—	—
Vacancy Savings	—	—	(213,973)	(96,171)
Benefits				
Fringe Benefits	175,405	217,015	433,823	432,255
Retiree Medical	13,552	13,930	18,904	18,901
PERS	326,389	308,463	471,473	482,990
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,681,593	\$ 1,540,148	\$ 2,403,139	\$ 2,760,457
Maintenance & Utilities	836	988	1,000	1,000
Supplies & Services	816,724	511,079	931,948	931,948
Internal Service Fees	196,717	124,755	209,074	185,971
Capital Outlay	—	—	—	—
<i>Net Operating Expense</i>	\$ 1,014,277	\$ 636,822	\$ 1,142,022	\$ 1,118,919
Total Expenditures	\$ 2,695,870	\$ 2,176,970	\$ 3,545,161	\$ 3,879,376
General Fund Subsidy	2,695,870	2,176,970	3,513,949	3,848,164

Human Resources Department

Water - Enterprise Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
Revenue				
Other Revenue	\$ —	\$ —	\$ —	\$ —
Fund Transfers In from General Fund / Enterprise Funds	—	—	—	—
<i>Total Transfers In</i>	—	—	—	—
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Fund Expenditures				
Salary				
Regular	—	—	—	127,890
Overtime	—	—	—	—
Benefits				
Fringe Benefits	—	—	—	35,354
Retiree Medical	—	—	—	—
PERS	—	—	—	37,865
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ —	\$ —	\$ —	\$ 201,109
Maintenance & Utilities	—	—	—	—
Supplies & Services	—	—	—	—
Internal Service Fees	—	—	—	—
<i>Net Operating Expense</i>	\$ —	\$ —	\$ —	\$ —
Fund Transfers Out to				
General Fund - Cost Allocation	—	—	—	—
Transfer Out to Other	—	—	—	—
Liability Insurance Premium	—	—	—	—
<i>Total Transfers Out</i>	\$ —	\$ —	\$ —	\$ —
Total Expenditures	\$ —	\$ —	\$ —	\$ 201,109
Net Change	\$ —	\$ —	\$ —	\$ (201,109)

Human Resources Department

Workers' Compensation - Internal Service Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
Beginning Working Capital Balance	\$19,862,631	\$15,694,690	\$12,856,237	\$15,873,754
REVENUES				
Revenue				
Worker's Compensation Premium	10,257,168	10,907,397	9,866,339	9,866,339
Other Revenue	(678,734)	319,594	—	—
	\$ 9,578,434	\$11,226,991	\$ 9,866,339	\$ 9,866,339
Fund Transfers In from				
General Fund / Enterprise Funds	—	—	—	—
<i>Total Transfers In</i>	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ 9,578,434	\$11,226,991	\$ 9,866,339	\$ 9,866,339
EXPENDITURES				
Fund Expenditures				
Salary				
Regular	462,898	580,010	622,465	681,536
Overtime	5,085	5,927	—	—
Benefits				
Fringe Benefits	89,865	110,582	80,591	91,772
Retiree Medical	6,468	6,649	8,330	8,329
PERS	127,667	163,558	175,735	191,291
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 691,983	\$ 866,726	\$ 887,121	\$ 972,928
Worker's Compensation Expense	3,451,903	3,612,163	5,121,723	5,121,723
Maintenance & Utilities	—	—	—	—
Supplies & Services	693,185	2,432,021	722,500	722,500
Internal Service Fees	72,527	51,951	70,627	73,108
<i>Net Operating Expense</i>	\$ 4,217,615	\$ 6,096,135	\$ 5,914,850	\$ 5,917,331
Fund Transfers Out to				
General Fund - Cost Allocation	—	—	—	—
Transfer Out to Other	19,741	7,079,660	18,671	19,948
Liability Insurance Premium	23,142	22,923	28,180	35,782
<i>Total Transfers Out</i>	\$ 42,883	\$ 7,102,583	\$ 46,851	\$ 55,730
Total Expenditures	\$ 4,952,481	\$14,065,444	\$ 6,848,822	\$ 6,945,989
Net Change	4,625,953	(2,838,453)	3,017,517	2,920,350
Ending Working Capital Balance*	24,488,584	12,856,237	15,873,754	18,794,104

*Unfunded actuarial liability is included in balance

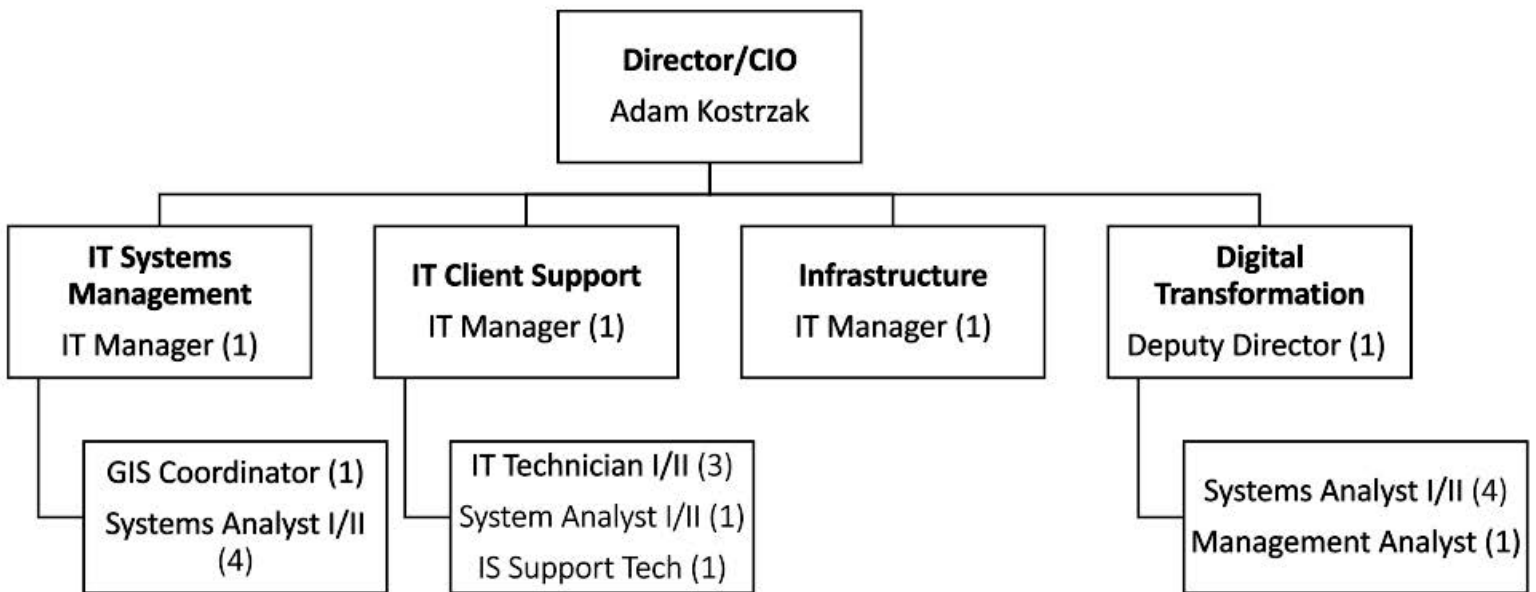
Human Resources Department

Employee Benefits - Internal Service Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
Beginning Working Capital Balance				
REVENUES				
Revenue				
Interest	77,805	45,498	—	—
Other Revenue	—	—	—	—
Retiree Medical Premium	3,650,510	3,647,671	3,882,853	3,903,952
	\$ 3,728,315	\$ 3,693,169	\$ 3,882,853	\$ 3,903,952
Fund Transfers In				
Transfer from General Fund	4,290,279	3,551,123	3,564,208	3,593,649
Total Revenues	\$ 8,018,594	\$ 7,244,292	\$ 7,447,061	\$ 7,497,601
EXPENDITURES				
Expenditures				
Police	1,808,735	1,878,346	2,107,908	2,107,725
Fire	768,715	773,269	939,253	973,562
Misc	758,114	749,648	835,692	822,665
Unfunded Liability Expense	4,290,279	3,551,122	3,564,208	3,593,649
Retiree Medical Expense	\$ 7,625,843	\$ 6,952,385	\$ 7,447,061	\$ 7,497,601
Total Expenditures	\$ 7,625,843	\$ 6,952,385	\$ 7,447,061	\$ 7,497,601
Net Change	392,751	291,907	—	—
Ending Working Capital Balance				

**FY 2025 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 resilient and innovative technology.*

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

- Be Open
- Be Change
- Build Innovative
- Connect Community

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 six key areas:

1. Modernize
2. Digital Transformation
3. Hybrid-World
4. Data-Driven
5. Cybersecurity
6. High-Performance

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 and scalable 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

INFORMATION TECHNOLOGY DEPARTMENT

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

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

Digital Transformation Division is focused on business process re-engineering, piloting new and emerging technologies, and identifying innovative solutions to improve civic capabilities.

PERFORMANCE GOALS AND METRICS

Performance Indicators	FY 2024 Target	FY 2024 Actual
# of digital transformation initiatives completed	5	5
# of technology projects completed	13	15+
% of employees up to date on cybersecurity training	75%	66%
% of tech team tickets closed within 5 days	90%	67%
Performance Objective	FY 2024 Target	FY 2024 Actual
ERP Optimization	Identify 2 business processes	Complete
Implement IT Governance	December 2023	In Progress
Expand the IT Department's internship program	Increase to 3 interns	In Progress
Build Digital Transformation Roadmap	June 2024	In Progress
Expand Security and Support Program	May 2024	In Progress

Performance Indicators	FY 2025 Target
# of digital transformation initiatives completed	5
# of technology projects completed	13
% of employees up to date on cybersecurity training	75%
% of tech team tickets closed within 5 days	90%
Performance Objective	FY 2025 Target
Implement IT Governance	Conduct 4 Review sessions
Expand the IT Department's internship program	Increase to 2 interns
Build Digital Transformation Roadmap	Identify 5 Digital Transformation Opportunities
Expand Security and Support Program	Implement 2 Findings

INFORMATION TECHNOLOGY DEPARTMENT

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2025

1. Addition of 1.0 FTE Systems Analyst I/II
2. Elimination of 1.0 FTE IT Technician
3. Increase of Online Permitting solution subscription
4. Annual increase in maintenance in software and subscriptions in Data Systems Program
5. Annual increase in maintenance in infrastructure software and subscriptions in Network Systems Program
6. Annual increase in maintenance in software and subscription in Client Systems Program
7. Annual adjustments in maintenance in software and subscriptions for public safety.
Transfer of Axon expense in department budget

Information Technology Department

Information Technology - Internal Service Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Information Technology Internal Srv Fee	\$ 8,051,330	\$ 8,265,839	\$ 9,581,798	\$10,389,011
Fund Interest	(100,077)	51,153	6,000	6,000
PEG Revenue	246,632	238,297	220,000	220,000
Other Revenue	39,405	23,805	32,000	32,000
<i>Total Revenue</i>	\$ 8,237,290	\$ 8,579,094	\$ 9,839,798	\$10,647,011
Fund Transfers In from				
General Fund	—	52,231	—	—
<i>Total Transfers In</i>	\$ —	\$ 52,231	\$ —	\$ —
Total Revenues	\$ 8,237,290	\$ 8,631,325	\$ 9,839,798	\$10,647,011
EXPENDITURES				
Expenditures				
Salary				
Regular	2,882,044	2,899,009	3,175,882	3,386,053
Overtime	38,349	49,617	90,000	90,000
Benefits				
Fringe Benefits	495,312	479,724	527,010	512,013
Retiree Medical	35,420	36,409	36,846	36,842
PERS	843,355	845,872	904,277	955,946
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Salary & Benefits</i>	\$4,294,480	\$ 4,310,631	\$ 4,734,015	\$4,980,854
Maintenance & Utilities	1,714,302	1,893,373	1,416,762	2,104,030
Supplies & Services	1,542,620	2,005,436	2,702,872	2,702,872
Internal Service Fees	141,583	147,981	171,260	178,216
Debt Service CAD/RMS/ERP/Cisco	—	—	—	—
Capital	1,957	—	—	—
<i>Net Operating Expense</i>	\$3,400,462	\$4,046,790	\$4,290,894	\$ 4,985,118
Transfers Out to				
Transfer Out to Other	108,103	89,773	87,520	88,230
Information Tech Capital Fund	851,000	1,155,000	810,000	850,000
Liability Insurance Premium	110,572	135,743	133,507	181,578
<i>Net Transfers Out</i>	\$ 1,069,675	\$ 1,380,516	\$ 1,031,027	\$ 1,119,808
Total Expenditures	\$ 8,764,617	\$ 9,737,937	\$10,055,936	\$11,085,780

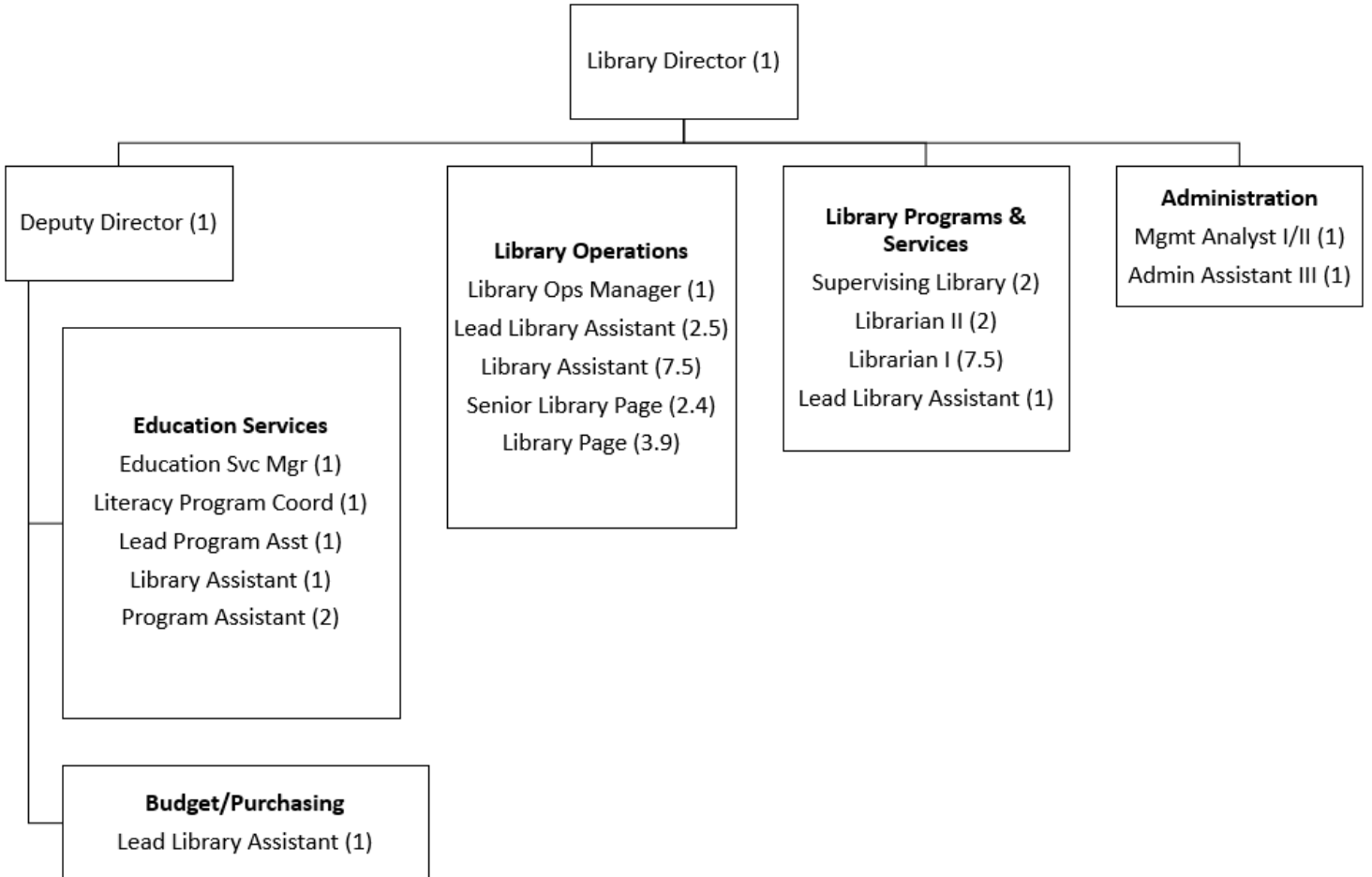
Information Technology Department

Information Technology - Internal Service Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
Net Change	(527,327)	(1,106,612)	(216,138)	(438,769)
Other Dept Operating Costs (City Manager's Department)	(448,120)	(489,243)	(461,808)	(488,664)
Net IT Department Expenditures	\$ 8,316,497	\$ 9,248,694	\$ 9,594,128	\$10,597,116

**FY 2025 STAFFING
40.8 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.

PERFORMANCE GOALS AND METRICS

Performance Indicators	FY 2024 Target	FY 2024 Actual
# Program Participants/Visits	Increase by 5%	Increased 48%
# Physical Materials borrowed	Increase by 3%	Increased 3.6%
# Electronic Materials/Resources/Programs used	Increase by 8%	Increased 18.6%
# Tech Lending Devices borrowed	Increase by 3%	Increased 10.29%
# Visits to all Locations (Branches + Bookmobile)	Increase by 3%	Increased 22.5%
# Visits to Bookmobile	Increase by 5%	Increased 22.5%
Performance Objective	FY 2024 Target	FY 2024 Actual
Offer monthly displays and/or programs reflecting the diversity of Hayward’s population	2/month	100% Complete
Expand the reach of Tech Lending program by partnering with community organizations	5 Partnerships	100% Complete
Create a preliminary concept plan for the Weekes Library to be eligible for potential grants	By CY 2023 end	100% Complete
Select and place an order for a TechMobile to help improve Digital Literacy and close the Digital Divide	Spring 2024	On track
Provide cradle to career educational programs for all ages creating cross-agency pathways, in partnership with the Hayward Promise Neighborhoods	5/month	100% Complete

LIBRARY DEPARTMENT

Performance Indicators	FY 2025 Target
# Program Participants/Visits	Increase by 53%
# Physical Materials borrowed	Increase by 7%
# Electronic Materials/Resources/Programs used	Increase by 27%
# Tech Lending Devices borrowed	Increase by 13%
# Visits to Branches	Increase by 25%
# Visits to Bookmobile	Increase by 27%
Performance Objective	FY 2025 Target
Provide cradle to career educational programs for all ages, including creating cross-agency pathways in partnership with the Hayward Promise Neighborhoods	5/month
Expand the internet connected devices and hotspots lending program	5 partnerships
Create a preliminary concept plan for the Weekes Library to be eligible for potential grants	Ongoing
Offer monthly displays and/or programs for various ages reflecting the diversity of Hayward's population	4/month
Launch TechMobile to help improve Digital Literacy and close the Digital Divide	Spring 2025

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2025

1. Reallocation of \$230,695 in ARPA Funds for one-year funding to support to the continuation of the Tech Lending Library data plans and device management.

Library Department

All Funds Summary - By Category

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue and Transfers In From Other Funds				
General Fund Revenue	\$ 2,521	\$ 8,117	\$ —	\$ —
	\$ 2,521	\$ 8,117	\$ 421,491	\$ 421,491
	\$ —	\$ —	\$ —	\$ —
Fund Subsidy				
General Fund Subsidy	6,403,987	7,152,022	7,459,094	8,004,171
Total Revenues	\$6,776,458	\$7,216,633	\$7,880,585	\$8,874,547
EXPENDITURES				
Expenditures				
Salary				
Regular	3,195,109	3,411,361	3,613,818	4,086,573
Overtime	1,995	1,017	—	—
Targeted Savings	—	—	(86,284)	(258,873)
Benefits				
Fringe Benefits	480,859	525,494	611,955	841,836
Retiree Medical	56,672	59,838	61,357	65,351
PERS	875,006	941,364	960,142	1,122,928
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	(92,489)	(92,489)
<i>Net Staffing Expense</i>	\$4,609,641	\$4,939,074	\$5,068,499	\$5,765,326
Maintenance & Utilities	5,621	39,860	319,523	319,523
Supplies & Services	733,552	660,311	714,118	714,118
Grants	—	—	—	—
Internal Service Fees	1,427,644	1,520,894	1,778,523	2,075,580
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 2,166,817	\$ 2,221,065	\$ 2,812,164	\$ 3,109,221
Transfers to Other Funds	—	—	—	—
Total Expenditures	\$6,776,458	\$7,160,139	\$7,880,663	\$8,874,547
Net Change	—	56,494	(78)	—

Library Department

All Funds Summary - By Program

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue and Transfers in from Other Funds				
General Fund Revenue	\$ 2,521	\$ 8,117	\$ —	\$ —
	\$ 2,521	\$ 8,117	\$ 421,491	\$ 421,491
(Contributions)/Use of Fund Balance				
Hayward Promise Neighborhood Grant	369,950	56,494	—	448,885
Fund Subsidy				
General Fund Subsidy	6,403,987	7,152,022	7,459,094	8,004,171
Total Revenues	\$ 6,776,458	\$ 7,216,633	\$ 7,880,585	\$ 8,874,547
EXPENDITURES				
Expenditures and Transfers Out to Other Funds				
Administration	967,006	1,074,941	1,333,222	1,319,292
Library Services	4,751,606	5,366,568	5,369,720	5,924,977
Community Services	—	—	—	—
Education Services	687,896	718,630	756,152	759,902
Total Expenditures	\$ 6,776,458	\$ 7,216,633	\$ 7,880,585	\$ 8,874,547
Net Change	—	—	—	—

Library Department

Library - General Fund Summary

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Library Fines	\$ 2,521	\$ 8,117	\$ —	\$ —
Grants	—	—	—	—
Other Revenue	—	—	—	—
Total Revenues	\$ 2,521	\$ 8,117	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	3,106,427	3,411,361	3,322,232	3,540,915
Overtime	1,995	1,017	—	—
Targeted Savings	—	—	(86,284)	(258,873)
Benefits				
Fringe Benefits	466,131	525,494	539,716	681,533
Retiree Medical	56,672	59,838	61,357	61,347
PERS	863,635	941,364	902,476	993,421
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	(92,489)	(92,489)
<i>Net Staffing Expense</i>	\$4,494,860	\$4,939,074	\$4,647,008	\$4,925,854
Maintenance & Utilities	5,621	39,860	319,523	319,523
Supplies & Services	478,383	660,311	714,118	714,118
Grants	—	—	—	—
Internal Service Fees	1,427,644	1,520,894	1,778,445	2,044,676
Capital				
<i>Net Operating Expense</i>	\$1,911,648	\$2,221,065	\$2,812,086	\$3,078,317
Total Expenditures	\$6,406,508	\$7,160,139	\$7,459,094	\$8,004,171
General Fund Subsidy	6,403,987	7,152,022	7,459,094	8,004,171

Library Department

Administration - General Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Grants	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	541,523	551,871	748,785	733,381
Overtime	—	—	—	—
Targeted Savings	—	—	—	(37,307)
Benefits				
Fringe Benefits	118,603	129,026	163,841	146,914
Retiree Medical	6,160	6,332	6,408	8,009
PERS	150,459	163,832	207,866	208,027
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	(92,489)	(92,489)
<i>Net Staffing Expense</i>	\$ 816,745	\$ 851,061	\$ 1,034,411	\$ 966,535
Maintenance & Utilities	1,569	1,500	1,500	1,500
Supplies & Services	91,612	136,948	197,533	197,533
Internal Service Fees	57,080	85,432	99,778	153,724
<i>Net Operating Expense</i>	\$ 150,261	\$ 223,880	\$ 298,811	\$ 352,757
Total Expenditures	\$ 967,006	\$ 1,074,941	\$ 1,333,222	\$ 1,319,292
General Fund Subsidy	967,006	1,074,941	1,333,222	1,319,292

Library Department

Library Services - General Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Library Fines	\$ 2,521	\$ 8,117	\$ —	\$ —
Grants	—	—	—	—
Other Revenue	—	—	—	—
Total Revenues	\$ 2,521	\$ 8,117	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	2,158,673	2,444,012	2,112,664	2,377,608
Overtime	4,628	4,751	—	—
Targeted Savings	—	—	(46,461)	(160,499)
Benefits				
Fringe Benefits	274,765	318,177	284,763	407,839
Retiree Medical	42,812	45,590	46,939	45,330
PERS	588,319	660,664	566,666	662,715
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$3,066,564	\$3,469,457	\$ 2,964,571	\$3,332,993
Maintenance & Utilities	4,052	38,360	318,023	318,023
Supplies & Services	55,685	227,704	116,585	116,585
Books & Materials	319,301	288,069	400,000	400,000
Internal Service Fees	1,306,004	1,342,978	1,570,541	1,757,376
<i>Net Operating Expense</i>	\$1,685,042	\$ 1,897,111	\$ 2,405,149	\$2,591,984
Total Expenditures	\$4,751,606	\$5,366,568	\$ 5,369,720	\$5,924,977
General Fund Subsidy	4,749,085	5,358,451	5,369,720	5,924,977

Library Department

Education Services - General Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
None	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	406,231	415,478	460,783	429,926
Overtime			—	—
Targeted Savings	—	—	(39,823)	(61,067)
Benefits				
Fringe Benefits	72,763	78,291	91,112	126,780
Retiree Medical	7,700	7,916	8,010	8,008
PERS	124,857	116,868	127,944	122,679
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 611,551	\$ 618,556	\$ 648,026	\$ 626,326
Maintenance & Utilities				
Supplies & Services	11,785	7,590	—	—
Internal Service Fees	64,560	92,484	108,126	133,576
<i>Net Operating Expense</i>	\$ 76,345	\$ 100,074	\$ 108,126	\$ 133,576
Total Expenditures	\$ 687,896	\$ 718,630	\$ 756,152	\$ 759,902
General Fund Subsidy	687,896	718,630	756,152	759,902

Library Department

Hayward Promise Neighborhood Grant

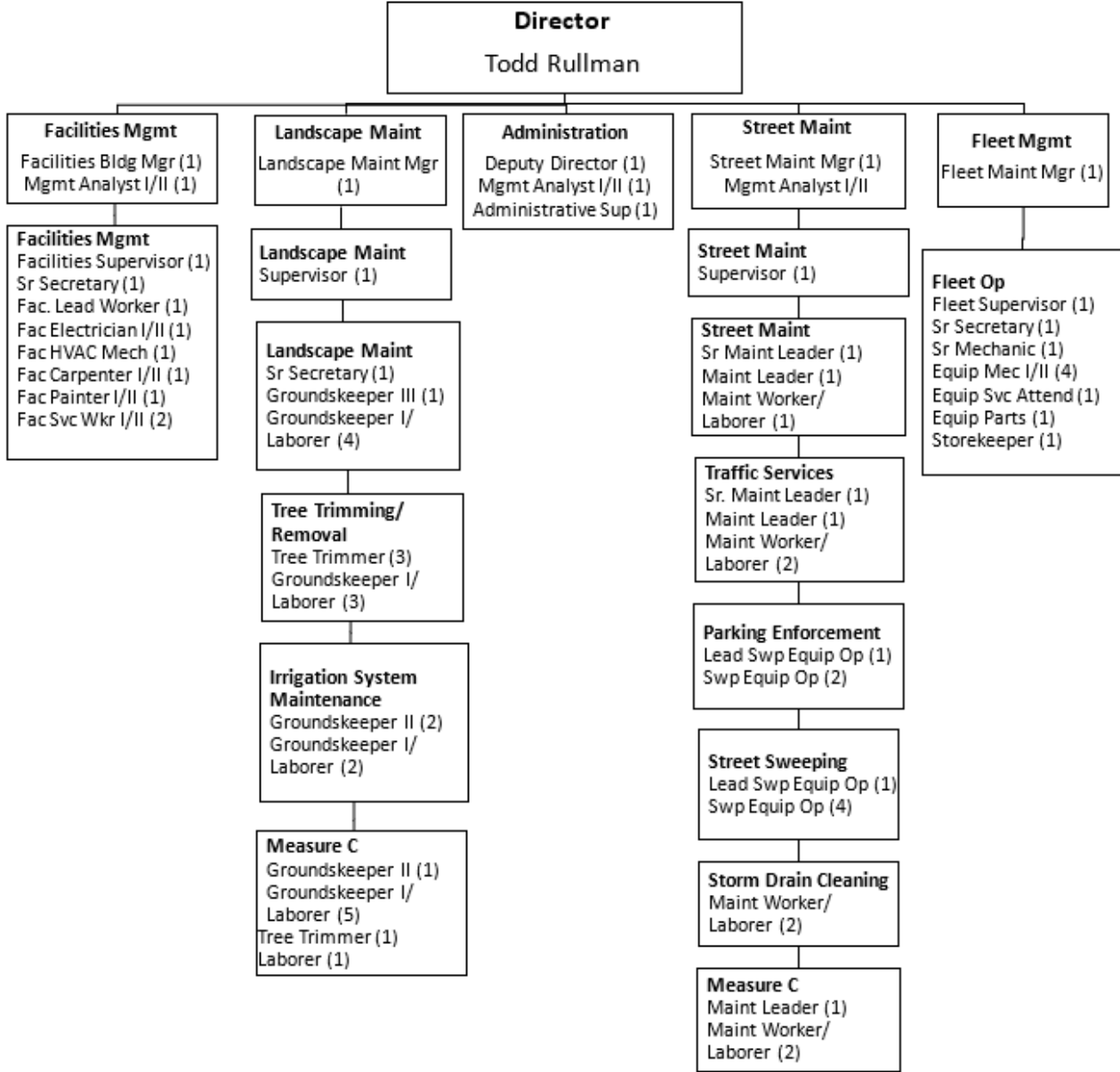
	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Grants			\$ 421,491	\$ 421,491
Total Revenues	\$ —	\$ —	\$ 421,491	\$ 421,491
EXPENDITURES				
Expenditures				
Salary				
Regular	88,682		291,586	545,658
Overtime	0		—	—
Benefits				
Fringe Benefits	14,728		72,239	160,303
Retiree Medical	—		—	4,004
PERS	11,371		57,666	129,507
<i>Net Staffing Expense</i>	\$ 114,781	\$ —	\$ 421,491	\$ 839,472
Maintenance & Utilities				
Supplies & Services	255,169	56,494	—	—
Internal Service Fees	—		—	30,904
<i>Net Operating Expense</i>	\$ 255,169	\$ 56,494	\$ —	\$ 30,904
Total Expenditures	\$ 369,950	\$ 56,494	\$ 421,491	\$ 870,376

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**FY 2025 STAFFING
73.0 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 that 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, repair 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.

MAINTENANCE SERVICES DEPARTMENT

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 48-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 task force'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.

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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 21st Century Library and Learning Center campus; 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 450 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 assets 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. Management is working to invest in green hybrid and EV units where possible and within current replacement cycles and budget parameters. This is in alignment with The City's Strategic Roadmap "Confront Climate Crisis and Champion Environmental Justice" Priority Project No. 8 to transition 15% of total City fleet to Electric Vehicle (EV)/ Hybrid models.

Facilities Management Division

The division provides management of 34 City facilities. Division priorities include 1) Keeping City buildings in a condition whereby building occupants are satisfied with the maintenance, appearance, and condition of the facility, 2) Completing preventative maintenance items on a

MAINTENANCE SERVICES DEPARTMENT

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.

Collaboratively with our colleagues in Fleet who are working to invest in green hybrid and EV fleet vehicles, Facilities Management and Public Works Environmental Services are working on the development of an implementation plan to increase City EV charging infrastructure which is necessary to accommodate future growth of 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.

FY 2023 ADDITIONAL ACCOMPLISHMENTS

The City's Emergency Operations Center was activated during the months of December 2022 and January 2023 due to unprecedented amounts of rainfall. The Maintenance Services Department played a crucial role in serving the Hayward community and addressing public safety concerns, including responding to numerous calls that included landslide issues, downed trees, and localized flooding. Maintenance staff provided 30,000 sandbags to the public, and focused on maintaining the City's stormwater and drainage infrastructure. 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 and quality of work to remain high while serving our Hayward community, City staff, and businesses.

Support Projects that Enhance Community Safety and Quality of Life in the Community

- Streets Division - Responded to and completed 3,120 Access Hayward requests for illegal dumping, removing 5,194 cubic yards of debris, 997 requests for graffiti abatement, removing 9,504 square feet of tagging. Staff responded to 96% of these requests within 48 hours.
- Streets Division - Responded to and completed 198 requests for unhoused camp abatements in collaboration with Community Services, Code Enforcement and HPD.
- Streets Division - As part of Maintenance Services "Operation Clean Sweep", funded via ARPA, staff completed multiple beautification projects:
 - Meekland Ave. and A St. Overpass - As an entry point into Hayward from Alameda County, the overpasses pedestrian stairwell was painted using vibrant colors to minimize graffiti and enhance the existing painting work conducted in FY-22.
 - Clawiter Street & Industrial Boulevard Median Project - Staff enhanced this newly repaved area by removing unsightly trash, installing decorative rocks, repainting curbs, and installing recycled woodchips in the median.
 - Hayward Boulevard Soundwall Project - A large soundwall commonly used as a graffiti canvass for taggers was painted using colors to match the area's natural landscape to alleviate public blight concerns.
 - Weekes Library Fencing Project - To address safety concerns raised by the community and city staff, the front entry and patio received improvements that included decorative cement spheres, new multi-colored bike racks, and security fencing with ornamental iron art pieces.

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- Streets Division - In collaboration with the Hayward Unified School District, staff enhanced the pedestrian underpass to Bowman Elementary School to create a safer walking path for students by installing public art, new lighting, and completing a general clean-up of this route to school.
- Traffic Division - In collaboration with Public Works' Traffic and Engineering Divisions, staff completed two significant work orders addressing traffic calming:
 - Enterprise Ave. and Whitesell St.- Staff installed raised pavement markers, road delineators and cameras to address sideshow and speeding activity in the area.
 - Campus Drive Traffic Calming- Staff installed lane delineation devices, signs and striping modification to address speeding and bike friendly roadway.
- Landscape Division - Exceeded 1,000 new street tree planting goal.
- Landscape Division - Began construction of Jackson Corridor Median Improvement Project. Staff completed the stretch of median beginning at Mission Blvd to Meek Ave. Crews completed a scope that included the installation of (20) 36" box trees and (400) 5-gallon shrubs. Staff also completed the demolition and began a similar planting scope from Meek Ave to Grand St.
- Landscape Division - Installed two weather-based irrigation controllers to monitor and conserve water along the Jackson Corridor.
- Landscape Division - Issued RFP's and facilitated new contracts for landscape maintenance and vegetation management in the following City-owned areas:
 - Route 238 Surplus Properties (235 Acres) - Contract to remove vegetation and rubbish to create a defensible space and remove ladder fuels for fire prevention.
 - Downtown Hayward Maintenance and Medians - New contract and scope to better define contractor responsibilities, specifically related to water consumption, tree and plant maintenance and the timely removal of diseased vegetation to beautify the City.
 - Landscape and Lighting Districts (LLD) #1, 2, 4, 5, 6, 8 - Contract to maintain landscape, irrigation controls, and graffiti abatement specific to each LLD.

Support and Strengthen Organizational Health

- Facilities Division - A complete remodel of City Hall's first floor bathrooms including installing new ceiling tiles, paint, wall and floor tiles, stainless-steel partitions, counters, toilets, urinals and mirrors. Similar projects for the Water Distribution, Streets Maintenance, Landscape Maintenance, and Facilities Management Divisions is being constructed through use of ARPA funds.
- Facilities Division - Police Department Roof Replacement Project, which included a complete roof replacement consisting of a new 30-year, two-ply system with new blue-colored cap sheets to match front metal portion of the building.
- Facilities Division - Electric Hot Water Heater Replacement Project, which replaced 14 gas water heaters with electric water heaters to reduce CO2 emissions. All fire stations, Police Department, and four other facilities were part of this EBCE-grant funded program.
- Facilities Division - To improve public and employee safety, completed Access Control Phase #2 which included a new access control system at Weekes Library, Corporation Yard, and the Hayward Executive Airport and an access control consolidation at the 21st Century Library. Additionally, all these locations received new video surveillance cameras.
- Fleet Division - Maintained City vehicles assigned to public safety and operational departments to ensure the minimum baseline of available vehicles was available and in-service at all times.

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- Fleet Division - Put the City's first medium duty fully electric vehicle into service: a 2022 Ford E-Transit, purchased to replace a painter's van in Facilities, has been received and placed in service.
- Fleet Division - Purchased a total of 30 Hybrid vehicles to replace older, higher mileage conventional Patrol and support staff vehicles. The orders consisted of (19) Ford Explorer Hybrids, (4) Ford Escape Hybrids, and (7) Ford Maverick Hybrids.

PERFORMANCE GOALS AND METRICS

Performance Indicators	FY 2024 Target	FY 2024 Actual
% of Access Hayward illegal dumping, graffiti, and unhoused camp abatement requests that are responded to within 48 hours	95%	95%
Number of trees planted (target = average of 1,500 annually)	100%	100%
% of City fleet that is electric/hybrid	20%	16%
% of time Public Safety front-line vehicles are operable and in-service	95%	95%
Performance Objective	FY 2024 Target	FY 2024 Actual
Conduct bi-monthly Disposal Day events	6 total events	100%
Complete Phase 2 of Jackson Corridor Landscape Beautification Project	Soto to Amador	100%
Present an EV charging plan (at City facilities for fleet vehicles and employees) to CIC	June 2024	Complete
Complete Phase 1 & 2 of Corpyard Restroom Renovation (ARPA)	December 2023	Complete

Performance Indicators	FY 2025 Target
% of Access Hayward illegal dumping, graffiti, and unhoused camp abatement requests that are responded to within 48 hours	95%
Number of trees planted (target = average of 1,500 annually)	100%
% of City fleet that is electric/hybrid	20%
% of time Public Safety front-line vehicles are operable and in-service	95%
Performance Objective	FY 2025 Target
Expand City efforts to combat Illegal Dumping by locating a mobile, high-resolution camera trailer in problematic areas	June 2025
Complete Final Phase of Jackson Corridor Landscape Beautification Project	June 2025
Present an EV charging plan (at City facilities for fleet vehicles and employees) to City Council	June 2025
Complete installation of new Gateway Sign at Jackson & Silva	June 2025

MAINTENANCE SERVICES DEPARTMENT

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2025

1. Addition of 1.0 FTE Fleet Maintenance Supervisor
2. Elimination of 1.0 FTE Equipment Mechanic I/II
3. Addition of 1.0 FTE Facilities Maintenance Supervisor
4. Field supplies and materials for landscape efforts
5. Increase for temporary staff to continue work on Council priorities of blight reduction
6. Increase for repairs and materials for HVAC
7. Increase for repairs and materials for emergency generators, bank load testing requirements, and fuel polishing for diesel fuel for fire engines and emergency generators
8. Additional guard services at City Hall, Watkins Parking Garage, and Hayward libraries
9. Increase in Utilities (water usage and rate increases, and PG&E rate increase)

Maintenance Services Department

All Funds Summary - By Category

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
General Fund Revenue	\$ 2,118,317	\$ 1,809,879	\$ 2,006,661	\$ 1,990,000
Stormwater Revenue	—	—	—	—
Facilities Revenue	4,709,109	4,914,910	5,499,149	6,021,838
Fleet Revenue	3,629,615	4,044,208	4,558,903	4,741,056
S. Hayward B.A.R.T. JPA Rev	—	—	—	—
LLD/MD	1,508,571	1,591,182	—	—
	\$ 11,965,612	\$ 12,360,179	\$ 12,064,713	\$ 12,752,894
(Contribution)/Use of Fund Balance				
Facilities	32,139	568,892	(483,326)	(693,460)
Fleet Management	524,730	861,989	(162,329)	(284,556)
LLD/MD	(300,551)	(498,949)	—	—
	\$ 256,318	\$ 931,932	\$ (645,655)	\$ (978,016)
Fund Subsidy				
Gen Fund Subsidy - Maint Svc	3,448,993	4,737,918	4,914,871	4,995,645
Gen Fund Subsidy - Facilities				
Measure C Fund Subsidy	1,428,137	1,408,635	1,902,221	2,360,055
S. Hayward B.A.R.T. JPA Sub	—	2,698	—	—
Stormwater Fund Sub - Streets	1,778,466	1,896,736	1,838,260	2,016,981
Water Fund Sub - Landscape	1,022,199	1,109,914	1,219,616	1,314,410
	\$ 7,677,795	\$ 9,155,901	\$ 9,874,968	\$ 10,687,091
Transfers In From Other Funds				
Total Revenues	\$19,899,724	\$22,448,012	\$21,294,026	\$22,461,969
EXPENDITURES				
Expenditures				
Salary				
Regular	6,729,648	7,086,005	7,351,411	7,884,111
Overtime	558,220	724,377	499,778	649,778
Targeted Savings	—	—	(30,976)	(43,548)
Benefits				
Fringe Benefits	2,122,994	2,288,933	2,170,200	2,339,915
Retiree Medical	106,259	107,644	108,935	113,967
PERS	1,876,500	1,994,247	2,009,364	2,207,787
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	(342,299)	(364,720)	(269,090)	(269,090)
<i>Net Staffing Expense</i>	\$ 11,051,322	\$ 11,836,486	\$ 11,839,622	\$ 12,882,920

Maintenance Services Department

All Funds Summary - By Category

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
Maintenance & Utilities	4,148,282	4,652,120	3,462,548	3,462,548
Supplies & Services	3,022,452	3,259,677	3,074,845	3,404,845
Internal Service Fees	1,290,305	2,185,514	2,439,742	2,254,930
Debt Service	242,259	242,211	243,819	147,593
Capital Outlay	7,745	15,434	—	—
<i>Net Operating Expense</i>	\$ 8,711,043	\$ 10,354,956	\$ 9,220,954	\$ 9,269,916
Transfers Out to Other Funds	137,359	256,570	233,450	309,133
Total Expenditures	\$19,899,724	\$22,448,012	\$21,294,026	\$22,461,969
Net Change	—	—	—	—

Maintenance Services Department

All Funds Summary - By Program

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Administration - General Fund	\$ —	\$ —	\$ —	\$ —
Landscape - General Fund	—	—	—	—
Streets - General Fund	2,120,249	1,809,879	2,006,661	1,990,000
Streets - Stormwater	—	—	—	—
Facilities - Internal Svc Fund	4,709,109	4,914,910	5,499,149	6,021,838
Fleet Management - Internal Svc Fund	3,629,615	4,044,208	4,558,903	4,741,056
S. Hayward B.A.R.T. JPA Fund	—	—	—	—
LLD/MD - Special Revenue Fund	1,508,571	1,591,182	—	—
	\$ 11,967,544	\$ 12,360,179	\$ 12,064,713	\$ 12,752,894
(Contribution)/Use of Fund Balance				
Facilities	32,139	568,892	(483,326)	(693,460)
Fleet Management	524,730	861,989	(162,329)	(284,556)
LLD/MD	(300,551)	(498,949)	—	—
	\$ 256,318	\$ 931,932	\$ (645,655)	\$ (978,016)
Fund Subsidy				
Gen Fund Subsidy - Maint Svc	3,448,993	4,737,918	4,914,871	4,995,645
Gen Fund Subsidy - Facilities				
Measure C Fund Subsidy	1,428,137	1,408,635	1,902,221	2,360,055
S. Hayward B.A.R.T. JPA Sub	—	2,698	—	—
Transfers In - Fleet Management				
Water Fund Sub - Landscape	1,022,199	1,109,914	1,219,616	1,314,410
Stormwater Subsidy - Streets	1,778,466	1,896,736	1,838,260	2,016,981
	\$ 7,677,795	\$ 9,155,901	\$ 9,874,968	\$ 10,687,091
Total Revenues	\$ 19,901,656	\$ 22,448,012	\$ 21,294,026	\$ 22,461,969
EXPENDITURES				
Expenditures				
Administration - Gen Fund	179,290	117,457	385,184	426,696
Landscape - Gen Fund	3,139,780	3,363,162	3,458,032	3,449,501
Landscape - Water Fund	1,022,199	1,109,914	1,219,616	1,314,410
Streets - Gen Fund	2,248,240	3,067,178	3,078,316	3,109,448
Streets - Stormwater Fund	1,778,466	1,896,736	1,838,260	2,016,981
Measure C Programs	1,428,137	1,408,635	1,902,221	2,360,055
S. Hayward B.A.R.T. JPA Sub	—	2,698	—	—
Facilities	4,741,248	5,483,802	5,015,823	5,328,378
Fleet	4,154,345	4,906,197	4,396,574	4,456,500
LLD/MD	1,208,020	1,092,233	—	—
Total Expenditures	\$ 19,899,724	\$ 22,448,012	\$ 21,294,026	\$ 22,461,969
Net Change	1,932	—	—	—

Maintenance Services Department

Maintenance Services - General Fund Summary

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Interest & Rents	\$ —	\$ —	\$ —	\$ —
Fines & Forfeitures	2,119,283	1,809,479	2,006,661	1,990,000
Fees & Service Charges	—	—	—	—
Other Revenue	(966)	400	—	—
Total Revenues	\$ 2,118,317	\$ 1,809,879	\$ 2,006,661	\$ 1,990,000
EXPENDITURES				
Expenditures				
Salary				
Regular	2,437,223	2,674,494	2,784,610	2,974,357
Overtime	345,953	453,477	315,778	315,778
Targeted Savings	—	—	(30,976)	(43,548)
Benefits				
Fringe Benefits	749,496	848,143	734,397	795,307
Retiree Medical	38,330	38,609	39,072	41,951
PERS	684,900	764,368	764,155	835,701
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	(388,957)	(421,628)	(269,090)	(269,090)
<i>Net Staffing Expense</i>	\$ 3,866,945	\$ 4,357,463	\$ 4,337,946	\$ 4,650,456
Maintenance & Utilities	669,744	527,090	776,000	776,000
Supplies & Services	344,038	384,576	391,420	391,420
Internal Service Fees	678,838	1,278,668	1,416,166	1,167,769
Capital Outlay	7,745	—	—	—
<i>Net Operating Expense</i>	\$ 1,700,365	\$ 2,190,334	\$ 2,583,586	\$ 2,335,189
Total Expenditures	\$ 5,567,310	\$ 6,547,797	\$ 6,921,532	\$ 6,985,645
General Fund Subsidy	3,448,993	4,737,918	4,914,871	4,995,645

Maintenance Services Department

Administration - General Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
None	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	135,395	102,203	269,289	294,002
Overtime	1,485	—	—	—
Benefits				
Fringe Benefits	11,352	11,819	44,475	40,454
Retiree Medical	816	839	849	2,451
PERS	18,995	21,856	76,707	85,459
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	(25,767)	(33,534)	(27,045)	(27,045)
<i>Net Staffing Expense</i>	\$ 142,276	\$ 103,183	\$ 364,275	\$ 395,321
Maintenance & Utilities	—	—	—	—
Supplies & Services	2,686	3,162	7,929	7,929
Internal Service Fees	34,328	11,112	12,980	23,446
<i>Net Operating Expense</i>	\$ 37,014	\$ 14,274	\$ 20,909	\$ 31,375
Total Expenditures	\$ 179,290	\$ 117,457	\$ 385,184	\$ 426,696
General Fund Subsidy	179,290	117,457	385,184	426,696

Maintenance Services Department

Street Maintenance - General Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Fines & Forfeitures	\$ 2,119,283	\$ 1,809,479	\$ 2,006,661	\$ 1,990,000
Fees & Service Charges	—	—	—	—
Other Revenue	966	400	—	—
Total Revenues	\$ 2,120,249	\$ 1,809,879	\$ 2,006,661	\$ 1,990,000
EXPENDITURES				
Expenditures				
Salary				
Regular	1,040,431	1,302,828	1,215,807	1,331,596
Overtime	282,610	316,517	254,778	254,778
Benefits				
Fringe Benefits	338,918	413,032	315,671	360,570
Retiree Medical	16,724	16,400	16,596	18,116
PERS	306,805	378,514	332,078	372,091
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	(237,221)	(218,545)	—	—
<i>Net Staffing Expense</i>	\$ 1,748,267	\$ 2,208,746	\$ 2,134,930	\$ 2,293,603
Maintenance & Utilities	10,196	14,971	22,000	22,000
Supplies & Services	219,645	260,073	269,800	269,800
Internal Service Fees	262,387	583,388	651,586	524,045
Capital Outlay	7,745	—	—	—
<i>Net Operating Expense</i>	\$ 499,973	\$ 858,432	\$ 943,386	\$ 815,845
Total Expenditures	\$ 2,248,240	\$ 3,067,178	\$ 3,078,316	\$ 3,109,448
General Fund Subsidy	127,991	1,257,299	1,071,655	1,119,448

Maintenance Services Department

Landscape Maintenance - General Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Fees & Service Charges	\$ —	\$ —	\$ —	\$ —
Other Revenue	—	—	—	—
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	1,261,397	1,269,463	1,299,514	1,348,759
Overtime	61,858	136,960	61,000	61,000
Targeted Savings	—	—	(30,976)	—
Benefits				
Fringe Benefits	399,226	423,292	374,251	394,283
Retiree Medical	20,790	21,370	21,627	21,384
PERS	359,100	363,998	355,370	378,151
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	(125,969)	(169,549)	(242,045)	(242,045)
<i>Net Staffing Expense</i>	\$ 1,976,402	\$ 2,045,534	\$ 1,838,741	\$ 1,961,532
Maintenance & Utilities	659,548	512,119	754,000	754,000
Supplies & Services	121,707	121,341	113,691	113,691
Internal Service Fees	382,123	684,168	751,600	620,278
Capital Outlay	—	—	—	—
<i>Net Operating Expense</i>	\$ 1,163,378	\$ 1,317,628	\$ 1,619,291	\$ 1,487,969
Total Expenditures	\$ 3,139,780	\$ 3,363,162	\$ 3,458,032	\$ 3,449,501
General Fund Subsidy	3,139,780	3,363,162	3,458,032	3,449,501

Maintenance Services Department

Landscape Maintenance (Water Fund) - Enterprise Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
None	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	407,635	419,264	442,139	476,446
Overtime	14,819	10,835	6,000	21,000
Benefits				
Fringe Benefits	146,107	151,682	142,845	170,742
Retiree Medical	7,176	7,377	7,465	7,705
PERS	118,308	119,323	120,012	132,577
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 694,045	\$ 708,481	\$ 718,461	\$ 808,470
Maintenance & Utilities	238,614	279,273	354,100	354,100
Supplies & Services	11,915	15,683	20,200	20,200
Internal Service Fees	77,625	106,477	126,855	131,640
Capital Outlay	—	—	—	—
<i>Net Operating Expense</i>	\$ 328,154	\$ 401,433	\$ 501,155	\$ 505,940
Total Expenditures	\$ 1,022,199	\$ 1,109,914	\$ 1,219,616	\$ 1,314,410
Water Fund Subsidy	1,022,199	1,109,914	1,219,616	1,314,410

Maintenance Services Department

Street Maintenance (Stormwater Fund) - Enterprise Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Other Revenue	\$ —	\$ —	\$ —	\$ —
Interest and Rents	—	—	—	—
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	858,719	843,254	818,036	901,506
Overtime	41,240	72,043	33,000	43,000
Benefits				
Fringe Benefits	262,771	257,436	245,540	284,903
Retiree Medical	14,615	14,231	14,402	13,118
PERS	243,516	238,437	222,855	251,450
Program Reduction Savings				—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,420,861	\$ 1,425,401	\$ 1,333,833	\$ 1,493,977
Maintenance & Utilities	7,345	11,237	11,867	11,867
Supplies & Services	99,947	122,340	126,000	126,000
Internal Service Fees	250,313	337,758	366,560	385,137
Capital Outlay	—	—	—	—
<i>Net Operating Expense</i>	\$ 357,605	\$ 471,335	\$ 504,427	\$ 523,004
Total Expenditures	\$ 1,778,466	\$ 1,896,736	\$ 1,838,260	\$ 2,016,981
Stormwater Fund Subsidy	1,778,466	1,896,736	1,838,260	2,016,981

Maintenance Services Department

Facilities Management - Internal Service Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Facilities Service Fee	\$ 4,086,156	\$ 4,477,633	\$ 5,283,607	\$ 5,806,296
Interest & Rents	30,674	40,050	36,104	36,104
Other Revenue	167,416	173,266	179,438	179,438
General Fund Subsidy	424,863	223,961	—	—
Total Revenues	\$ 4,709,109	\$ 4,914,910	\$ 5,499,149	\$ 6,021,838
EXPENDITURES				
Expenditures				
Salary				
Regular	1,171,928	1,297,106	1,227,324	1,392,656
Overtime	61,020	53,597	45,000	45,000
Benefits				
Fringe Benefits	325,901	378,475	351,571	406,391
Retiree Medical	16,062	16,511	16,709	16,707
PERS	316,129	347,317	337,007	393,948
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	(4,876)	—	—	—
<i>Net Staffing Expense</i>	\$ 1,886,164	\$ 2,093,006	\$ 1,977,611	\$ 2,254,702
Maintenance	224,889	213,464	212,745	212,745
Utilities	822,851	1,244,300	932,256	932,256
Supplies & Services	1,606,464	1,703,297	1,654,601	1,654,601
Internal Service Fees	99,352	118,483	138,095	142,900
Capital	—	—	—	—
Debt Service Payments	—	—	—	—
<i>Net Operating Expense</i>	\$ 2,753,556	\$ 3,279,544	\$ 2,937,697	\$ 2,942,502
Fund Transfers Out to				
General Fund - Cost Allocation	—	—	—	—
Liability Insurance Premium	52,506	70,542	69,397	91,164
Transfer Out to Other	49,022	40,710	31,118	40,010
Transfer to Capital	—	—	—	—
<i>Net Transfers Out</i>	\$ 101,528	\$ 111,252	\$ 100,515	\$ 131,174
Total Expenditures	\$ 4,741,248	\$ 5,483,802	\$ 5,015,823	\$ 5,328,378
Net Change	(32,139)	(568,892)	483,326	693,460

Maintenance Services Department

Fleet Management - Internal Service Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Vehicle Maint/Operating Rate	\$ 3,530,105	\$ 4,025,000	\$ 4,553,903	\$ 4,736,056
Interest	12,300	1,973	5,000	5,000
Other Revenue	87,210	17,235	—	—
Total Revenues	\$ 3,629,615	\$ 4,044,208	\$ 4,558,903	\$ 4,741,056
EXPENDITURES				
Expenditures				
Salary				
Regular	1,068,980	1,140,692	1,112,513	1,175,500
Overtime	64,688	81,038	90,000	90,000
Benefits				
Fringe Benefits	334,448	374,865	333,800	347,138
Retiree Medical	16,216	16,669	16,869	16,867
PERS	291,024	316,414	303,512	331,390
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,775,356	\$ 1,929,678	\$ 1,856,694	\$ 1,960,895
Maintenance & Utilities	139,642	145,445	149,080	149,080
Supplies & Services	149,750	142,090	159,124	159,124
Fuel	1,137,615	1,335,085	1,025,000	1,025,000
Auto Parts	531,297	723,733	575,000	575,000
Internal Service Fees	142,595	227,203	254,922	261,849
Debt Service Payments	242,259	242,211	243,819	147,593
Capital	—	15,434	—	—
<i>Net Operating Expense</i>	\$ 2,343,158	\$ 2,831,201	\$ 2,406,945	\$ 2,317,646
Fund Transfers Out to				
Liability Insurance Premium	85,323	104,217	102,634	137,565
Transfer Out to Other	(49,492)	41,101	30,301	40,394
General Fund - Cost Allocation	—	—	—	—
<i>Net Transfers Out</i>	\$ 35,831	\$ 145,318	\$ 132,935	\$ 177,959
Total Expenditures	\$ 4,154,345	\$ 4,906,197	\$ 4,396,574	\$ 4,456,500
Net Change	(524,730)	(861,989)	162,329	284,556

Maintenance Services Department

Landscape & Lighting and Maint. Districts Summary-Special Rev

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
Beginning Working Capital Balance	\$ 3,104,656	\$ 3,405,207	\$ 3,904,156	\$ 3,904,156
Fund Revenue				
Special Assessments	1,427,107	1,547,811	—	—
Interest and Rents	81,464	43,371	—	—
Total Revenues	\$ 1,508,571	\$ 1,591,182	\$ —	\$ —
Fund Expenditures				
Salary				
Regular	—	—	—	—
Overtime	2,583	10,679	—	—
Benefits				
Fringe Benefits	635	3,371	—	—
Retiree Medical	—	—	—	—
PERS	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	51,534	56,908	—	—
<i>Net Staffing Expense</i>	\$ 54,752	\$ 70,958	\$ —	\$ —
Maintenance & Utilities	906,822	895,314	—	—
Supplies & Services	246,446	125,961	—	—
<i>Net Operating Expense</i>	\$ 1,153,268	\$ 1,021,275	\$ —	\$ —
Total Expenditures	\$ 1,208,020	\$ 1,092,233	\$ —	\$ —
Net Change	300,551	498,949	—	—
Ending Working Capital Balance	3,405,207	3,904,156	3,904,156	3,904,156

Maintenance Services Department

Measure C Programs - Measure C Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
None	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	785,163	711,195	966,789	963,646
Overtime	27,917	40,226	10,000	135,000
Benefits				
Fringe Benefits	303,636	274,745	362,047	335,434
Retiree Medical	13,860	14,247	14,418	17,619
PERS	222,623	208,388	261,823	262,721
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,353,199	\$ 1,248,801	\$ 1,615,077	\$ 1,714,420
Maintenance & Utilities	760	912	1,500	1,500
Supplies & Services	32,595	41,997	148,500	478,500
Internal Service Fees	41,582	116,925	137,144	165,635
Capital Outlay	—	—	—	—
<i>Net Operating Expense</i>	\$ 74,937	\$ 159,834	\$ 287,144	\$ 645,635
Total Expenditures	\$ 1,428,137	\$ 1,408,635	\$ 1,902,221	\$ 2,360,055
Measure C Fund Subsidy	1,428,137	1,408,635	1,902,221	2,360,055

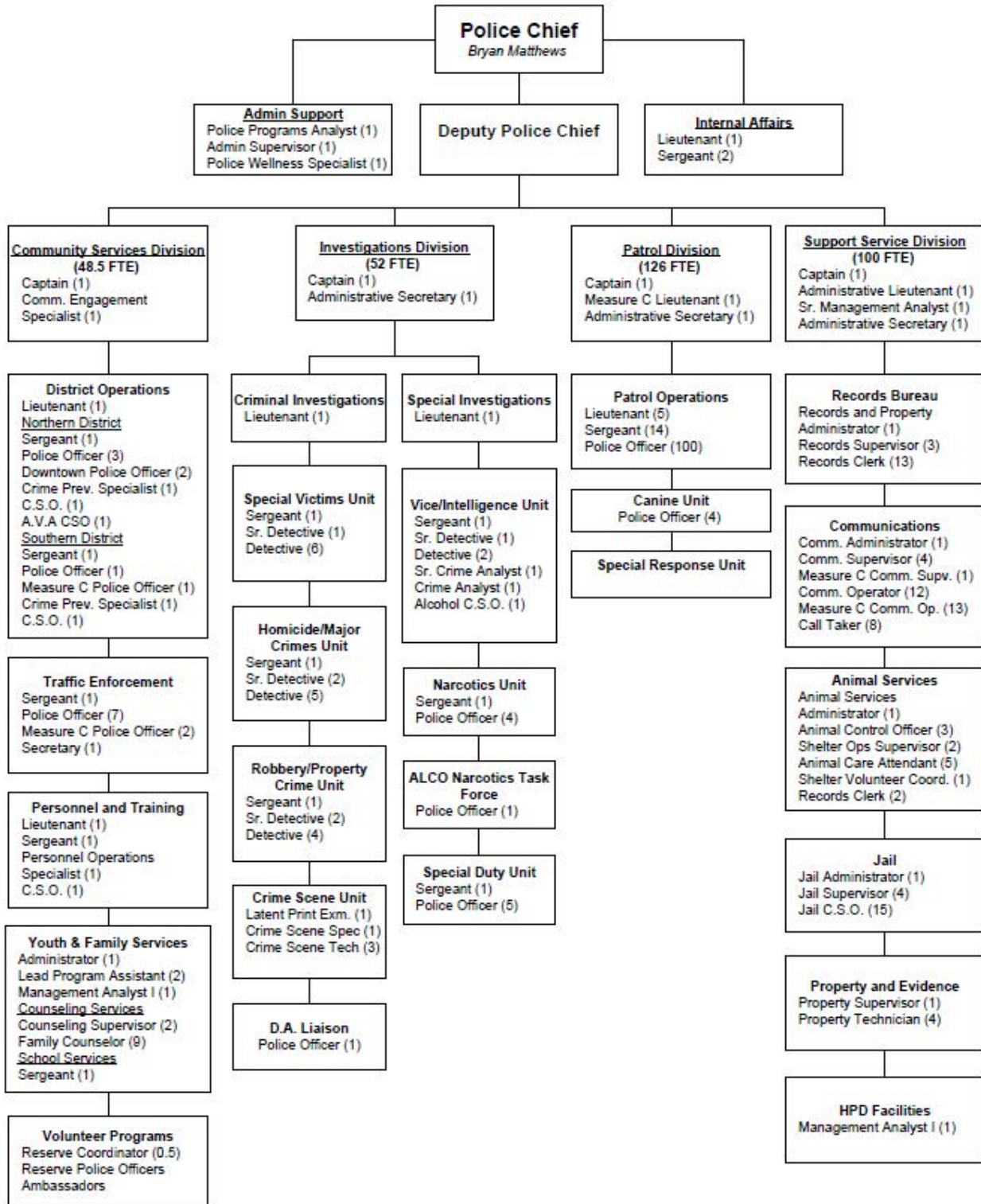
Maintenance Services Department

South Hayward B.A.R.T. JPA

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Fines and Forfeiture	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	—	—	—	—
Overtime	—	2,482	—	—
Benefits				
Fringe Benefits	—	216	—	—
Retiree Medical	—	—	—	—
PERS	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ —	\$ 2,698	\$ —	\$ —
Maintenance & Utilities	—	—	—	—
Supplies & Services	—	—	—	—
Internal Service Fees	—	—	—	—
Capital Outlay	—	—	—	—
<i>Net Operating Expense</i>	\$ —	\$ —	\$ —	\$ —
Total Expenditures	\$ —	\$ 2,698	\$ —	\$ —
S. Hwrd B.A.R.T. JPA Fund Subsidy	—	(2,698)	—	—

**FY 2025 STAFFING
333.5 FTE**

Hayward Police Department



HAYWARD POLICE DEPARTMENT

MISSION STATEMENT

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

DEPARTMENT OVERVIEW

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

DIVISION/PROGRAM SUMMARIES

Office of the Chief

The Office of the Chief provides for overall administration and management of the Department. The Deputy Chief reports directly to the Chief and three Division Commanders report directly to the Deputy Chief. In addition, Internal Affairs and Commission on Accreditation for Law Enforcement Agencies (CALEA) Administration/Research and Development also report directly to the Chief.

Internal Affairs ensures impartial, thorough, and timely investigation of community 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. All aspects of the Patrol Division's operations are guided and shaped by the Department's Community Policing and Problem-Solving Philosophy. The Patrol Division is comprised of three units – the Patrol Operations Unit, Special Response Unit, and Canine Unit.

- The Patrol Operations Unit 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 Operations Unit 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.

HAYWARD POLICE DEPARTMENT

- 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 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.

Investigation Division

The Investigations Division is comprised of two (2) major bureaus of operation - the Criminal Investigations Bureau and the Special Investigations Bureau.

The Criminal Investigations Bureau is comprised of four units – the Special Victims Unit, Homicide and Robbery Unit, Property Crime Unit and Crime Scene Unit.

- The Special Victims Unit thoroughly investigates incidents that are reported through a diverse range of sources, such as teachers, community members, 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 Homicide and Robbery Unit investigates significant violent crimes that elude the department's prevention efforts, arrests and prosecutes suspects who commit them, locates missing adults, and investigates robberies, hate crimes, and arsons.
- The 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, burglary, carjacking, fraud, and elder/dependent adult financial abuse.
- The Crime Scene Unit collects physical evidence at a crime scene and analyzes the evidence to identify possible suspects.

The Special Investigations Bureau is comprised of three units – the Vice-Intelligence Unit, Narcotics Unit, and Special Duty Unit.

- The Vice-Intelligence Unit actively enforces and/or abates alcohol related violations, prostitution, tobacco ordinances, illegal gambling, and other closely related crimes within the City. Crime and Intelligence Analysts improve 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

HAYWARD POLICE DEPARTMENT

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 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. Due to staffing shortages, the Narcotics Unit is currently not operating.
- 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).

Support Services Division

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

- 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.
- 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 Records 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 Communications Center provides 24-hour telephone service to the public for non-emergency information and emergency. The Communications Center dispatches appropriate police and fire first responders.
- 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.
- 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.

HAYWARD POLICE DEPARTMENT

- 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.
- HPD Facilities coordinates projects related to the Police Department's facility and fleet needs.

Community Services Division

The Community Services Division is comprised of highly trained personnel and community focused units, all of which exist to respond to a variety of community issues and/or to provide specialized services for community members. This division was developed in response to community conversations and engagement, it aligns with the Department's community policing philosophy, and it provides for the oversight and management of these community focused, problem-solving units.

- 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.
- 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 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 Youth & Family Services Bureau, 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

- 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.

PERFORMANCE GOALS AND METRICS

Performance Indicators	FY 2024 Target	FY 2024 Actual
% of Priority 1 responses that arrive within a targeted response time	90% w/in 10 minutes	94%
% of Communications Center calls answered within a targeted timeframe	95% w/in 15 seconds	98.86%
% of records requests responded to within a targeted timeline	W/in Statutory Requirements	1.85 days average
Number of youth, families, and school staff served by the Youth and Family Services Bureau	5,000	Current 1,722; Projected 3,000/ 60%
Performance Objective	FY 2024 Target	FY 2024 Actual
Achieve CALEA accreditation for Police Department	Achieve accreditation	Completed
Implement recommendations from Dispatch Assessment	Implementation	In Progress
Develop the Police Department's Wellness program for employees	Hire Wellness Position FTE	Position Created
Organize Community Engagement Events	30 Events	65 Events

Performance Indicators	FY 2025 Target
% of Priority 1 responses that arrive within a targeted response time	90% w/in 10 minutes
% of Communications Center calls answered within a targeted timeframe	95% w/in 15 seconds
% of records requests responded to within a targeted timeline	W/in Statutory Requirements
Number of youth, families, and school staff served by the Youth and Family Services Bureau	5000
Performance Objective	FY 2025 Target
Achieve CALEA accreditation for Police Department	Achieve accreditation
Implement recommendations from Dispatch Assessment	Implementation
Develop the Police Department's Wellness program for employees	Hire Wellness Position FTE

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2024

- Freeze 1.0 FTE Jail Administrator

Police Department

All Funds Summary - By Category

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue and Trans in from Other Funds				
General Fund Revenue	\$ 2,737,933	\$ 3,261,179	\$ 3,763,052	\$ 3,763,052
Narc Asset Seizure-Spec Rev Fund	220,655	175,858	—	—
	\$ 2,958,588	\$ 3,437,037	\$ 3,763,052	\$ 3,763,052
(Contribution)/Use of Fund Balance				
Narcotic Asset Seizure	(220,655)	(175,858)	—	—
	\$ (220,655)	\$ (175,858)	\$ —	\$ —
Fund Subsidy				
General Fund Subsidy	78,418,682	81,785,335	85,424,122	89,420,577
Measure C Fund Subsidy	3,321,580	3,445,417	4,418,338	4,684,717
	\$ 81,740,262	\$ 85,230,752	\$ 89,842,460	\$ 94,105,294
Total Revenues	\$ 84,478,195	\$ 88,491,931	\$ 93,605,512	\$ 97,868,346
EXPENDITURES				
Expenditures By Expense Category				
Salary				
Regular	37,767,308	38,537,751	46,866,388	48,480,139
Overtime	4,457,082	5,277,616	2,961,000	2,961,000
Vacancy Savings	—	—	(4,470,781)	(4,964,086)
Benefits				
Fringe Benefits	11,904,766	12,062,724	12,647,539	13,343,853
Retiree Medical	2,091,155	2,092,930	2,314,166	2,334,210
PERS	19,216,213	21,073,525	23,163,082	26,039,101
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 75,436,524	\$ 79,044,546	\$ 83,481,394	\$ 88,194,217
Maintenance & Utilities	370,270	373,954	490,188	482,188
Supplies & Services	2,113,489	2,206,132	1,975,175	1,983,175
Internal Service Fees	6,498,367	6,867,299	7,658,755	7,208,766
Capital	59,545	—	—	—
<i>Net Operating Expense</i>	\$ 9,041,671	\$ 9,447,385	\$ 10,124,118	\$ 9,674,129
Total Expenditures	\$ 84,478,195	\$ 88,491,931	\$ 93,605,512	\$ 97,868,346
Net Change	—	—	—	—

Police Department

All Funds Summary - By Program

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue and Transfers in from Other Funds				
Office of the Chief	\$ —	\$ —	\$ —	\$ —
Community Services / Special Operations	362,780	363,489	467,055	2,310,574
Patrol Division	35,629	21,666	141,400	141,400
Investigations	1,394,483	1,801,489	2,046,105	202,586
Support Services	606,375	795,661	821,672	821,672
Special Programs	338,666	278,874	286,820	286,820
Narcotic Asset Seizure	220,655	175,858	—	—
	\$ 2,958,588	\$ 3,437,037	\$ 3,763,052	\$ 3,763,052
(Contribution)/Use of Fund Balance				
Narcotic Asset Seizure	(220,655)	(175,858)	—	—
	\$ (220,655)	\$ (175,858)	\$ —	\$ —
Fund Subsidy				
General Fund Subsidy	78,418,682	81,785,335	85,424,122	89,420,577
Measure C Fund Subsidy	3,321,580	3,445,417	4,418,338	4,684,717
	\$81,740,262	\$85,230,752	\$89,842,460	\$94,105,294
Total Revenues	\$84,478,195	\$88,491,931	\$93,605,512	\$97,868,346
EXPENDITURES				
Expenditures and Transfer Out to Other Funds				
Office of the Chief - General Fund	1,933,758	2,088,654	2,109,545	2,801,207
Community Services / Special Operations	8,729,715	9,745,831	10,036,105	13,692,992
Patrol Division	35,957,626	38,153,336	37,868,302	40,219,350
Investigations	16,018,578	16,668,792	20,647,148	17,941,581
Support Services - General Services	15,437,176	15,208,546	15,143,846	15,463,544
Special Programs (Grants) - General Fund	3,079,762	3,181,355	3,382,228	3,064,955
Measure C Programs	3,321,580	3,445,417	4,418,338	4,684,717
Narc Asset Seizure-Spec Rev Fund	—	—	—	—
	\$84,478,195	\$88,491,931	\$93,605,512	\$97,868,346
Total Expenditures	\$84,478,195	\$88,491,931	\$93,605,512	\$97,868,346
Net Change	—	—	—	—

Police Department

Police - General Fund Summary

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Licenses & Permits	\$ 322,445	\$ 363,509	\$ 449,017	\$ 449,017
Photo Red Light	38,325	86,840	72,828	72,828
Fines & Forfeitures	76,937	70,429	41,820	41,820
Intergovernmental	1,573,386	1,981,826	2,150,727	2,150,727
Fees & Service Charges	682,057	758,500	1,028,660	1,028,660
Other Revenue	44,783	75	20,000	20,000
Total Revenues	\$ 2,737,933	\$ 3,261,179	\$ 3,763,052	\$ 3,763,052
EXPENDITURES				
Expenditures				
Salary				
Regular	36,044,722	36,743,368	44,388,667	45,994,153
Overtime	4,216,209	5,130,300	2,961,000	2,961,000
Vacancy Savings	—	—	(4,470,781)	(4,964,086)
Benefits				
Fringe Benefits	11,484,191	11,635,489	11,990,342	12,617,396
Retiree Medical	2,037,515	2,038,936	2,255,562	2,266,001
PERS	18,529,261	20,294,390	22,254,148	25,077,021
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 72,311,898	\$ 75,842,483	\$ 79,378,938	\$ 83,951,485
Maintenance & Utilities	362,844	366,481	427,800	419,800
Supplies & Services	2,064,504	2,150,068	1,899,295	1,907,295
Internal Service Fees	6,363,301	6,687,482	7,481,141	6,905,049
Capital	54,068	—	—	—
<i>Net Operating Expense</i>	\$ 8,844,717	\$ 9,204,031	\$ 9,808,236	\$ 9,232,144
Total Expenditures	\$ 81,156,615	\$ 85,046,514	\$ 89,187,174	\$ 93,183,629
General Fund Subsidy	78,418,682	81,785,335	85,424,122	89,420,577

Police Department

Office of the Chief - General Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Intergovernmental	\$ —	\$ —	\$ —	\$ —
Other Revenue	—	—	—	—
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	906,676	962,880	1,114,742	1,586,073
Overtime	20,978	15,855	16,500	16,500
Vacancy Savings	—	—	—	(244,154)
Benefits				
Fringe Benefits	217,262	258,867	251,355	349,593
Retiree Medical	31,760	31,789	35,142	36,740
PERS	462,644	546,837	538,095	863,272
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,639,320	\$ 1,816,228	\$ 1,955,834	\$ 2,608,024
Maintenance & Utilities	10,543	11,387	11,000	11,000
Supplies & Services	163,027	166,318	34,051	42,500
Internal Service Fees	120,868	94,721	108,660	139,683
<i>Net Operating Expense</i>	\$ 294,438	\$ 272,426	\$ 153,711	\$ 193,183
Total Expenditures	\$ 1,933,758	\$ 2,088,654	\$ 2,109,545	\$ 2,801,207
General Fund Subsidy	1,933,758	2,088,654	2,109,545	2,801,207

Police Department

Community Services / Special Operations - General Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Grants-Citizens' Option for Public Safety	\$ —	\$ —	\$ —	\$ 1,243,519
Licenses and Permits	17,073	12,681	31,827	31,827
Photo Red Light	38,325	86,840	72,828	72,828
Intergovernmental	37,445	69,018	21,000	621,000
Fees & Service Charges	239,937	194,950	321,400	321,400
Other Revenue	30,000	—	20,000	20,000
Total Revenues	\$ 362,780	\$ 363,489	\$ 467,055	\$ 2,310,574
EXPENDITURES				
Expenditures				
Salary				
Regular	3,280,504	3,827,321	4,554,246	7,053,583
Overtime	846,158	807,333	243,500	243,500
Targeted Savings	—	—	(87,248)	(578,053)
Benefits				
Fringe Benefits	1,161,215	1,322,733	1,219,812	1,744,666
Retiree Medical	204,290	204,276	226,537	226,517
PERS	1,787,907	2,176,038	2,402,411	3,463,526
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 7,280,074	\$ 8,337,701	\$ 8,559,258	\$ 12,153,739
Maintenance & Utilities	13,265	27,309	24,500	84,300
Supplies & Services	719,037	767,624	750,266	749,400
Internal Service Fees	705,865	613,197	702,081	705,553
Capital	11,474	—	—	—
<i>Net Operating Expense</i>	\$ 1,449,641	\$ 1,408,130	\$ 1,476,847	\$ 1,539,253
Total Expenditures	\$ 8,729,715	\$ 9,745,831	\$ 10,036,105	\$ 13,692,992
General Fund Subsidy	8,366,935	9,382,342	9,569,050	11,382,418

Police Department

Patrol Division - General Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Licenses and Permits	\$ —	\$ —	\$ —	\$ —
Intergovernmental	—	—	—	—
Fees & Service Charges	35,629	21,666	141,400	141,400
Other Revenue	—	—	—	—
Total Revenues	\$ 35,629	\$ 21,666	\$ 141,400	\$ 141,400
EXPENDITURES				
Expenditures				
Salary				
Regular	15,360,477	15,829,467	18,038,896	18,999,854
Overtime	1,535,390	1,998,845	1,215,000	1,215,000
Targeted Savings	—	—	(1,484,313)	(1,094,654)
Benefits				
Fringe Benefits	5,409,125	5,509,998	4,992,986	5,335,985
Retiree Medical	1,053,140	1,051,093	1,172,662	1,172,560
PERS	9,423,054	10,535,216	10,488,400	11,809,449
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$32,781,186	\$34,924,619	\$34,423,631	\$37,438,194
Maintenance & Utilities	—	6,000	—	—
Supplies & Services	19,559	84,687	28,506	68,500
Internal Service Fees	3,156,881	3,138,030	3,416,165	2,712,656
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 3,176,440	\$ 3,228,717	\$ 3,444,671	\$ 2,781,156
Total Expenditures	\$35,957,626	\$38,153,336	\$37,868,302	\$40,219,350
General Fund Subsidy	35,921,997	38,131,670	37,726,902	40,077,950

Police Department

Investigations - General Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Licenses & Permits	\$ 133,276	\$ 116,655	\$ 148,526	\$ 148,526
Intergovernmental	1,246,502	1,681,522	1,863,919	20,400
Fees & Service Charges	14,705	3,312	33,660	33,660
Other Revenue	—	—	—	—
Total Revenues	\$ 1,394,483	\$ 1,801,489	\$ 2,046,105	\$ 202,586
EXPENDITURES				
Expenditures				
Salary				
Regular	7,557,290	7,710,010	10,615,598	8,363,022
Overtime	269,059	411,354	1,100,000	1,100,000
Targeted Savings	—	—	(1,832,441)	(1,906,221)
Benefits				
Fringe Benefits	2,147,120	2,137,875	2,822,670	2,508,269
Retiree Medical	505,720	511,876	567,544	567,493
PERS	3,898,789	4,165,043	5,471,564	5,440,950
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$14,377,978	\$14,936,158	\$18,744,935	\$ 16,073,513
Maintenance & Utilities	67,415	67,276	91,800	35,000
Supplies & Services	473,900	445,830	423,750	407,000
Internal Service Fees	1,081,130	1,219,528	1,386,663	1,426,068
Capital	18,155	—	—	—
<i>Net Operating Expense</i>	\$ 1,640,600	\$ 1,732,634	\$ 1,902,213	\$ 1,868,068
Total Expenditures	\$16,018,578	\$16,668,792	\$20,647,148	\$ 17,941,581
General Fund Subsidy	14,624,095	14,867,303	18,601,043	17,738,995

Police Department

Support Services - General Services

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Licenses & Permits	\$ 172,096	\$ 234,173	\$ 268,664	\$ 268,664
Intergovernmental	28,186	22,916	20,808	20,808
Fees & Service Charges	391,786	538,572	532,200	532,200
Other Revenue	14,307	—	—	—
Total Revenues	\$ 606,375	\$ 795,661	\$ 821,672	\$ 821,672
EXPENDITURES				
Expenditures				
Salary				
Regular	7,609,162	7,086,115	8,295,517	8,220,567
Overtime	1,372,761	1,715,845	386,000	386,000
Targeted Savings	—	—	(860,062)	(489,273)
Benefits				
Fringe Benefits	2,001,870	1,927,628	2,193,099	2,134,646
Retiree Medical	137,445	134,951	136,571	145,595
PERS	2,125,771	1,986,758	2,319,569	2,397,545
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$13,247,009	\$12,851,297	\$12,470,694	\$12,795,080
Maintenance & Utilities	271,621	254,509	300,500	289,500
Supplies & Services	598,353	596,241	614,722	591,895
Internal Service Fees	1,295,754	1,506,499	1,757,930	1,787,069
Capital	24,439	—	—	—
<i>Net Operating Expense</i>	\$ 2,190,167	\$ 2,357,249	\$ 2,673,152	\$ 2,668,464
Total Expenditures	\$15,437,176	\$15,208,546	\$15,143,846	\$15,463,544
General Fund Subsidy	14,830,801	14,412,885	14,322,174	14,641,872

Police Department

Special Programs (Grants) - General Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Fines and Forfeitures	\$ 76,937	\$ 70,429	\$ 41,820	\$ 41,820
Grant Revenue	261,253	208,370	245,000	245,000
Rental Income	476	75	—	—
Total Revenues	\$ 338,666	\$ 278,874	\$ 286,820	\$ 286,820
EXPENDITURES				
Expenditures				
Salary				
Regular	1,330,613	1,327,575	1,769,668	1,771,054
Overtime	171,863	181,068	—	—
Targeted Savings	—	—	(206,717)	(651,731)
Benefits				
Fringe Benefits	547,599	478,388	510,420	544,237
Retiree Medical	105,160	104,951	117,106	117,096
PERS	831,096	884,498	1,034,109	1,102,279
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 2,986,331	\$ 2,976,480	\$ 3,224,586	\$ 2,882,935
Maintenance & Utilities				
Supplies & Services	90,628	89,368	48,000	48,000
Internal Service Fees	2,803	115,507	109,642	134,020
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 93,431	\$ 204,875	\$ 157,642	\$ 182,020
Total Expenditures	\$ 3,079,762	\$ 3,181,355	\$ 3,382,228	\$ 3,064,955
General Fund Subsidy	2,741,096	2,902,481	3,095,408	2,778,135

Police Department

Narcotic Asset Seizure - Special Revenue Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
Beginning Working Capital Balance	\$ 488,428	\$ 709,083	\$ 884,941	\$ 884,941
REVENUES				
Revenue				
Fines & Forfeitures	220,655	175,858	—	—
Interest			—	—
Total Revenues	\$ 220,655	\$ 175,858	\$ —	\$ —
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	—	—	—	—
Internal Service Fees	—	—	—	—
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ —	\$ —	\$ —	\$ —
Fund Transfers Out				
Trsfr to Police Capital Projects	—	—	—	—
	\$ —	\$ —	\$ —	\$ —
Total Expenditures	\$ —	\$ —	\$ —	\$ —
Net Diff Gain (Use) of Fund Balance	220,655	175,858	—	—
Ending Working Capital Balance	709,083	884,941	884,941	884,941

Police Department

Measure C Program - Measure C Fund

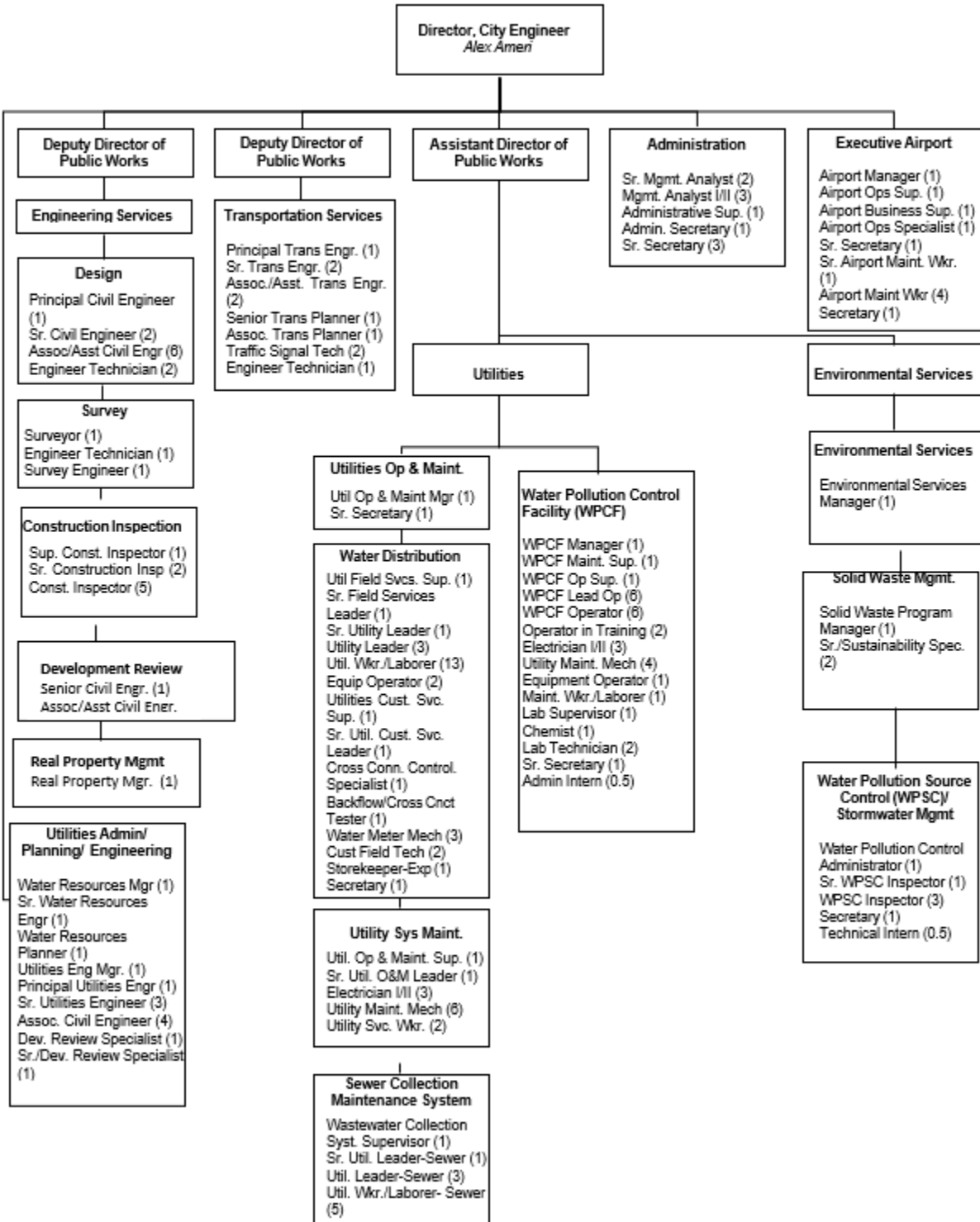
	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Other Revenue	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	1,722,586	1,794,383	2,477,721	2,485,986
Overtime	240,873	147,316	—	—
Benefits				
Fringe Benefits	420,575	427,235	657,197	726,457
Retiree Medical	53,640	53,994	58,604	68,209
PERS	686,952	779,135	908,934	962,080
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 3,124,626	\$ 3,202,063	\$ 4,102,456	\$ 4,242,732
Maintenance & Utilities	7,426	7,473	62,388	62,388
Supplies & Services	48,985	56,064	75,880	75,880
Internal Service Fees	135,066	179,817	177,614	303,717
Capital	5,477	—	—	—
<i>Net Operating Expense</i>	\$ 196,954	\$ 243,354	\$ 315,882	\$ 441,985
Total Expenditures	\$ 3,321,580	\$ 3,445,417	\$ 4,418,338	\$ 4,684,717
Measure C Fund Subsidy	3,321,580	3,445,417	4,418,338	4,684,717

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**FY 2025 STAFFING
173 FTE**

Public Works & Utilities Department



PUBLIC WORKS & UTILITIES DEPARTMENT

MISSION STATEMENT

To plan, design, construct, operate, and maintain the City's public infrastructure, facilities, environment, 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 (Water and Wastewater), 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 Division 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 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, Recycled Water, and Stormwater Enterprise Funds and Recycling Special Fund, water conservation programs, and the administration of new utility service connections. The program staff works

PUBLIC WORKS & UTILITIES DEPARTMENT

closely with the City's wholesale water supplier, the San Francisco Public Utilities Commission. It also works in coordination with the Bay Area Water Supply and Conservation Agency, which represents certain interests of cities and agencies that purchase water on a wholesale basis from San Francisco Public Utilities Commission (SFPUC).

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 in operation 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 started in March 2022. Staff are 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, Ava Community Energy (Ava), formerly known as East Bay Community Energy. Ava 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 Ava. Alameda County and eleven of its thirteen cities are also current members, as well as the City of Tracy. In 2025, Ava will extend service to the San Joaquin County cities of Stockton and Lathrop.

PUBLIC WORKS & UTILITIES DEPARTMENT

Design/Development Services

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

Construction Services (ES)

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

Survey

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

Transportation Division

Transportation Division comprises both Traffic Operations and Transportation Planning. The primary function of the Traffic Operations section is to reduce traffic delays and enhance PUBLIC WORKS & UTILITIES DEPARTMENT

traffic safety to pedestrians, bicyclists, and motorists through the appropriate use and maintenance of traffic control devices such as traffic signals, speed lumps, signing, and striping. The Transportation Planning section is responsible for the development and coordination of multi-modal transportation planning activities, and review and analysis for all major City transportation studies and environmental impact reports. Responsibilities include circulation and parking studies as well as the transportation impacts of development, including street improvements.

Executive Airport Division

The Hayward Executive Airport is a self-supporting, general aviation reliever airport. The primary function of the Airport is to relieve air carrier airports of general aviation traffic in the San Francisco Bay Area. Airport staff members interact with the community and airport users through various forums, including the Council's Infrastructure and Airport Committee, the Noise Committee, the annual Open House event, Airport tours, and public speaking engagements. In addition, Airport staff work to promote aviation safety, provide courteous and efficient service to the flying public, attract businesses that provide a full range of aviation services, continue to improve airport infrastructure, and maintain an open and positive relationship with the surrounding community.

PUBLIC WORKS & UTILITIES DEPARTMENT

PERFORMANCE GOALS AND METRICS

Performance Indicators	FY 2024 Target	FY 2024 Actual
Miles of bike & ped improvements installed (target = average of 10 miles)	10 miles	100%
% of development permits reviewed with first review comments issued in 10 business days	90%	90%
% of traffic signal outages and malfunctions responded to within 8 hours	100%	100%
Number of miles of water/sewer pipelines replaced annually	2 miles water/2 miles sewer	1
% of days that water and wastewater quality met state standards	100%	100%
Percentage of waste diverted from the landfill	72%	74%
Performance Objective	FY 2024 Target	FY 2024 Actual
Complete construction of Mission Boulevard phase 3	70%	70%
Implement six intersections improvement for Safe Route for Seniors in the downtown area	100%	4 out of 6
Implement Safe Routes to School, with a focus on Cesar Chavez and Palma Ceia	100%	Cesar Chavez 100% Palma Ceia 5%
Present a needs assessment/preliminary feasibility report for a new Police Building and Corporation Yard	50%	10%
Complete construction of La Vista Park	75%	0%
Continue City parking lot upgrades, with a focus on parking lots 7, 8, and 11	100%	100%
Install EV Charging in Cinema Pl parking structure in collaboration with EBCE (currently Ava) to provide public EV charging facilities	Multi-Site License Agreement and Design	20%
Design Water Resource Recovery Facility (WRRF, formerly WPCF) Phase II upgrade	50%	50%
Develop a Recycled Water Master Plan	75%	10%

PUBLIC WORKS & UTILITIES DEPARTMENT

Performance Indicators	FY 2025 Target
Miles of bike & ped improvements installed (target = average of 10 miles)	100%
% of development permits reviewed with first review comments issued in 10 business days	90%
% of traffic signal outages and malfunctions responded to within 8 hours	100%
Number of miles of water/sewer pipelines replaced annually	2 miles water/2 miles sewer
% of days that water and wastewater quality met state standards	100%
Percentage of waste diverted from the landfill	74%
Performance Objective	FY 2025 Target
Complete construction of Mission Boulevard phase 3	100%
Implement six intersections for Safe Route for Seniors in downtown area	100%
Complete construction of La Vista Park	75%
Install EV Charging in one muni parking lot in collaboration with Ava for public EV charging	100%
Design Water Resource Recovery Facility Phase II upgrade	100%
Develop a Recycled Water Master Plan	100%
Implement Safe Routes to School, with a focus on Palma Ceia and Eldridge	15%
Implement Speed Management Plan & High Injury Network Safety Plan (funded by SS4A Grant)	25%
Implement Active Transportation Incentive & Promotion (funded by California Air Resources Board Grant)	50%
Implement Orchard Ave Traffic Calming	75%
Design East Bay Greenway (partner with Alameda County Transportation Commission)	100%
Present a needs assessment/preliminary feasibility report for a new Police Building and Corporation Yard	100%
Distribute 10,000 bags of compost to Hayward residents	100%
Implement projects in the Groundwater Sustainability Plan: Install one new groundwater monitoring wells (with option of one additional)	100%
Implement Safe Routes to School Project (funded by California Air Resources Board Grant)	30%
Implement Winton Ave/D Street & Tennyson Corridors Adaptive Signal Timing (funded by Transportation Fund for Clean Air)	85%

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2025

1. Addition of 1.0 FTE Principal Civil Engineer (General Fund)
2. Addition of 1.0 FTE Associate/Assistant Transportation Engineer (General Fund)
3. Addition of 1.0 FTE Senior Sustainability Specialist (Special Revenue Fund)
4. Addition of 1.0 FTE Senior Utilities Operations and Maintenance Leader (Enterprise Fund)
5. Addition of 1.0 FTE Utilities Customer Services Supervisor (Enterprise Fund)
6. Anticipated revenue increase in CalRecycle Used Oil and Measure D Augmentation (Special Revenue Fund)
7. Security patrol services and PG&E increases (Water Fund)

PUBLIC WORKS & UTILITIES DEPARTMENT

8. Increases in annual software and maintenance fees, inventory supplies, equipment rentals, and staff training (Water Fund)
9. Increase budget for water purchase (Water Fund)
10. Restoration of annual budget/administrative correction (Regional Water Intertie Fund)
11. Increase budget for FY 2025 Sewer Rate Study (Wastewater Fund)
12. Security patrol services, camera systems, annual software fees, and PG&E increases (Wastewater Fund)
13. Increase in lab supplies, SCADA annual fee, and wastewater treatment chemicals (Wastewater Fund)
14. Increase budget for write-offs for uncollectible bill amounts (Wastewater Fund)
15. Increase in debt service budget; Recycled Water Loan reallocated to Wastewater Fund (Wastewater Fund)
16. Projected increase in Street Cleaning Fee revenue (Stormwater Fund)
17. Projected increase in Stormwater Fee revenue (Stormwater Fund)
18. Reducing budget for security patrol services and camera systems (Stormwater Fund)
19. Anticipated PG&E increases (Stormwater Fund)
20. Anticipated PG&E increases and water and wastewater utilities (Airport Fund)
21. Anticipated PG&E increases (Recycled Water Fund)
22. Reduction in debt service budget; Recycled Water Loan reallocated to Wastewater Fund(Recycled Water Fund)
23. Membership fee increases for WateReuse Association and Western Recycled Water Membership (Recycled Water Fund)

Public Works & Utilities Department

All Funds Summary - By Category

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue and Transfers In from Other Funds				
General Fund Revenue	\$ 517,202	\$ 513,098	\$ 415,500	\$ 350,000
Airport Maintenance & Operations	3,756,464	3,975,991	4,153,482	4,153,482
Recycling Program - Special Revenue Fund	1,056,703	1,004,322	1,272,693	1,184,187
Stormwater Maint & Operation	5,316,133	2,891,163	2,902,000	3,070,117
Waste Water Maint & Operation	26,597,748	25,546,063	30,435,914	33,167,531
Water Maint & Operation	56,390,540	54,974,028	60,328,741	61,055,741
Recycled Water Maint & Operation	693,585	1,059,777	1,470,641	1,557,705
Regional Water Inter-Tie - Enterprise Fund	66	56,588	-	-
	\$ 94,328,441	\$ 90,021,030	\$ 100,978,971	\$ 104,538,763
(Contribution)/Use of Fund Balance				
Airport Maintenance & Operations	666,407	1,212,774	1,322,994	1,589,648
Recycling Program	40,989	(126)	116,135	(239,645)
Stormwater Maint & Operation	(2,252,069)	562,278	467,936	553,645
Waste Water Maint & Operation	(226,889)	3,120,358	180,208	215,058
Water Maint & Operation	(3,322,414)	4,758,335	5,420,293	6,648,583
Recycled Water Maint & Operation	220,410	(125,562)	(337,120)	831,800
Regional Water Inter-Tie	44,514	(2,887)	-	131,328
	\$ (4,829,052)	\$ 9,525,170	\$ 7,170,446	\$ 9,730,417
Fund Subsidy				
General Fund Subsidy	(3,739,028)	(2,807,245)	(3,032,278)	(2,651,391)
Total Revenues	\$ 85,760,361	\$ 96,738,955	\$ 105,117,139	\$ 111,617,789
EXPENDITURES				
Expenditures By Expense Category				
Salary				
Regular	18,740,203	18,721,014	23,087,690	23,994,164
Overtime	1,188,647	1,387,282	398,050	423,050
Targeted Savings	-	-	(428,380)	(388,172)
Benefits				
Fringe Benefits	4,696,537	4,825,139	5,559,466	6,021,946
Retiree Medical	288,963	293,964	299,012	309,624
PERS	5,333,393	5,432,651	6,401,098	6,753,829
Program Reduction Savings	-	-	-	-
Furlough / COLA Deferral	-	-	-	-
Charges (to)/from other programs	(3,642,800)	(4,010,490)	(5,809,047)	(6,730,047)
<i>Net Staffing Expense</i>	\$ 26,604,943	\$ 26,649,560	\$ 29,507,889	\$ 30,384,394
Maintenance & Utilities	2,737,061	3,902,928	4,350,440	5,137,737
Supplies & Services	6,536,155	7,832,236	9,426,635	9,987,935
Internal Service Fees	3,114,090	3,523,731	3,589,925	3,918,769
Water Purchases	30,880,083	32,325,012	38,900,000	39,725,000
Debt Service	4,565,867	5,625,309	4,019,696	4,019,695
<i>Net Operating Expense</i>	\$ 47,999,170	\$ 53,680,156	\$ 60,286,696	\$ 62,789,136
Transfers Out to Other Funds	18,619,156	22,010,936	21,387,110	23,747,046
Other Department Operating Costs	(4,511,630)	(3,972,816)	(4,267,325)	(5,638,558)
Total Expenditures	\$ 88,711,639	\$ 98,367,836	\$ 106,914,370	\$ 111,282,018
Net Change	(2,951,278)	(1,628,881)	(1,797,231)	335,771

Public Works & Utilities Department

All Funds Summary - By Program

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue and Transfers in from Other Funds				
General Fund Revenue	\$ 517,202	\$ 513,098	\$ 415,500	\$ 350,000
Hayward Executive Airport	3,756,464	3,975,991	4,153,482	4,153,482
Recycling Program	1,056,703	1,004,322	1,272,693	1,184,187
Stormwater	5,316,133	2,891,163	2,902,000	3,070,117
Wastewater	26,597,748	25,546,063	30,435,914	33,167,531
Water	56,390,540	54,974,028	60,328,741	61,055,741
Recycled Water	693,585	1,059,777	1,470,641	1,557,705
Regional Water Inter-Tie	66	56,588	—	—
	\$94,328,441	\$90,021,030	\$100,978,971	\$ 104,538,763
(Contribution)/Use of Fund Balance				
Hayward Executive Airport	666,407	1,212,774	1,322,994	1,589,648
Recycling Program	40,989	(126)	116,135	(239,645)
Stormwater	(2,252,069)	562,278	467,936	553,645
Wastewater	(226,889)	3,120,358	180,208	215,058
Water	(3,322,414)	4,758,335	5,420,293	6,648,583
Recycled Water	220,410	(125,562)	(337,120)	831,800
Regional Water Inter-Tie	44,514	(2,887)	—	131,328
	\$(4,829,052)	\$ 9,525,170	\$ 7,170,446	\$ 9,730,417
Fund Subsidy				
General Fund Subsidy	(3,739,028)	(2,807,245)	(3,032,278)	(2,651,391)
Total Revenues	\$85,760,361	\$96,738,955	\$105,117,139	\$ 111,617,789
EXPENDITURES				
Expenditures and Transfer Out to Other Funds By Program				
General Fund	4,256,230	3,320,343	3,447,778	3,001,391
Hayward Executive Airport	4,422,871	5,188,765	5,476,476	5,743,131
Recycling	1,097,692	1,004,196	1,388,828	944,542
Stormwater	1,285,598	1,556,705	1,531,676	1,606,782
Wastewater	26,370,859	28,666,421	30,616,122	32,508,097
Water	50,334,962	57,656,283	63,319,969	64,957,241
Recycled Water	913,995	934,215	1,133,521	2,389,505
Regional Water Inter-Tie	44,580	53,701	—	131,329
Total Expenditures	\$88,726,787	\$98,380,629	\$106,914,370	\$ 111,282,018
Net Change	(2,966,426)	(1,641,674)	(1,797,231)	335,771

Public Works & Utilities Department

Engineering & Transportation - General Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Sales and Other Taxes	\$ —	\$ —	\$ —	\$ —
Interest and Rents	77,313	63,129	65,500	—
Fees & Service Charges	417,859	428,684	350,000	350,000
Other Revenue	3,200	—	—	—
Total Revenues	\$ 498,372	\$ 491,813	\$ 415,500	\$ 350,000
EXPENDITURES				
Expenditures				
Salary				
Regular	4,289,707	3,810,973	5,393,471	5,604,065
Overtime	108,157	129,360	6,400	6,400
Targeted Savings	—	—	(428,380)	(388,172)
Benefits				
Fringe Benefits	754,624	727,794	1,102,766	1,125,812
Retiree Medical	54,042	56,275	57,112	63,511
PERS	1,155,212	1,122,217	1,548,918	1,575,408
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other prog	(3,485,613)	(4,001,291)	(5,509,047)	(6,455,047)
<i>Net Staffing Expense</i>	\$ 2,876,129	\$ 1,845,328	\$ 2,171,240	\$ 1,531,977
Maintenance & Utilities	12,224	15,054	11,525	11,525
Supplies & Services	627,046	760,757	352,613	360,613
Internal Service Fees	686,377	643,225	751,219	934,435
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 1,325,647	\$ 1,419,036	\$ 1,115,357	\$ 1,306,573
Total Expenditures	\$ 4,201,776	\$ 3,264,364	\$ 3,286,597	\$ 2,838,550
General Fund Subsidy	\$ 3,703,404	\$ 2,772,551	\$ 2,871,097	\$ 2,488,550

Public Works & Utilities Department

Solid Waste Program - General Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Fees & Service Charges	\$ 18,830	\$ 21,285	\$ —	\$ —
Total Revenues	\$ 18,830	\$ 21,285	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	38,161	37,010	41,576	42,392
Overtime	—	—	—	—
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	4,283	4,805	4,454	4,674
Retiree Medical	385	396	401	400
PERS	11,120	11,159	11,762	12,284
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 53,949	\$ 53,370	\$ 58,193	\$ 59,750
Maintenance & Utilities	—	—	—	—
Supplies & Services	31	69	100,000	100,000
Internal Service Fees	474	2,540	2,988	3,091
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 505	\$ 2,609	\$ 102,988	\$ 103,091
Total Expenditures	\$ 54,454	\$ 55,979	\$ 161,181	\$ 162,841
General Fund Subsidy	35,624	34,694	161,181	162,841

Public Works & Utilities Department

Hayward Executive Airport - Enterprise Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Interest & Rents	\$ (3,538)	\$ 205,246	\$ 168,864	\$ 168,864
Land Rent	1,997,476	2,151,431	2,177,728	2,177,728
Hangar Rent	1,308,764	1,317,738	1,452,625	1,452,625
Fees & Service Charges	(1,069)	1,045	1,000	1,000
Other Revenue	454,831	300,531	353,265	353,265
Total Revenues	\$ 3,756,464	\$ 3,975,991	\$ 4,153,482	\$ 4,153,482
EXPENDITURES				
Expenditures				
Salary				
Regular	1,223,117	1,280,472	1,349,424	1,374,604
Overtime	53,622	64,611	26,750	26,750
Benefits				
Fringe Benefits	309,192	335,834	312,872	354,136
Retiree Medical	17,710	18,521	18,743	18,741
PERS	394,115	382,865	374,413	390,788
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other prog	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,997,938	\$ 2,082,303	\$ 2,082,202	\$ 2,165,019
Maintenance & Utilities	239,759	244,782	223,505	311,505
Supplies & Services	182,448	219,434	285,254	285,254
Internal Service Fees	194,216	227,999	253,134	259,594
Capital - Debt Service	165,914	465,504	—	—
<i>Net Operating Expense</i>	\$ 782,337	\$ 1,157,719	\$ 761,893	\$ 856,353
Fund Transfers Out to				
Cost Allocation to General Fund	185,168	185,168	185,168	253,351
Liability Insurance Premium	53,377	99,348	97,813	123,526
Transfer Out to Other	54,051	64,227	49,400	44,882
Tech Services ERP	—	—	—	—
Airport Capital Fund	1,350,000	1,600,000	2,300,000	2,300,000
<i>Total Transfers Out</i>	\$ 1,642,596	\$ 1,948,743	\$ 2,632,381	\$ 2,721,759
Total Expenditures	\$ 4,422,871	\$ 5,188,765	\$ 5,476,476	\$ 5,743,131
Net Change	(666,407)	(1,212,774)	(1,322,994)	(1,589,648)

Public Works & Utilities Department

Recycling Program - Special Revenue Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Special Assessment-Deliq Bills	\$ 14,507	\$ 13,391	\$ 93,069	\$ 10,000
Waste Management Impact Fee	555,984	621,942	600,000	674,050
Interest & Rents	(87,113)	(55,215)	4,000	4,000
Intergovernmental	573,325	424,204	492,555	496,137
Fees and Service Charges	—	—	—	—
Other Revenue	—	—	—	—
<i>Total Revenue</i>	\$ 1,056,703	\$ 1,004,322	\$ 1,189,624	\$ 1,184,187
Fund Transfers In	—	—	83,069	—
Total Revenues	\$ 1,056,703	\$ 1,004,322	\$ 1,272,693	\$ 1,184,187
EXPENDITURES				
Expenditures				
Salary				
Regular	317,566	406,351	390,947	563,471
Overtime	13,788	17,233	—	—
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	43,103	49,021	41,162	107,422
Retiree Medical	3,465	3,403	3,444	4,165
PERS	90,642	123,386	104,908	158,312
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	(6,452)	(17,048)	—	—
<i>Net Staffing Expense</i>	\$ 462,112	\$ 582,346	\$ 540,461	\$ 833,370
Maintenance & Utilities	668	1,107	600	600
Supplies & Services	525,252	282,830	302,892	302,892
Internal Service Fees	46,943	21,840	25,694	32,142
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 572,863	\$ 305,777	\$ 329,186	\$ 335,634
Fund Transfers Out to				
Cost Allocation to General Fund	38,257	38,257	38,257	46,169
Liability Insurance Premium	13,885	17,193	16,908	21,469
Transfer Out to Other	\$ 10,575	\$ 60,623	\$ 464,016	\$ (292,100)
<i>Total Transfers Out</i>	\$ 62,717	\$ 116,073	\$ 519,181	\$ (224,462)
Total Expenditures	\$ 1,097,692	\$ 1,004,196	\$ 1,388,828	\$ 944,542
Net Change	(40,989)	126	(116,135)	239,645

Public Works & Utilities Department

Water - Enterprise Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
Revenue				
Water Sales	\$ 43,982,238	\$ 41,146,884	\$48,400,000	\$48,400,000
Water Service Charges	10,589,833	10,810,326	11,000,000	11,800,000
Installation Fees	791,842	725,173	300,000	300,000
Other Fees and Charges	289,260	684,435	200,000	200,000
Interest & Rents	(921,383)	497,685	231,000	218,000
Other Revenue	71,177	17,363	60,000	—
Grants	402,101	—	—	—
<i>Total Revenue</i>	\$55,205,068	\$ 53,881,866	\$ 60,191,000	\$60,918,000
Fund Transfers In from				
Other Funds	819,970	250,000	—	—
Capital Funds	265,000	—	—	—
Debt Service Funds	100,502	842,162	137,741	137,741
<i>Total Transfers In</i>	\$ 1,185,472	\$ 1,092,162	\$ 137,741	\$ 137,741
Total Revenues	\$56,390,540	\$54,974,028	\$ 60,328,741	\$ 61,055,741
Expenditures				
Salary				
Regular	5,498,601	5,233,631	6,539,289	6,828,326
Overtime	468,201	546,251	213,100	228,100
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	1,605,929	1,573,205	1,793,996	1,987,720
Retiree Medical	95,492	99,033	92,290	95,963
PERS	1,565,697	1,482,134	1,789,629	1,921,718
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	(113,694)	8,082	(150,000)	(150,000)
<i>Net Staffing Expense</i>	\$ 9,120,226	\$ 8,942,336	\$10,278,304	\$ 10,911,827
Water Purchases	30,880,083	32,325,012	38,900,000	39,725,000
Maintenance & Utilities	1,220,190	1,739,237	2,066,297	2,290,829
Supplies & Services	2,581,527	3,465,879	3,815,102	3,895,402
Internal Service Fees	1,151,826	1,218,583	1,127,984	1,197,708
Capital	—	5,436	—	—
Debt Service	548,144	1,608,065	—	—
<i>Net Operating Expense</i>	\$ 36,381,770	\$ 40,362,212	\$45,909,383	\$ 47,108,939
Fund Transfers Out to				
Cost Allocation to General Fund	1,207,770	1,207,770	1,207,770	1,199,253

Public Works & Utilities Department

Water - Enterprise Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
Liability Insurance Premium	416,905	516,276	508,093	654,486
Water Capital Replacement	5,050,000	7,795,000	7,000,000	7,000,000
Cap Proj Transfer to Tech Replacement	—	—	—	—
Transfer Out to Other	891,455	908,769	845,484	829,820
<i>Net Transfers Out</i>	\$ 7,566,130	\$ 10,427,815	\$ 9,561,347	\$ 9,683,559
Total Fund Expenditures	\$53,068,126	\$ 59,732,363	\$65,749,034	\$ 67,704,325
Other Department Operating Costs (Finance Dept - Utility Billing) (Maintenance Services - Landscape Division)	(2,733,164)	(2,076,080)	(2,429,065)	(2,747,084)
Total Department Expenditures	\$50,334,962	\$ 57,656,283	\$ 63,319,969	\$ 64,957,241
Net Change	3,322,414	(4,758,335)	(5,420,293)	(6,648,583)

Public Works & Utilities Department

Regional Water Inter-Tie - Enterprise Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
Beginning Working Capital Balance	\$ 101,443	\$ 56,929	\$ 59,816	\$ 59,816
REVENUES				
Revenue				
SFPUC/EBMUD Reimbursement	—	56,561	—	—
Interest	66	27	—	—
<i>Net Revenue</i>	\$ 66	\$ 56,588	\$ —	\$ —
Total Revenues	\$ 66	\$ 56,588	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	862	1,355	—	—
Overtime	—	—	—	—
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	179	290	—	—
Retiree Medical	—	—	—	—
PERS	50	387	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	25,000
<i>Net Staffing Expense</i>	\$ 1,091	\$ 2,032	\$ —	\$ 25,000
Maintenance & Utilities	20,496	26,831	—	65,000
Supplies & Services	1,664	3,509	—	20,000
Internal Service Fees	—	—	—	—
<i>Net Operating Expense</i>	\$ 22,160	\$ 30,340	\$ —	\$ 85,000
Fund Transfers Out to				
Cost Allocation to General Fund	21,329	21,329	—	21,329
Total Fund Expenditures	\$ 44,580	\$ 53,701	\$ —	\$ 131,329
Net Change	(44,514)	2,887	—	(131,328)
Ending Working Capital Balance	56,929	59,816	59,816	(71,512)

Public Works & Utilities Department

Wastewater - Enterprise Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Sewer Service Charge	\$ 25,474,776	\$ 26,940,109	\$ 28,119,600	\$ 29,596,000
Sewer Connection Charge	—	—	—	—
EBDA Maint. By City	104,480	128,737	80,000	100,000
Other Fees	121,045	98,769	96,000	96,000
Interest	(892,635)	491,708	243,000	255,000
Other Revenue	396,960	216,855	150,000	150,000
Fixed Assets Gains and Loss	(965,799)	28,806	—	—
<i>Total Revenue</i>	\$ 24,238,827	\$ 27,904,984	\$ 28,688,600	\$ 30,197,000
Fund Transfers In from				
DS CA SWRCB Loan/Sewer	2,358,921	(2,358,921)	1,747,314	2,970,531
<i>Total Transfers In</i>	\$ 2,358,921	\$ (2,358,921)	\$ 1,747,314	\$ 2,970,531
Total Revenues	\$ 26,597,748	\$ 25,546,063	\$ 30,435,914	\$ 33,167,531
EXPENDITURES				
Salary				
Regular	6,021,573	6,571,048	7,964,736	8,077,747
Overtime	496,826	551,340	117,800	117,800
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	1,594,038	1,739,917	1,921,999	2,015,342
Retiree Medical	97,402	96,089	105,171	106,278
PERS	1,727,049	1,910,551	2,181,322	2,269,599
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	(37,223)	(233)	(150,000)	(150,000)
<i>Net Staffing Expense</i>	\$ 9,899,665	\$ 10,868,712	\$ 12,141,028	\$ 12,436,766
Maintenance & Utilities	1,229,342	1,840,081	1,858,807	2,266,112
Supplies & Services	2,206,762	2,663,799	4,018,297	4,469,297
Internal Service Fees	728,860	1,006,732	987,802	1,029,820
Debt Service	4,017,723	4,017,244	3,408,089	3,408,088
<i>Net Operating Expense</i>	\$ 8,196,603	\$ 9,539,303	\$ 10,272,995	\$ 11,173,317
Fund Transfers Out to				
Cost Allocation to General Fund	823,783	823,783	823,783	1,194,656
Liability Insurance Premium	464,350	644,206	623,263	823,326
Cap Proj Transf to Tech Replacement				
Transfer Out to Other	1,936,458	290,417	255,053	254,525

Public Works & Utilities Department

Wastewater - Enterprise Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
Sewer Capital Replacement	5,050,000	6,500,000	6,500,000	7,500,000
Connection Fee to Sewer Imprvmnt			—	—
<i>Net Transfers Out</i>	8,274,591	8,258,406	8,202,099	9,772,507
Total Expenditures	\$ 26,370,859	\$ 28,666,421	\$ 30,616,122	\$ 33,382,590
Net Change	226,889	(3,120,358)	(180,208)	(215,058)

Public Works & Utilities Department

Stormwater - Enterprise Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Stormwater Revenue	\$ 2,179,452	\$ 2,170,798	\$ 2,244,000	\$ 2,289,000
Street Cleaning Fees	1,393,243	631,334	600,000	674,050
Interest	(143,762)	74,417	41,000	41,000
Fees and Service Charges	8,700	14,614	17,000	17,000
Other Revenue	37,500	—	—	—
<i>Total Revenue</i>	\$ 3,475,133	\$ 2,891,163	\$ 2,902,000	\$ 3,021,050
Fund Transfers In from				
ISF Fleet	—	—	—	—
Capital	1,841,000	—	—	49,067
	\$ 1,841,000	\$ —	\$ —	\$ 49,067
Total Revenues	\$ 5,316,133	\$ 2,891,163	\$ 2,902,000	\$ 3,070,117
EXPENDITURES				
Expenditures				
Salary				
Regular	1,279,144	1,300,742	1,307,574	1,395,826
Overtime	48,053	78,487	34,000	44,000
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	371,149	375,456	363,100	406,367
Retiree Medical	20,467	20,247	20,489	19,204
PERS	368,501	376,581	362,555	395,891
Program Reduction Savings	—	—	—	—
Furlough/COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 2,087,314	\$ 2,151,513	\$ 2,087,718	\$ 2,261,288
Maintenance & Utilities	13,909	32,774	82,406	83,406
Supplies & Services	411,106	434,826	499,477	499,477
Internal Service Fees	302,937	393,683	430,372	450,874
<i>Net Operating Expense</i>	\$ 727,952	\$ 861,283	\$ 1,012,255	\$ 1,033,757
Fund Transfers Out to				
Cost Allocation to General Fund	125,049	125,049	125,049	189,000
Liability Insurance Premium	46,284	45,849	61,998	78,723
Capital Trsfr for Stormwater Sys Imp.	15,000	140,000	15,000	15,000
Transfer Out to Other	62,465	129,747	67,916	45,995
<i>Net Transfers Out</i>	\$ 248,798	\$ 440,645	\$ 269,963	\$ 328,718
Total Expenditures	\$ 3,064,064	\$ 3,453,441	\$ 3,369,936	\$ 3,623,763
Other Department Operating Costs (Maintenance Services - Street Maintenance)	(1,778,466)	(1,896,736)	(1,838,260)	(2,016,981)
Total Department Expenditures	\$ 1,285,598	\$ 1,556,705	\$ 1,531,676	\$ 1,606,782
Net Change	2,252,069	(562,278)	(467,936)	(553,645)

Public Works & Utilities Department

Recycled Water - Enterprise Fund

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
REVENUES				
Revenue				
Recycled Water Sales	\$ 53,096	\$ 385,602	\$ 806,400	\$ 887,040
Recycled Water Service Fee	50,931	64,248	64,241	70,665
Interest	(10,442)	(73)	—	—
Transfer in From Other	600,000	610,000	600,000	600,000
<i>Total Revenue</i>	\$ 693,585	\$ 1,059,777	\$ 1,470,641	\$ 1,557,705
Total Revenues	\$ 693,585	\$ 1,059,777	\$ 1,470,641	\$ 1,557,705
EXPENDITURES				
Expenditures				
Salary				
Regular	71,472	79,432	100,673	107,733
Overtime	—	—	—	—
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	14,040	18,817	19,117	20,473
Retiree Medical	1,232	1,346	1,362	1,362
PERS	21,007	23,371	27,591	29,829
Furlough / COLA Deferral	—	—	—	—
<i>Net Staffing Expense</i>	\$ 107,751	\$ 122,966	\$ 148,743	\$ 159,397
Maintenance & Utilities	\$ 473	\$ 3,062	\$ 107,300	108,760
Supplies & Services	319	1,133	53,000	55,000
Internal Service Fees	2,457	9,129	10,732	11,105
Debt Service	—	—	611,607	611,607
<i>Net Operating Expense</i>	\$ 3,249	\$ 13,324	\$ 782,639	\$ 786,472
Transfer Out to Other Funds				
Cost Allocation to General Fund	—	—	—	17,158
Transfer Out to Other	3,760	3,318	2,139	3,261
Liability Insurance Premium	4,628	—	—	—
Capital Fund	183,000	183,000	200,000	200,000
<i>Total Transfer Out</i>	\$ 802,995	\$ 797,925	\$ 202,139	\$ 1,443,636
Total Expenditures	\$ 913,995	\$ 934,215	\$ 1,133,521	\$ 2,389,505
Net Change	(220,410)	125,562	337,120	(831,800)

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, 2024) – 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 2025 projected assessed valuation (less exemptions)	\$ 29,180,687,400
Debt Limit (15% of assessed value)	\$ 4,377,103,110
Amount of legal debt applicable to the debt limit	\$ 61,933,279
Legal debt margin (if Hayward were a general law city)	\$ 4,377,103,110
Amount above or (below) Legal Debt Margin	\$ (4,315,169,831)

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 August 2023, the credit rating agency, Fitch Ratings, affirmed the City of Hayward's credit rating is AA+, among the highest available worldwide for government issuers of debt to finance capital improvement projects. Per Fitch Ratings, the AA+ rating reflects the city's strong revenue growth prospects, moderate long-term liability, moderately-elevated fixed costs, and consistently strong reserves relative to expected revenue volatility and budget flexibility. In October 2022, and again in August 2023, Fitch Rating upheld the current credit rating. In September 2023, S&P Global Rating issued a rating of AA with a stable outlook.

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 6/30/2024	Total Debt as of 6/30/2024	Annual Principal (FY 2025)	Annual Interest (FY 2025)
General Fund						\$10,787,140		
16Refunding COP	FY2016	FY2027	2.60%-2.76%	\$19,813,775	\$ 5,717,856		\$ 1,856,836	\$ 124,525
15Fire Station #7/Firehouse/Clinic	FY2015	FY2030	2.84%	\$5,500,000	\$ 2,290,923		\$ 390,545	\$ 62,309
15Fire Station #7 Loan from Water	FY2016	FY2035	2.00%	\$ 3,421,000	\$ 2,778,361		\$ 82,585	\$ 55,156
15Streetlight Conversion #05188	FY2015	FY2024	1.00%	\$2,488,880	\$ —			
Measure C Fund						\$37,030,000		
15Library/Fire Stations/Streets	FY 2016	FY2034	3.00%-5.00%	\$67,535,000	\$ —			
23Refunding COP	FY 2024	FY2035	5.00%	\$37,030,000	\$ 37,030,000		\$2,595,000	\$ 1,640,635
Internal Service Fund - Fleet						\$ 144,423		
14Equip Lease-Fire Truck	FY2014	FY2024	3.05%	\$ 824,000	\$ —			
15 TDA Fire Truck Loan	FY2015	FY2024	2.92%	\$ 1,272,000	\$ 144,423		\$ 144,423	\$ 3,170
Water						\$ —		
13Water Refunding Bonds								
Sewer	FY2014	FY2025	2.76%	\$ 7,245,000	\$ —	\$ 15,561,395		
SWRCB Loan	FY2006	FY2029	—%	\$54,550,018	\$ 13,637,505		\$ 2,727,501	\$ 331,506
CEC Solar Energy Loan #7505	FY2011	FY2025	3.00%	\$2,450,000	\$ 213,001		\$ 213,001	\$ 4,809
CEC Solar Energy Loan-Phase II	FY2020	FY2038	1.00%	\$ 2,150,955	\$ 1,710,889		\$ 114,447	\$ 16,824
Recycled Water						\$ 13,941,716		
SWRCB Loan-Recycled Water	FY2017	FY2049	1.00%	\$27,058,436	\$ 13,941,716		\$ 472,190	\$ 139,417
Total Governmental and Business Activity Debt						\$77,464,674		
Fiduciary						\$ 3,850,064		
13Community Facility District #1	FY2014	FY2033	\$0.0413	\$ 7,076,294	\$ 3,850,064		\$ 381,363	\$ 151,959
Successor Agency of the Hayward Redevelopment Agency						\$23,694,267		
RDA Repayment Agreement with GF*	FY2016	FY2022	LAF	\$11,156,841	\$ 3,789,267		\$ 800,000	
16 RDA TABS	FY2017	FY2036	2.00%-5.00%	\$35,270,000	\$ 19,905,000		\$2,290,000	\$ 939,375
Special Assessment Districts						\$ 30,000		
LID 17	FY2000	FY2024	4.20%-6.13%	\$ 396,014	\$ 30,000		\$ 30,000	\$ 919

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

DEBT SERVICE FUND CERTIFICATES OF PARTICIPATION (COP)

COP and Lease Purchase Agreements

The Hayward Public Financing Authority (Authority) was created by a joint powers agreement in May 1989 between the City and the Redevelopment Agency. The Authority provides financing of public capital improvements for the City and RDA through the issuance of Certificates of Participation (COPs) and Lease Revenue Bonds (Bonds). These forms of debt allow investors to participate in a stream of future lease payments. Improvements financed with Authority debt are leased to the City for lease payments which, together with fund balance, will be sufficient to meet the debt service payments. At the termination of the lease, title to the improvements will pass to the City.

Lease purchase agreements are similar to debt, allowing the City to finance purchases of equipment such as vehicles, solar energy equipment, computer hardware, and telephone equipment.

Lease purchase debt for vehicles is presented in the Fleet Internal Services Fund; solar energy equipment in the Facilities Services Fund; computer and telephone equipment in the Technology Services Fund.

Use of Proceeds

2016 Certificates of Participation Civic Center

In FY2016, the City refunded the 2007 Certificates of Participation in the amount of \$19,813,775.00 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, 2024	FY 2025 Principal	FY 2025 Interest
2016 COP Refunding	6/27/2016	11/1/2026	2.60%	\$ 19,813,775	\$ 5,717,856	\$ 1,856,836	\$ 124,525
Total				\$19,813,775	\$ 5,717,856	\$ 1,856,836	\$ 124,525

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 are 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, 2024	FY 2025 Principal	FY 2025 Interest
2015 Fire Station #7/Clinic	8/1/2014	8/1/2029	2.84%	\$ 5,500,000	\$ 2,290,923	\$ 390,545	\$ 62,309
2015 Fire Station Loan from Water	3/24/2016	12/1/2034	2.00%	\$ 3,421,000	\$ 2,778,361	\$ 82,585	\$ 55,156
Total				\$ 8,921,000	\$ 5,069,284	\$ 473,130	\$ 117,465

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 are 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, 2024	FY 2025 Principal	FY 2025 Interest
2015 Streetlight Conversion #05188	6/22/2014	12/22/2023	—%	\$ 2,488,880	\$ —	\$ —	\$ —
Total				\$ 2,488,880	\$ —	\$ —	\$ —

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 2015 (FY 2016) the City issued approximately \$67,535,000 in new debt funded by the Measure C funds.

In November 2023 (FY 2024) the City refunded the 2015 COPs issued debt.

Measure C Debt Service							
Types of Obligations	Date of Issue	Date of Maturity	Interest Rates	Estimated Issuance	Outstanding at June 30, 2024	FY 2025 Principal	FY 2025 Interest
2015 Library/Fire Stations/Streets	10/1/2015	12/31/2034	3.0- 5.0%	\$67,535,000	\$ —	\$ —	\$ —
23COP Refunding	11/28/2023	11/1/2034	5 %	\$37,030,000	\$ 37,030,000	\$2,595,000	\$ 1,640,635
Total				\$104,565,000	\$ 37,030,000	\$2,595,000	\$ 1,640,635

FLEET MANAGEMENT - VEHICLE LEASE/PURCHASE DEBT SERVICE

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, 2024	FY 2025 Principal	FY 2025 Interest
2015 Equipment Lease - Fire	\$ 42,170	\$ 45,823	\$ 0.0292	\$ 1,272,000	\$ 144,423	\$ 144,423	\$ 3,170
Total				\$ 1,272,000	\$ 144,423	\$ 144,423	\$ 3,170

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. In FY 2024, the City fully funded its debt obligation, and the outstanding debt was retired.

Water Revenue Refunding Bonds							
Types of Obligations	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2024	FY 2025 Principal	FY 2025 Interest
2013 Water Revenue Refunding Bonds	8/1/2013	6/30/2025	2.76%	\$ 7,245,000	\$ —	\$ —	\$ —
Total				\$ 7,245,000	\$ —	\$ —	\$ —

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, 2024	FY 2025 Principal	FY 2025 Interest
SWRCB Loan	8/1/2006	6/30/2028	0.00%	\$ 54,550,018	\$ 13,637,505	\$ 2,727,501	\$ 331,506
SWRCB Loan-Recycled Water	2/16/2017	3/31/2049	1.00%	\$ 27,058,436	\$ 13,941,716	\$ 472,190	\$ 139,417
WPCF Solar Energy Loan #7505	2/18/2011	6/22/2025	3.00%	\$ 2,450,000	\$ 213,001	\$ 213,001	\$ 4,809
WPCF Solar Energy Loan Phase II	4/15/2020	6/22/2038	1.00%	\$ 2,150,955	\$ 1,710,889	\$ 114,447	\$ 16,824
Total				\$ 86,209,409	\$ 29,503,111	\$ 3,527,139	\$ 492,557

SPECIAL ASSESSMENT DEBT SERVICE

Special Assessments

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

The City has sponsored special assessment debt issues on behalf of property owners under which it has no legal or moral liability with respect to repayment of the debt. The funds are used for infrastructure improvements in distinct “benefit” districts, called Limited Improvement Districts, whereas the benefited property owners pay a special assessment tax to fund the principal and interest payments on the bond used to fund the improvements. Administration of the assessments, including repayment services, are handled by outside firms.

Source of Repayment Funds

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

Limited Obligation Improvement Bond - Local Improvement District (LID)

LIDs are special assessment districts.

LID 16 - Garin Avenue water storage and distribution facilities.

LID 16A - Garin Avenue water system Improvements.

LID 17 - Twin Bridges Community Park.

Mello-Roos Special Tax Bond - Community Facility District (CFD)

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

CFD 1 - Eden Shores

This CFD was set up to fund Eden Shores public street improvements, including traffic signals, and various sanitary sewer and storm facilities. Special Tax Refunding Bonds, Series 2013 issued in 2013 to refund \$7,076,294 of the outstanding balance of the Special Tax Bonds, Series 2002. Refinancing resulted in securing a lower interest rate and will achieve savings of about \$1 million over the remaining life of the bond for CFD taxpayers.

Special Assessment Debt							
Types of Obligations	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2024	FY 2025 Principal	FY 2025 Interest
1999 - LID 17	8/5/1999	9/2/2024	4.5% - 6.125%	\$ 396,014	\$ 30,000	\$ 30,000	\$ 919
2013 - CFD 1	10/17/2013	9/1/2032	4.13%	\$ 7,076,294	\$ 3,850,064	\$ 381,363	\$ 151,959
Total				\$ 7,472,308	\$ 3,880,064	\$ 411,363	\$ 152,877

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, 2024	FY 2025 Principal	FY 2025 Interest
2016 RDA TABS	12/1/2016	3/1/2036		\$ 35,270,000	\$ 19,905,000	\$ 2,290,000	\$ 939,375
2008 RDA Repayment Agreement (GF)	6/1/2008	6/30/2022	2.0%-5.0%	\$ 11,156,841	\$ 3,789,267	\$ 800,000	\$ —
Total				\$ 46,426,841	\$ 23,694,267	\$3,090,000	\$ 939,375

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CAPITAL IMPROVEMENT PROGRAM FY 2025 - FY 2034

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 needs of the community. The projects are also designed to meet the requirements of the City's General Plan, specific plans, and master plans as well as to advance social, economic, and environmental equity. 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 and Airport Committee for review and input, as well as the Planning Commission for the determination of consistency 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 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 2025 CAPITAL IMPROVEMENT BUDGET

The City of Hayward's FY 2025 capital budget totals approximately \$158 million and includes projected total programming of \$1 billion for the period FY 2025 through FY 2034.

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 2025 - FY 2034

Major New Capital Projects (and the Fund in which they are budgeted) Include:

	<i>Lifetime Budget</i>
FY24 Pavement Rehabilitation (210, 211, 212, 215, 218, 406, 450)	\$ 16,501,000
FY24 New Sidewalks (213)	\$ 1,500,000
FY24 Sidewalk Rehabilitation + Wheelchair Ramps (450)	\$ 1,100,000
FY24 Annual Water Line Replacements (603)	\$ 5,500,000
FY24 Annual Sewer Line Replacements (611)	\$ 6,000,000
Taxiway Zulu West Pavement Rehabilitation Construction (621)	\$ 5,150,000
Total	\$ 35,751,000

Major Continuing Capital Projects Include:

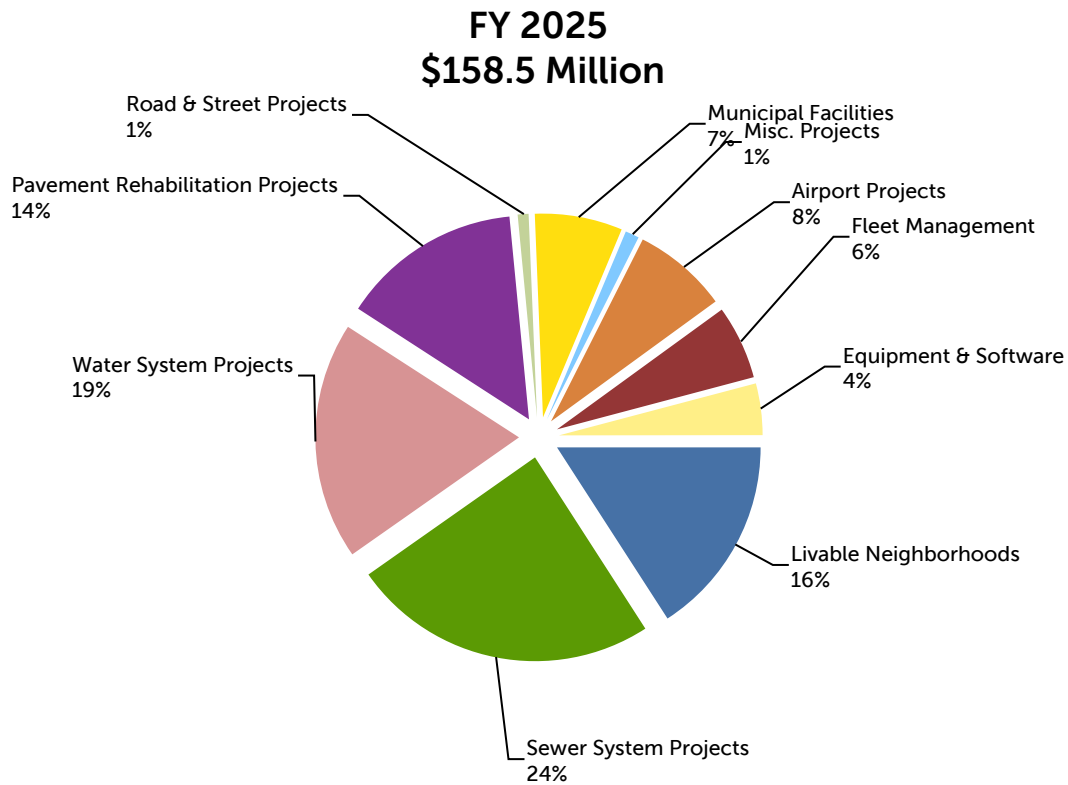
	<i>Lifetime Budget</i>
South Hayward Youth and Family Center (405)	\$ 31,305,000
La Vista Park (405)	\$ 23,583,000
New Fire Station No. 6 & Fire Training Center (406)	\$ 76,499,000
HPD Locker Rooms Design + Construction (405, 406)	\$ 7,701,000
Mission Blvd. Improvement Phase 3 Final Design + Construction (410)	\$ 21,210,000
Main Street Complete Street Project (219, 450)	\$ 3,225,000
WPCF Headworks Bar Screens Project (612)	\$ 14,929,000
WPCF New Final Clarifier (612)	\$ 203,631,000
Sulphur Creek Mitigation - Design + Construction (621)	\$ 8,312,000
Total	\$ 390,395,000

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 2025 CIP EXPENDITURES BY CATEGORY - ALL FUNDS



Project Category	FY 2024 Adopted	FY 2025 Proposed	Change (+/-)
Livable Neighborhoods	21,789,265	34,302,028	12,512,763
Sewer System Projects	28,135,390	39,262,508	11,127,118
Water System Projects	18,527,000	43,808,638	25,281,638
Pavement Rehabilitation Projects	16,539,000	14,328,000	(2,211,000)
Road & Street Projects	6,789,000	4,167,000	(2,622,000)
Municipal Facilities	8,727,000	4,235,000	(4,492,000)
Misc. Projects	4,742,000	1,563,000	(3,179,000)
Airport Projects	1,015,000	7,692,000	6,677,000
Fleet Management	1,286,000	3,514,000	2,228,000
Equipment & Software	8,040,000	5,635,208	(2,404,792)
Total Capital Improvement Projects	\$ 115,589,655	\$ 158,507,382	\$ 42,917,727

GENERAL FUND TRANSFERS & ISF FIVE-YEAR CIP COSTS

Program Areas	FY 2024 Adopted	FY 2025 Proposed	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected	FY 2029 Projected
Capital Projects (General) Transfer to Fund 405	2,231,630	500,000	2,100,000	2,500,000	2,500,000	3,000,000
Transportation System Improvement Transfer to Fund 460	500,000	—	1,000,000	700,000	700,000	600,000
Facilities Management Capital Transfer to Fund 726	360,000	360,000	535,000	210,000	160,000	160,000
Information Technology Capital Transfer to Fund 731	300,000	1,248,000	220,000	232,000	870,000	365,000
Fleet Capital Transfer to Fund 736	—	—	400,000	—	—	—
Transfer from General Fund	3,391,630	2,108,000	4,255,000	3,642,000	4,230,000	4,125,000
Facilities Management ISF Charges Transfer to Fund 726	350,000	450,000	450,000	450,000	450,000	450,000
Information Technology ISF Charges Transfer to Fund 731	810,000	850,000	850,000	850,000	850,000	900,000
General Fund Fleet ISF Charges Transfer to Fund 736	4,000,000	1,450,000	3,200,000	3,300,000	3,300,000	3,300,000
Enterprise Funds Fleet ISF Charges Transfer to Fund 737	156,000	156,000	506,000	506,000	506,000	506,000
Total ISF	5,316,000	2,906,000	5,006,000	5,106,000	5,106,000	5,156,000
Total	8,707,630	5,014,000	9,261,000	8,748,000	9,336,000	9,281,000

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Gas Tax Fund - Fund 210

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	
PAVEMENT REHABILITATION PROJECTS															
05110	Pavement Management Program	845	427		38	38	38	38	38	38	38	38	38	38	
05240	Pavement Rehabilitation - Gas Tax - FY23	3,470	0	3,469											
05242	Pavement Rehabilitation - Gas Tax - FY24		0	50	1,500										
05338	Pavement Rehabilitation - Gas Tax - FY25				50										
05320	Pavement Rehabilitation - Gas Tax - (TBD - Future Years)	9,800				700	1,000	1,000	1,100	1,100	1,200	1,200	1,250	1,250	
	<i>Fund 209 OHHA revenue</i>			181	182	183	183	183	183	183	183	183	183	183	
LIVABLE NEIGHBORHOODS - PEDESTRIAN & BICYCLE IMPROVEMENTS															
05307	Patrick/Gading Complete Street Project	585	261	324											
	<i>TDA Article 3 Grant</i>	584			584										
LIVABLE NEIGHBORHOODS - TRAFFIC SIGNALS & STREETLIGHTS															
05186	Traffic Signal Energy	6,956	3,312	275	332	342	352	362	373	384	396	408	420	433	
05187	Traffic Signal Maintenance	8,585	3,249	556	488	498	508	518	528	539	550	561	589	619	
05188	Streetlight Energy	17,115	6,434	929	960	989	1,018	1,049	1,080	1,113	1,146	1,181	1,216	1,253	
05189	Streetlight Maintenance	5,760	2,015	370	334	344	355	365	375	385	395	406	416	426	
	<i>Developer Fee (05189)</i>			1											
05326	Clawiter and West Winton Traffic Signal	5				5									
	<i>Private Developer Fee (04200)</i>	5	5												
LIVABLE NEIGHBORHOODS - TRAFFIC CALMING															
05116	Congestion Management Program	2,741	1,086	155	155	160	160	165	165	170	170	175	180	180	
LIVABLE NEIGHBORHOODS - SIDEWALKS & WHEELCHAIR RAMPS															
05229	Wheelchair Ramps - FY21	155	155	5											
05106	Project Predesign	829	366	62	40	40	40	40	40	40	40	40	40	40	
05228	Street Repairs and Equipment Repl - Maint Svcs	1,374	384	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	
05140	Miscellaneous Curb and Gutter Repair (MSD)	422	390	32											
FLEET MANAGEMENT															
05337	EV Compact Bike Lane Sweeper	390		390											
	<i>TDA Article 3 Grant</i>	390		390											
TOTAL PROJECT COSTS					6,746	3,987	3,206	3,561	3,627	3,790	3,860	4,026	4,098	4,239	4,328
	Transfer to General Fund for Street & Signal Maintenance	11,972	9,173	242	244	247	249	252	254	257	259	262	265	267	
	Transfer to Fund 450 (Gas Tax "Swap" portion)	14,461	5,511	750	750	750	750	850	850	850	850	850	850	850	
	Transfer to Fund 213 (FY23 MidYear Correction transfer for Project 05307)	350		350											
TOTAL EXPENDITURES				8,088	4,981	4,203	4,560	4,729	4,894	4,967	5,135	5,210	5,354	5,445	

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Gas Tax Fund - Fund 210

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
	REVENUES:													
	Interest			26	0	21	29	35	38	43	48	54	59	64
	Highway Users Tax		4,077	4,500	4,600	4,700	4,750	4,800	4,850	4,950	5,150	5,250	5,350	5,450
	TDA Article 3 Grant	584		390	584									
	Private Developer Fee	0	5	1	0	0	0	0	0	0	0	0	0	0
	REVENUE SUBTOTAL			4,917	5,184	4,721	4,779	4,835	4,888	4,993	5,198	5,304	5,409	5,514
	TRANSFERS FROM:													
	Stormwater Fund 615			15	15	15	15	15	15	15	15	15	15	15
	Fund 209 OHHA revenue for Pavement Rehab FY21-26	3,640	183	181	182	183	183	183	183	183	183	183	183	183
	TRANSFERS SUBTOTAL			196	197	198	198	198	198	198	198	198	198	198
	TOTAL REVENUES			5,113	5,381	4,919	4,977	5,033	5,086	5,191	5,396	5,502	5,607	5,712
	BEGINNING FUND BALANCE			2,909	(66)	333	1,050	1,466	1,770	1,962	2,186	2,447	2,739	2,992
	ENDING FUND BALANCE			(66)	333	1,050	1,466	1,770	1,962	2,186	2,447	2,739	2,992	3,259

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Gas Tax-RRAA (SB1) - Fund 211

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
PAVEMENT REHABILITATION PROJECTS														
05240	Pavement Rehabilitation - RRAA - FY23	3,350	0	3,350										
05242	Pavement Rehabilitation - RRAA - FY24	4,000	0	4,000										
05338	Pavement Rehabilitation - RRAA - FY25	4,000			4,000									
05320	Pavement Rehabilitation - RRAA - (TBD - Future Years)	36,000				4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
	TOTAL PROJECT COSTS			7,350	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
	TOTAL EXPENDITURES			7,350	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
	REVENUES:													
	Interest			14	14	15	18	21	25	29	35	42	50	58
	RMRA (SB 1)		3,621	3,973	4,013	4,053	4,094	4,134	4,176	4,218	4,260	4,302	4,345	4,389
	REVENUE SUBTOTAL			3,987	4,027	4,068	4,112	4,155	4,201	4,247	4,295	4,344	4,395	4,447
	TRANSFERS FROM:													
	TRANSFERS SUBTOTAL													
	TOTAL REVENUES			3,987	4,027	4,068	4,112	4,155	4,201	4,247	4,295	4,344	4,395	4,447
	BEGINNING FUND BALANCE			4,055	692	719	787	899	1,054	1,255	1,501	1,796	2,140	2,536
	ENDING FUND BALANCE			692	719	787	899	1,054	1,255	1,501	1,796	2,140	2,536	2,983

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Measure BB (Local Transportation) - Fund 212

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
ROAD & STREET - COMPLETE STREET PROJECTS														
05218	Tennyson Road Corridor Complete Streets Feasibility Study	99	1	98										
05306	Jackson Street - Gateway Feasibility Study	250	0	250										
LIVABLE NEIGHBORHOODS - TRANSPORTATION EQUITY														
05319	Safe Routes to School - Cesar Chavez Middle School	461	89	372										
	<i>ACTC Grant Funding</i>		0	162										
05333	Safe Routes to School - Palma Ceia	270	0	270										
05341	Safe Routes to School - Harder (NEW)	300	0	0	300									
PAVEMENT REHABILITATION PROJECTS														
05240	Pavement Rehabilitation - Measure BB - FY23	7,235	916	6,319										
05242	Pavement Rehabilitation - Measure BB - FY24	3,430	0	3,430										
05338	Pavement Rehabilitation - Measure BB - FY25 (NEW)	5,300			5,300									
05320	Pavement Rehabilitation - Measure BB - Future Years (TBD)	53,500				5,300	5,500	5,500	5,700	5,900	6,100	6,300	6,500	6,700
05346	Pavement Improvement of Hesperian Frontage Road (NEW)	1,100			1,100									
LIVABLE NEIGHBORHOODS - TRAFFIC CALMING PROJECTS														
05217	Hayward Blvd. Safety Improvement Feasibility Study	195	127	68										
05225	D Street Traffic Calming & Implementation	320	22	298										
05310	Hayward Boulevard Safety Improvements	2,000	0	100	950	950								
	<i>Potential ACTC Grant Funding</i>		0	0	800									
05332	Campus Drive Improvements	150	8	142										
05344	Campus Drive Sidewalk Improvements - Phase I 2nd St to Oakes Dr (NEW)	440			440									
05345	Campus Drive Sidewalk Improvements - Phase II Oakes Dr to Highland Blvd (NEW)	560			560									
LIVABLE NEIGHBORHOODS - TRAFFIC SIGNALS & STREETLIGHTS														
05233	Traffic Management	2,916	86	290	290	250	250	250	250	250	250	250	250	250
05342	Tennyson Rd and Winton Ave Adaptive Signal Coordination Project (NEW)	297			297									
ROAD & STREET - OTHER TRANSPORTATION PROJECTS														
05208	Project Pre-design Services	356	26	30	30	30	30	30	30	30	30	30	30	30
05334	SR-92/Whitesell Interchange - Project Initiation Document (PID)	500	110	390										
	<i>ACTC Grant Funding</i>	440	110	330										
	TOTAL PROJECT COSTS			12,056	9,267	6,530	5,780	5,780	5,980	6,180	6,380	6,580	6,780	6,980
TOTAL EXPENDITURES				12,056	9,267	6,530	5,780	5,780	5,980	6,180	6,380	6,580	6,780	6,980
REVENUES:														
	Interest		78	56	9	1	10	20	27	32	34	34	30	24
	Measure BB (Increases to 1% tax April 1, 2022)		5,928	6,021	6,047	6,142	6,204	6,266	6,328	6,392	6,456	6,520	6,585	6,651
	Potential ACTC Grant Funding		110	492	800	0								
	REVENUE SUBTOTAL			6,569	6,856	6,143	6,214	6,286	6,355	6,424	6,490	6,554	6,615	6,675
TRANSFERS SUBTOTAL				0	0	0	0	0	0	0	0	0	0	0
TOTAL REVENUES				6,569	6,856	6,143	6,214	6,286	6,355	6,424	6,490	6,554	6,615	6,675
BEGINNING FUND BALANCE				8,359	2,872	461	75	508	1,014	1,390	1,633	1,743	1,717	1,552
ENDING FUND BALANCE				2,872	461	75	508	1,014	1,390	1,633	1,743	1,717	1,552	1,248

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Measure BB (Pedestrian and Bicycle) - Fund 213

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
	LIVABLE NEIGHBORHOODS - PEDESTRIAN & BICYCLE IMPROVEMENTS													
05235	Pedestrian Signal Safety Improvements & Maintenance	275	0	25	25	25	25	25	25	25	25	25	25	25
05308	Rectangular Rapid Flashing Beacons/HAWK Pedestrian Signal Installation	300	0	200	100									
	LIVABLE NEIGHBORHOODS - TRAFFIC CALMING PROJECTS													
05312	Orchard Avenue Traffic Calming	500	3	97	400									
05313	Santa Clara Street Traffic Calming Study and Implementation	180	0	180										
	LIVABLE NEIGHBORHOODS - SIDEWALKS & WHEELCHAIR RAMPS													
05314	New Sidewalks - FY22	186	147	39										
05305	New Sidewalks - FY23	800	24	776										
05331	New Sidewalks - FY24	1,500	0	1,500										
05339	New Sidewalks - FY25 (NEW)				1,350									
05321	New Sidewalks - (TBD - Future Years)	10,350				1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150
	ROAD & STREET - COMPLETE STREET PROJECTS													
05328	A St, Silva, and Tennyson Complete Streets	174	0	174										
	ROAD & STREET - OTHER TRANSPORTATION PROJECTS													
05278	Project Pre-design Services	223	3	20	20	20	20	20	20	20	20	20	20	20
	TOTAL PROJECT COSTS			3,011	1,895	1,195	1,195	1,195	1,195	1,195	1,195	1,195	1,195	1,195
	TOTAL EXPENDITURES			3,011	1,895	1,195	1,195	1,195	1,195	1,195	1,195	1,195	1,195	1,195
	REVENUES:													
	Interest		30	12	4	3	2	1	1	1	1	1	2	3
	Measure BB (Increases to 1% tax April 1, 2022)		1,107	1,118	1,129	1,141	1,152	1,163	1,175	1,187	1,199	1,211	1,223	1,235
	REVENUE SUBTOTAL			1,130	1,133	1,144	1,154	1,164	1,176	1,188	1,200	1,212	1,225	1,238
	TRANSFERS FROM:													
	FY23 MidYear Correction: from Fund 210 transfer for Project 05307			350										
	TRANSFERS SUBTOTAL			350	0	0	0	0	0	0	0	0	0	0
	TOTAL REVENUES			1,480	1,133	1,144	1,154	1,164	1,176	1,188	1,200	1,212	1,225	1,238
	BEGINNING FUND BALANCE			2,478	947	186	134	93	62	43	36	41	58	87
	ENDING FUND BALANCE			947	186	134	93	62	43	36	41	58	87	130

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Measure B (Local Transportation) - Fund 215

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
	PAVEMENT REHABILITATION PROJECTS													
05240	Pavement Rehabilitation - Measure B - FY23	484	66	418										
	LIVABLE NEIGHBORHOODS - TRAFFIC CALMING PROJECTS													
05166	Speed Monitoring Devices	650	385	265										
05336	Traffic Signal System Improvement	150	1	149										
	LIVABLE NEIGHBORHOODS - TRANSPORTATION EQUITY													
05237	Downtown Specific Plan Implementation (Foothill Blvd., A St., B St., and C St.)	480	0	480										
	ROAD & STREET - COMPLETE STREET PROJECTS													
05328	A St, Silva, and Tennyson Complete Streets	126	0	126										
	ROAD & STREET - OTHER TRANSPORTATION IMPROVEMENTS													
05199	Project Predisign Services	351	312	0	39									
	TOTAL PROJECT COSTS			1,438	39									
	TOTAL EXPENDITURES			1,438	39									
	REVENUES:													
	Interest		124											
	REVENUE SUBTOTAL			0										
	TRANSFERS FROM:													
	TRANSFERS SUBTOTAL													
	TOTAL REVENUES			0										
	BEGINNING FUND BALANCE			1,477	39									
	ENDING FUND BALANCE			39	0									

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Vehicle Registration Fee - Fund 218

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
	PAVEMENT REHABILITATION PROJECTS													
05239	Pavement Rehabilitation - VRF - FY22	825	162	663										
05240	Pavement Rehabilitation - VRF - FY23	1,025	0	1,025										
05242	Pavement Rehabilitation - VRF - FY24 (NEW)	900			900									
05320	Pavement Rehabilitation - VRF - (TBD - Future Years)	8,350				900	900	900	900	950	950	950	950	950
	TOTAL PROJECT COSTS			1,688	900	900	900	900	900	950	950	950	950	950
	TOTAL EXPENDITURES			1,688	900	900	900	900	900	950	950	950	950	950
	REVENUES:													
	Interest		28	1	1	1	1	1	2	2	2	2	2	3
	VRF - Local Streets and Roads		1,694	882	891	900	909	918	927	936	946	955	965	974
	REVENUE SUBTOTAL			883	892	901	910	919	929	938	948	957	967	977
	TRANSFERS IN FROM:													
	TRANSFERS SUBTOTAL													
	TOTAL REVENUES			883	892	901	910	919	929	938	948	957	967	977
	BEGINNING FUND BALANCE			849	44	36	37	46	65	94	82	80	87	104
	ENDING FUND BALANCE			44	36	37	46	65	94	82	80	87	104	131

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Measure B (Pedestrian and Bicycle) - Fund 216

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
	LIVABLE NEIGHBORHOODS - PEDESTRIAN & BICYCLE IMPROVEMENTS													
05175	Pedestrian Traffic Signal Modifications and Improvements	232	207	25										
05343	Simme Seat Pilot Program (NEW)	60		60										
	LIVABLE NEIGHBORHOODS - SIDEWALKS & WHEELCHAIR RAMPS													
05314	New Sidewalks FY22	901	879	22										
05303	Sidewalk Rehabilitation + Wheelchair Ramps FY23	838	60	740	38									
	ROAD & STREET - OTHER TRANSPORTATION IMPROVEMENTS													
05260	Project Predesign Services	203	173	15	15									
	TOTAL PROJECT COSTS			862	53									
	TOTAL EXPENDITURES			862	53									
	REVENUES:													
	Interest		36											
	REVENUE SUBTOTAL			0										
	TRANSFERS FROM:													
	TRANSFERS SUBTOTAL													
	TOTAL REVENUES			0										
	BEGINNING FUND BALANCE			915	53									
	ENDING FUND BALANCE			53	0									

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Vehicle Registration Fee - Fund 218

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
PAVEMENT REHABILITATION PROJECTS														
05240	Pavement Rehabilitation - VRF - FY23	969	269	700										
05242	Pavement Rehabilitation - VRF - FY24	800	0	800										
05338	Pavement Rehabilitation - VRF - FY25 (NEW)				840									
05320	Pavement Rehabilitation - VRF - (TBD - Future Years)	7,830				840	840	840	870	870	870	900	900	900
	TOTAL PROJECT COSTS			1,500	840	840	840	840	870	870	870	900	900	900
	TOTAL EXPENDITURES			1,500	840	840	840	840	870	870	870	900	900	900
	REVENUES:													
	Interest			1	0	0	0	0	0	0	0	0	0	0
	VRF - Local Streets and Roads		774	820	828	836	845	853	862	870	879	888	897	906
	REVENUE SUBTOTAL			821	828	836	845	853	862	870	879	888	897	906
	TRANSFERS IN FROM:													
	TRANSFERS SUBTOTAL													
	TOTAL REVENUES			821	828	836	845	853	862	870	879	888	897	906
	BEGINNING FUND BALANCE			696	17	5	2	7	20	12	12	21	9	6
	ENDING FUND BALANCE			17	5	2	7	20	12	12	21	9	6	12

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Measure BB (Paratransit - Capital) - Fund 219

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
	LIVABLE NEIGHBORHOODS - TRANSPORTATION EQUITY													
05309	Safe Routes for Seniors - Downtown	3,100	1,664	1,436										
05323	Safe Routes for Seniors - Tennyson	1,100	0	100	1,000									
	ROAD & STREET - COMPLETE STREET PROJECTS													
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			2,536	1,000	0	0	0	0	0	0	0	0	0
	TOTAL EXPENDITURES			2,536	1,000	0	0	0	0	0	0	0	0	0
	REVENUES:													
	REVENUE SUBTOTAL:			-	-	-	-	-	-	-	-	-	-	-
	TRANSFERS FROM:													
	Fund 214 Measure BB Paratransit Operations		1,000	750										
	TRANSFERS SUBTOTAL			750	0	0	0	0	0	0	0	0	0	0
	TOTAL REVENUES			750	0	0	0	0	0	0	0	0	0	0
	BEGINNING FUND BALANCE			2,786	1,000	0	0	0	0	0	0	0	0	0
	ENDING FUND BALANCE			1,000	0	0	0	0	0	0	0	0	0	0

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Capital Projects (Governmental) - Fund 405

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
LIVABLE NEIGHBORHOODS - PARKS														
06914	La Vista Park	23,855	1,684	21,899	272									
	<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>	5,730		5,730										
	<i>Offsite Tree Mitigation</i>	585		313	272									
05102	Landscape Material/Median Tree/Shrub Replacements	1,855	663	262	135	55	55	55	105	105	105	105	105	105
07488	Jackson Corridor Median Improvement [An additional \$750k in Fund 406 funding is supporting this project, which has a total budget of \$950k. More details in Fund 406.]	200	0	200										
07796	Hazardous Tree Removal and Replacement MSD (NEW)	500		100	100	100	100 W							
	<i>USDA Grant</i>	250		50	50	50	50	50						
LIVABLE NEIGHBORHOODS - PUBLIC ART & ENGAGEMENT														
06922	Russell City Engagement & Art	200	64	136										
	<i>Russell City Citywide Funds</i>	20		20										
06925	Mural Art for Underpasses - MSD	300	0	50	50	50	50	50	50					
LIVABLE NEIGHBORHOODS - TRANSPORTATION EQUITY														
06950	Neighborhood Partnership Program Project	873	4	369	50	50	50	50	50	50	50	50	50	50
06952	Neighborhood Improvement Grant Program	100	25	75										
07798	Tennyson/BART Roadway Safety Project (NEW)	207			207									
	<i>Transfer from Fund 295 (City/Bart JPA)</i>	207			207									
LIVABLE NEIGHBORHOODS - BUILDINGS														
06955	Hayward Housing Navigation Center	927	923	4										
	<i>Sale Proceeds</i>	916	916											
06960	South Hayward Youth and Family Center (STACK)	33,805	3,586	10,865	19,354									
	<i>County Reimbursement</i>	14,000	3,373	500	10,127									
	<i>Mutual Aid, Project 05002</i>	100	100											
	<i>State General Fund Grant</i>	1,000		1,000										
	<i>Federal Appropriation</i>	1,500		1,500										
	<i>Clean CA Grant</i>	2,647		2,647										
	<i>La Vista Contribution - FY19 Transfer from Fund</i>	1,500	1,500											
	<i>256</i>	256												
	<i>City ARPA Contribution</i>	2,000		2,000										
	<i>State Library Grant</i>	8,558			8,558									
	<i>State District Funding</i>	2,500		2,500										

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Capital Projects (Governmental) - Fund 405

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
EQUIPMENT & SOFTWARE - POLICE														
07419	Rapid Turnaround DNA Testing (RADS)	2,003	23	180	180	180	180	180	180	180	180	180	180	180
07418	Integrated Cameras and Equipment	12,526	0	1,601	951	982	1,015	1,050	1,045	1,075	1,130	1,175	1,220	1,282
07402	Supporting Services Equipment	1,133	441	254	40	33	40	60	20	140	25	20	40	20
07409	Police Officer Equipment	2,382	730	441	165	70	165	90	150	80	65	185	115	125
07411	Field Operations Equipment	5,405	393	497	350	330	385	415	435	445	515	555	530	555
07412	Criminal Investigations Equipment	873	107	101	45	65	55	60	60	85	65	70	80	80
MUNICIPAL FACILITY IMPROVEMENTS - POLICE														
07420	HPD Locker Rooms Design	530	67	463										
07203	Roof Repair/Replacement	1,161	944	216										
EQUIPMENT & SOFTWARE - FIRE														
05002	Mutual Aid Fire Equipment	537	234	303										
07451	Cardiac Monitor Replacement (Defibrillators)	1,345	593	369	92	92	92		106					
07484	Emergency Management System	127	70	57										
07486	Emergency Vehicle Preemption	1,587	796	227	188	188	188							
07466	Breathing Apparatus Replacement	3,337	1,063	525	175	175	175	175	175	175	175	175	175	175
07450	Lucas Device Replacement	575	57	436	58	24								
07456	Fire Radio Replacement	1,963	182	1,382	200	200								
07487	Fire Equipment Updates	272	272	0										
	<i>Mutual Aid, Project 05002</i>	227	227											
07489	Emergency Food & Water Replacement for Disaster Service Workers	18	14	4										
07491	Disaster Service Worker's Response Coordination & Communication: Plum Cases	58	29	29										
07492	Solar-Powered Generators 220kW for Baseline Residents & Public Safety Operations During Power Outages	66	44	22										
07493	Emergency Communication: Satellite Phones for City Staff Coordination	26	14	4	4	4								
07500	Turnout Gear & PPE Replacement	2,028	236	192	160	160	160	160	160	160	160	160	160	160
07494	Turnout Dryer	77	59	19										
07495	Firefighter Exercise Equipment	25	0	25										
06929	Fire Department Protective Ballistic Vests and Helmets (NEW)	150			150									
06930	HFD Recruit Academy (NEW)	100			100									
MUNICIPAL FACILITY IMPROVEMENTS - FIRE														
FD010	Fire House Clinic Improvements	41	41	0										
	<i>Tiburcio Vasquez Health Center</i>	379	93	26	26	26	26	26	26	26	26	26	26	26

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Capital Projects (Governmental) - Fund 405

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
	ROAD & STREET - FIRE ROAD IMPROVEMENTS													
07497	Emergency Access at Highland Blvd	120	0	120										
	EQUIPMENT & SOFTWARE - MAINTENANCE SERVICES													
07475	Replacement Equipment for Maintenance Services	282	99	58	35	10	10	10	10	10	10	10	10	10
07797	Complete Tree Inventory and Management Software	500		500										
	<i>USDA Grant</i>	250		250										
	FLEET MANAGEMENT - ELECTRIC VEHICLE INFRASTRUCTURE													
06923	Citywide EV Charging Strategy Upgrade	1,467	0	0	489	489	489							
	<i>Infrastructure Investment Act</i>	1,467		0	1,467									
06924	Publicly Accessible Fast Chargers	500	0	0	500									
	<i>Infrastructure Investment Act</i>	500		0	500									
	MISCELLANEOUS - OTHER													
06911	Property Acquisition Management	5,630	3,951	679	100	100	100	100	100	100	100	100	100	100
	<i>Transfer from General Fund (100)</i>	4,401	4,401											
06920	General Plan Update (2040)	385	269	116										
	<i>Planning Fee Revenue</i>		204	100	100	100	100	100	100	100	100	100	100	100
06921	Community Planning	385	207	178										
	<i>Planning Fee Revenue</i>		154	100	100	100	100	100	100	100	100	100	100	100
06904	Community Satisfaction Survey	527	77	75	0	75	0	75	0	75	0	75	0	75
06953	Employee Engagement Survey	64	29	35	0	0	0	0	0	0	0	0	0	0
05160	Surplus Property Maintenance	786	136	50	60	60	60	60	60	60	60	60	60	60
06121	Property Taxes on Excess Right-of-Way	71	16	5	5	5	5	5	5	5	5	5	5	5
06907	Project Predesign Services	388	28	10	35	35	35	35	35	35	35	35	35	35
06913	Downtown Parking Program	188	153	35										
06900	150th Hayward Anniversary Events	100	0	0		100								
07794	Drainage Improvement Project at Alves St/Leighton St and 4th St	250	0	250										
	<i>Potential Hazard Mitigation Grant Program</i>			200										
07795	MSD Stormdrain Infrastructure Repair	225	0	75	150									
06927	Water Heater Replacement Program	328		328										
	<i>Clean Energy Fund (Calpine Donation)</i>	328	328											
06931	Storm Drain Installation at New Dobbel Ave (NEW)	1,300							150	1,150				
06932	Storm Drain Pipe Replacement at Kings Court (NEW)	125			125									

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Capital Projects (Governmental) - Fund 405

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
TBD	Median Landscaping Improvement Project FY25 - Industrial Blvd from Arf Ave to Quartz (NEW)	0				0								
	TOTAL PROJECT COSTS			43,825	24,525	3,632	3,409	2,630	2,896	3,930	2,680	2,960	2,865	3,017
	TOTAL EXPENDITURES			43,825	24,525	3,632	3,409	2,630	2,896	3,930	2,680	2,960	2,865	3,017
	REVENUES:													
	Interest			74	31	12	6	15	28	10	17	19	22	23
	Construction Tax (41450)		177	177	250	250	250	250	250	250	250	250	250	250
	Planning Fee Charges (Project 06920) Comprehensive General Plan Update	1,304	204	100	100	100	100	100	100	100	100	100	100	100
	Planning Fee Charges (Project 06921) Community Planning	1,254	154	100	100	100	100	100	100	100	100	100	100	100
	Mutual Aid Overhead Reimbursement (05002)			250	100	50	50	50	50	50	50	50	50	50
	Fees for La Vista Development (La Vista)	2,140		2,140										
	2017 HARD Bond (La Vista)	2,000		2,000										
	2018 HARD Bond (La Vista)	13,400		13,400										
	Park-in-Lieu (La Vista)	5,730		5,730										
	Offsite Tree Mitigation (La Vista)	585		313	272									
	Sale Proceeds (Project 06955)	916	916											
	County Reimbursement (STACK)	14,000	3,373	500	10,127	0								
	Mutual Aid, Project 05002 (STACK)	100	100	0										
	State General Fund Grant (STACK)	1,000		1,000	0	0								
	Federal Appropriation (STACK)	1,500		1,500	0	0								
	Clean CA Grant (STACK)	2,647		2,647	0	0								
	City ARPA Contribution (STACK)	2,000	0	2,000	0	0								
	State Library Grant (STACK)	8,558	0	0	8,558	0								
	State District Funding (STACK)	2,500	0	2,500	0	0								
	TVHC Lease Payment (FD010)	379	93	26	26	26	26	26	26	26	26	26	26	26
	Federal Aid - Infrastructure Investment and Jobs Act (NEW)	1,967		0	1,967									
	Russell City Citywide Funds (06922)	20		20										
	Potential Hazard Mitigation Grant Program (07794)	200		200	0									
	Clean Energy Fund (Calpine Donation)	328	328											
	USDA Grant	500	0	250	50	50	50	50						
	Transfer from Fund 295 (City/Bart JPA) (07798)	207	0	0	207	0	0	0						
	REVENUE SUBTOTAL			34,927	21,788	588	582	591	554	536	543	545	548	549

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Capital Projects (Governmental) - Fund 405

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
	TRANSFERS FROM:													
	General Fund			1,400	500	2,100	2,500	2,500	3,000	2,500	2,500	2,500	2,500	2,500
	General Fund for Project 07456 Fire Radio Replacement		0	582										
	General Fund for Project 07420 - PD Locker Rooms Design		416											
	PG&E Tree Removal Fee (from DS001 to 05102)		289											
	Fund 100 (Project 06911)		4,401											
	Fund 256 (La Vista Contribution for STACK from FY19)		1,500											
	Fund 705 (for Project 07203 Roof Repair/Replacement)		1,161											
	General Fund for Project 07797 Complete Tree Inventory and Management Software			250										
	Fund 730 for Project 07418 Integrated Cameras and Equipment			191										
	TRANSFERS SUBTOTAL			2,423	500	2,100	2,500	2,500	3,000	2,500	2,500	2,500	2,500	2,500
	TOTAL REVENUES			37,350	22,288	2,688	3,082	3,091	3,554	3,036	3,043	3,045	3,048	3,049
	BEGINNING FUND BALANCE			10,021	3,546	1,309	365	38	499	1,157	263	626	711	894
	ENDING FUND BALANCE			3,546	1,309	365	38	499	1,157	263	626	711	894	926

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Measure C Capital - Fund 406

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
MUNICIPAL FACILITY IMPROVEMENTS - FIRE														
07474	Fire Station Nos. 1-6 Improvements - Design	2,946	2,737	208										
07481	New Fire Station No. 6	16,460	12,369	4,091										
07482	New Fire Training Center	62,055	60,256	1,800										
	<i>Contributions from Partnering Agencies</i>	20,000	19,854	146										
	<i>Clean Energy Fund (Calpine Donation)</i>	922	922											
LIVABLE NEIGHBORHOODS - BUILDINGS														
06988	21st Century Library & Community Learning Center - Construction	63,197	62,511	687										
	<i>Housing Related Parks Program</i>	399	399											
	<i>Alameda County Waste Management Authority</i>	10	10											
	<i>PG&E</i>			7										
LIVABLE NEIGHBORHOODS - PARKS														
07488	Jackson Corridor Median Improvement [An additional \$200k in Fund 405 funding is supporting this project, which has a total budget of \$950k. More details in Fund 405.]	750	271	329	150									
07498	Harder Corridor Median Improvement (NEW)	1,200				300	300	300	300					
PAVEMENT REHABILITATION PROJECTS														
05242	Pavement Rehabilitation - Measure C - FY24	2,000	0	2,000										
05320	Pavement Rehabilitation - Measure C - FY32	2,000										2,000		
MUNICIPAL FACILITY IMPROVEMENTS - POLICE														
06926	HPD Locker Rooms Construction	8,150	0	6,100	2,050									
07499	Communications Center Expansion - Design (NEW)	400		400										
EQUIPMENT & SOFTWARE - FIRE														
07277	EBRCS Subscription	6,945	0	571	582	594	606	618	630	643	656	669	682	695
07421	Drones for Hazard Mitigation (NEW)	100		100										
MISCELLANEOUS - OTHER														
05243	Median Landscaping Improvement Project FY24 - Industrial Blvd. - Hwy 92 to Arf Ave.	1,550				1,550								
	TOTAL PROJECT COSTS			16,186	2,882	2,444	906	918	930	643	656	2,669	682	695
	Transfer to Fund 736 for 07302 GF Fleet Repl. (Tree Crew vehicle + 3 Community Service Officer vehicles)			275	225									
TOTAL EXPENDITURES				16,461	3,107	2,444	906	918	930	643	656	2,669	682	695

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Measure C Capital - Fund 406

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
	REVENUES:													
	Interest		31	0	0	2	2	1	1	4	3	1	2	2
	Revenue Contributions from Partnering Agencies (07482)	20,000	19,854	146										
	Clean Energy Fund (Calpine Donation) (07482)	922	922	0										
	Housing Related Parks Program Grant	399	399											
	Alameda County Waste Management Authority PG&E	10	10	7										
	Calpine Donation (Project 06988)	6,384	6,384											
	Bond Proceeds	73,224	73,224											
	REVENUE SUBTOTAL			153	0	2	2	1	1	4	3	1	2	2
	TRANSFERS FROM:													
	Fund 101 - Measure C		62,134	13,030	7,000	2,450	900	900	900	800	600	2,600	700	700
	TRANSFERS SUBTOTAL:			13,030	7,000	2,450	900	900	900	800	600	2,600	700	700
	TOTAL REVENUE			13,183	7,000	2,452	902	901	901	804	603	2,601	702	702
	BEGINNING FUND BALANCE			(540)	(3,818)	75	83	80	63	34	195	142	74	94
	ENDING FUND BALANCE			(3,818)	75	83	80	63	34	195	142	74	94	101

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Route 238 Corridor Improvement - Fund 410

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
LIVABLE NEIGHBORHOODS - PARKS														
05288	Linear Park Landscape	2,768	2,665	103										
05839	Mission Blvd Southend Frontage Island Improvement	1,110	0	110	1,000									
ROAD & STREET - COMPLETE STREET PROJECTS														
05270	Route 238 Corridor Improvement Project - Phase 2 Construction(Mission from Industrial to South City Limit)	31,732	29,395	2,337										
	<i>LATIP</i>	<i>19,916</i>	<i>19,385</i>	<i>531</i>										
	<i>ACTC</i>	<i>9,776</i>	<i>9,776</i>											
	<i>PG&E Rule 20A/B</i>	<i>1,330</i>	<i>1,330</i>											
	<i>Comcast</i>	<i>209</i>	<i>105</i>	<i>104</i>										
	<i>Private Developer Contribution</i>	<i>240</i>	<i>240</i>											
05287	Route 238 Corridor Improvement Project - Phase 3 Final Design and Construction	23,205	3,098	17,000	3,107									
	<i>ACTC</i>	<i>13,387</i>		<i>13,387</i>										
ROAD & STREET - OTHER TRANSPORTATION PROJECTS														
05114	Administration and Predesign	584	555	29										
MISCELLANEOUS - ROUTE 238 PROPERTY PROJECTS														
05276	238 Bypass Property Disposition	1,904	1,734	20	50	50	50							
	<i>238 OPHP (Fund 411)</i>	<i>1,000</i>	<i>1,000</i>											
TOTAL PROJECT COSTS				19,598	4,157	50	50							
	Transfer to Street System Improvements Fund (Fund 450)		129											
	Transfer to Route 238 Settlement Admin (Fund 411)		3,460											
TOTAL EXPENDITURES				19,598	4,157	50	50							
REVENUES:														
	Interest			0										
	Lease/Rent Payments from Acquired Properties (44130)	446	446											
	Alameda CTC	23,163	9,776	13,387										
	Real Estate Transactions (Surplus Land Sales)	7,700		2,400	5,300									
	PG&E Rule 20A/B	1,330	1,330	0										
	LATIP	19,916	19,385	531	0									
	Comcast Rule 20A	209	105	104	0									
	Private Developer Contribution	240	240	0										
	County RDA Reimb. For City's Contrib. for Mt. Eden Proj	5,839	312	5,527										
REVENUE SUBTOTAL				21,949	5,300									
TRANSFERS IN FROM:														
	General Fund Transfer		185											
TRANSFERS SUBTOTAL														
TOTAL REVENUES				21,949	5,300	0	0							
BEGINNING FUND BALANCE				(8,376)	(6,025)	(4,882)	(4,932)							
ENDING FUND BALANCE				(6,025)	(4,882)	(4,932)	(4,982)							

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Route 238 Settlement Admin - Fund 411

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
	MISCELLANEOUS - PARCEL GROUP PROJECTS													
07721	PG 3 & 4	92	49	43										
07722	PG 5	1,663	257	356	350	350	350							
07723	PG 6	180	27	78	25	25	25							
07725	PG 8	1,697	925	172	200	200	200							
07726	PG 9	43	3	10	10	10	10							
	MISCELLANEOUS - ROUTE 238 PROPERTY PROJECTS													
05014	Route 238 Administrative Expenses	3,014	1,435	619	320	320	320							
05276	Route 238 Bypass Property Disposition	2,199	1,667	133	133	133	133							
	TOTAL PROJECT COSTS			1,410	1,038	1,038	1,038							
	TOTAL EXPENDITURES			1,410	1,038	1,038	1,038							
	REVENUES:													
	Project Revenues	15,847	10,697	1,250	3,900									
	Interest	210	176	17	17									
	Parcel Group Sale 3		1,424	20										
	REVENUE SUBTOTAL	16,057	12,297	1,287	3,917									
	TRANSFERS FROM:													
	Route 238 Corridor Improvement Fund 410 PG7 Sale Revenue		3,390											
	TRANSFERS SUBTOTAL			0										
	TOTAL REVENUES			1,287	3,917									
	BEGINNING FUND BALANCE			7,851	7,728	10,607	9,569	8,531	8,531	8,531	8,531	8,531	8,531	8,531
	ENDING FUND BALANCE			7,728	10,607	9,569	8,531	8,531	8,531	8,531	8,531	8,531	8,531	8,531

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Street System Improvements - Fund 450

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
PAVEMENT REHABILITATION PROJECTS														
05282	Pavement Rehabilitation Winton Ave West - Hesperian Blvd to Santa Clara Design	141	141	0										
	<i>OBAG (05282 Pavement Rehabilitation)</i>	72	33	72										
05240	Pavement Rehabilitation FY23	1,201	13	1,188										
	<i>Transfer from Fund 230 - 2016 WM Street Impact Revenue</i>			151										
05242	Pavement Rehabilitation FY24		0	1,500										
05338	Pavement Rehabilitation FY25				1,500									
05320	Pavement Rehabilitation (TBD - Future Years)	13,900				1,500	1,500	1,500	1,500	1,500	1,600	1,600	1,600	1,600
05329	Clawiter Pavement	1,231				1,231								
	<i>Private Developer Fee (04100)</i>	1,231	1,231											
LIVABLE NEIGHBORHOODS - SIDEWALKS & WHEELCHAIR RAMPS														
05302	Sidewalk Rehabilitation FY21	550	519	31										
	<i>Resident Participation</i>	72	72											
05318	Sidewalk Rehabilitation + Wheelchair Ramps FY22	1,018	977	41										
	<i>Resident Participation</i>	18	18											
05303	Sidewalk Rehabilitation + Wheelchair Ramps FY23	1,000	66	934										
	<i>Resident Participation</i>	90		90										
05324	Sidewalk Rehabilitation + Wheelchair Ramps FY24	1,100	0	1,100										
	<i>Resident Participation</i>	90		90										
05340	Sidewalk Rehabilitation + Wheelchair Ramps FY25	1,000			1,000									
	<i>Resident Participation</i>	100		100										
05330	Sidewalk Rehabilitation + Wheelchair Ramps (TBD - Future Years)	10,800				1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
	<i>Resident Participation</i>	810				90	90	90	90	90	90	90	90	90
05140	Miscellaneous Curb and Gutter Repair (MSD)	590			50	60	60	60	60	60	60	60	60	60
LIVABLE NEIGHBORHOODS - PARKS														
05281	Median Landscaping Improvement Project FY23 - Hesperian - West A St. to Winton	3,070	905	2,166										
05315	Median Landscaping Improvement Project FY22 - Hesperian Blvd - La Playa to Winton Ave	907	890	17										
05742	Hesperian Frontage Road Improvement - Sueirro St to Phillips Way	1,000	0	750	250									

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Street System Improvements - Fund 450

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
LIVABLE NEIGHBORHOODS - PEDESTRIAN & BICYCLE IMPROVEMENTS														
05713	Clawiter Bike Lane	133				133								
	<i>Private Developer Fee (04000)</i>	133	133											
05702	Harder/Mission Bike Lane	102				102								
	<i>Private Developer Fee (04000)</i>	102	102											
05704	Bike Lane Project (Various Locations)	62				62								
	<i>Private Developer Fee (04000)</i>	62	13			49								
ROAD & STREET - COMPLETE STREET PROJECTS														
05283	Main Street Complete Street Project [An additional \$1M in Fund 219 funding is supporting this project, which has a total budget of \$3.225M. More details in Fund 219.]	2,225	569	1,300	356									
	<i>OBAG (05283 Main Street Complete St)</i>	1,675	31	644	1,000									
ROAD & STREET - OTHER TRANSPORTATION IMPROVEMENTS														
05148	Project Predesign Services	694	364	30	30	30	30	30	30	30	30	30	30	30
05257	Bridge Structures Maintenance	1,787	1,082	205	250	250								
	<i>Potential Hazard Mitigation Grant Program</i>			200										
05739	Bridge Pavement Abutment Repair	250	247	3										
05292	Innovative Deployments to Enhance Arterials (IDEA) - Tennyson Corridor and Second Street	708	514	194										
	<i>IDEA Grant</i>		317											
	<i>ACTC Local Match (Project 05292)</i>	60	60											
05334	SR-92/Whitesell Interchange - Project Initiation Document (PID)	500	116	384										
	<i>Developer Contribution</i>	500		500										
MUNICIPAL FACILITY IMPROVEMENTS - MUNICIPAL PARKING LOTS														
05286	City Municipal Parking Lot #1	760	718	42										
05248	City Municipal Parking Lot #2	694	639	55										
05296	City Municipal Parking Lot #7, D-1 and D-2	445	231	214										
05740	City Municipal Parking Lot #8	781	602	179										
05741	City Municipal Parking Lot #11 (NEW)	750	0	750										
MISCELLANEOUS - OTHER														
05153	Alameda County Aerial Photography	327	177	50		50			50					
	TOTAL PROJECT COSTS			11,132	3,436	4,618	2,790	2,790	2,840	2,790	2,890	2,890	2,890	2,890
	TOTAL EXPENDITURES			11,132	3,436	4,618	2,790	2,790	2,840	2,790	2,890	2,890	2,890	2,890

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Street System Improvements - Fund 450

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
	REVENUES:													
	Interest			54	54	13	7	4	2	2	1	1	3	5
	Sidewalk Rehabilitation Reimbursement (05267 revenue)	1,095	105	90	90	90	90	90	90	90	90	90	90	90
	OBAG (05282 Pavement Rehabilitation)	72		72										
	OBAG (05283 Main Street Complete St)	1,675	31	644	1,000									
	County RDA Reimb. for City's Contrib. for Mt. Eden Project 05143 (repayment term - 20 years)	10,388	9,688	700										
	Streets Impact Fee (Waste Management)	21,134	1,545	1,500	1,545	1,591	1,639	1,737	1,790	1,843	1,899	1,955	2,014	2,075
	IDEA Grant (Project 05292)	317	317											
	ACTC Local Match (Project 05292)	60	60											
	Private Developer Fee	500		500	0	0	0	0	0	0	0	0	0	0
	Potential Hazard Mitigation Grant Program (05257)	200		200	0									
	Private Developer Contribution for future bike improvement (04000)	297	248	0	0	49	0	0	0	0	0	0	0	0
	Private Developer Contribution for future pavement improvement (04100)	1,231	1,231											
	REVENUE SUBTOTAL:			3,760	2,689	1,743	1,736	1,831	1,882	1,935	1,990	2,046	2,107	2,170
	TRANSFERS IN FROM:													
	Fund 410 - (Rt. 238 Corridor Improvement)		129											
	Fund 210 (Gas Tax "Swap") (49550)		750	750	750	750	750	850	850	850	850	850	850	850
	Fund 210 (Gas Tax Mid Year adjustment)													
	Fund 230 (Project U0003 2016 WM Street Impact Fee Revenue)			151										
	TRANSFERS SUBTOTAL			901	750	750	750	850	850	850	850	850	850	850
	TOTAL REVENUES			4,661	3,439	2,493	2,486	2,681	2,732	2,785	2,840	2,896	2,957	3,020
	BEGINNING FUND BALANCE			9,231	2,760	2,763	638	334	226	117	113	62	69	136
	ENDING FUND BALANCE			2,760	2,763	638	334	226	117	113	62	69	136	265

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Transportation System Improvement - Fund 460

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
	LIVABLE NEIGHBORHOODS - TRAFFIC SIGNALS & STREETLIGHTS													
05709	Traffic Control Device Repair/Replacement - MSD	1,202	523	79	60	60	60	60	60	60	60	60	60	60
05856	Controller Cabinet Replacement and Battery Back Up Program	1,828	405	223	120	120	120	120	120	120	120	120	120	120
05342	Tennyson Rd and Winton Ave Signal Coordination Project (NEW)	515		515										
	<i>TFCA funding thru ACTC</i>	515		515										
	LIVABLE NEIGHBORHOODS - PEDESTRIAN & BICYCLE IMPROVEMENTS													
05737	Signal Modification At Huntwood/Industrial & Huntwood/Sandoval	1,085	104	981										
	<i>HSIP</i>	775		775										
06937	Active Transportation Incentive and Promotion Program (NEW)	3,952			330	3,567	54							
	<i>California Air Resource Board's Clean Mobility in Schools and Sustainable Transportation Equity Project Grant</i>	3,948			327	3,567	54							
	LIVABLE NEIGHBORHOODS - TRANSPORTATION EQUITY													
06940	Community-Based Transportation Plan (NEW)	250			250									
	<i>Potential ACTC Community-Based Transportation Plans (CBTP) Grant</i>	250			250	0								
06941	Safe Routes to School Implementation Project (NEW)	2,258			924	1,334								
	<i>California Air Resource Board's Clean Mobility in Schools and Sustainable Transportation Equity Project Grant</i>	2,258			924	1,334								
	LIVABLE NEIGHBORHOODS - TRAFFIC CALMING PROJECTS													
05734	Traffic Calming Implementation Program	2,327	885	222	150	150	150	150	145	95	95	95	95	95
05893	Quick Response Traffic Safety Projects	1,340	240	100	100	100	100	100	100	100	100	100	100	100
06942	High Injury Network Safety Plan (NEW)	3,330			1,235	898	724	473						
	<i>Federal Grant (Part 1 of 2)</i>	2,565			954	689	555	367						
06945	Evaluate Alternatives to Downtown Loop (NEW)				500									
	<i>Federal Grant (Part 2 of 2)</i>	500			500									
06943	Speed Management Plan (NEW)	235		224	11									
	<i>Federal Grant</i>	187		179	9									

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Transportation System Improvement - Fund 460

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
	EQUIPMENT & SOFTWARE - UTILITIES													
05714	Transportation Software Improvements	170	32	18	30	10	10	10	10	10	10	10	10	10
	ROAD & STREET - OTHER TRANSPORTATION IMPROVEMENTS													
05712	Intersection Improvement Project	1,855	352	253	125	125	125	125	125	125	125	125	125	125
05877	Transportation System Management Projects	1,075	367	208	50	50	50	50	50	50	50	50	50	50
	<i>Development Fees (05877)</i>	<i>20</i>	<i>20</i>											
06944	Tennyson Road Crossing Safety Improvments (NEW)	506		506										
	<i>CalTrans Railway Highway Program Section 130 Grant</i>	<i>506</i>		<i>506</i>										
	TOTAL PROJECT COSTS			3,330	3,885	6,415	1,393	1,088	610	560	560	560	560	560
	TOTAL EXPENDITURES			3,330	3,885	6,415	1,393	1,088	610	560	560	560	560	560
	REVENUES:													
	Interest		20	1	3	7	5	5	5	6	6	7	8	9
	HSIP			775										
	CalTrans Grant		0	596	0	-								
	Federal grant	687	0	179	1,462	689	555	367						
	California Air Resource Board's Clean Mobility in Schools and Sustainable Transportation Equity Project Grant	6,207	0	-	1,251	4,901	54	-						
	TFCA funding thru ACTC	515	0	515	-	-								
	Potential ACTC Community-Based Transportation Plans (CBTP) Grant	250	0	-	250	-	-	0	0	0	0	0	0	0
	REVENUE SUBTOTAL:			2,066	2,966	5,597	614	372	5	6	6	7	8	9
	TRANSFERS IN FROM:													
	Fund 100 (General Fund)			500	0	1,000	700	700	600	600	600	600	600	600
	Measure C (Fund 101)				1,000									
	TRANSFERS SUBTOTAL:			500	1,000	1,000	700	700	600	600	600	600	600	600
	REVENUE TOTALS:			2,566	3,966	6,597	1,314	1,072	605	606	606	607	608	609
	BEGINNING FUND BALANCE:			837	73	154	337	258	242	237	283	329	376	424
	ENDING FUND BALANCE:			73	154	337	258	242	237	283	329	376	424	473

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Water Replacement - Fund 603

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
	WATER CONSERVATION													
07026	Water System Leak Detection Survey and Repair	247	97	0		150								
07047	Water Efficient Landscape Surveys and Incentives	500	371	130										
07069	Water Conservation Database		0	180										
	WATER DISTRIBUTION SYSTEM													
07006	Emergency Mechanical/Electric Replacement Program	3,450	1,511	439	150	150	150	150	150	150	150	150	150	150
07009	Easement Protection & Landscape Clearing at Various Locations	587	34	53	50	50	50	50	50	50	50	50	50	50
07010	Air Release with Blow Off Access and Rehabilitation	320	0	0	320									
07057	Restore Water Mains Crossing at I-880	550	0	0	550									
07059	Reservoir Coating Inspection/Recoating at Various Reservoirs	2,400	0	100	2,300									
07110	750' Reservoir Replacement Project	4,533	48	0	0					4,485				
07130	Pressure Reducing Station Regulator Replacement	450	237	213										
07146	12" CI Replacement from Sleepy Hollow to Industrial on Hesperian	2,046	0	2,046										
07019	250' P/S Motor Starter Replacements	150	0	0	150									
07061	Hesperian P/S Main Braker Replacement	100	0	100										
07062	Hesperian P/S VFD and Motor Drive Replacements	1,600	0	250	1,350									
07070	Hesperian Pump Station Underground Diesel Fuel Tank Replacement		0	400										
	<i>Potential funding from SFPUC/EBMUD</i>			40										
07063	Water System RRA Mitigation Measures	100	0	100										
07150	Water System RRA & ERP Update	363	163	200										
07197	Skywest & Hesperian Pump Station Generator Fuel Replacement and Line Repairs	128	0	128										
	<i>Potential reimbursement from SFPUC/EBMUD</i>			13										
07071	Skywest Pump Station Underground Diesel Fuel Tank Replacement		0	400										
	<i>Potential reimbursement from SFPUC/EBMUD</i>	400		400										
07093	Water Line Improvement FY21	9,338	5,400	3,937										
07200	Annual Line Replacements FY22	4,500	45	455	4,000									
07067	Annual Line Replacements FY23	5,500	0	500	5,000									
07072	Annual Line Replacements FY24	5,500	0	968	4,533									
07028	Annual Line Replacements FY25 (NEW)	6,000		6,000										

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Water Replacement - Fund 603

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
07076	Annual Line Replacements Future Years	64,300												
07134	Cast Iron Water Pipeline Replacement - Local Streets	1,996	507	290	1,200									
07080	Cast Iron Water Pipeline Replacement - Local Streets FY25 (NEW)	500			500									
07081	Cast Iron Water Pipeline Replacement - Local Streets Future Years (NEW)	4,500				500	500	500	500	500	500	500	500	500
07073	Emergency Annual Line Repairs FY24	401	1	400										
07032	Emergency Line/Leak Repairs FY25 (NEW)	500			500									
07075	Emergency Line/Leak Repairs Future Years	4,500				500	500	500	500	500	500	500	500	500
07036	MSD Annual Pavement Patching	276	1	25	25	25	25	25	25	25	25	25	25	25
07082	Meter Testing Program (NEW)				200									
	OTHER													
07001	Prefabricated Storage Structure Skin Replacement	302	26	0	276									
07003	Miscellaneous Hydrant Replacement Program	852	435	66	35	35	35	35	35	35	35	35	35	35
07025	Conversion to Advanced Metering Infrastructure (AMI)	14,091	13,861	230										
	<i>Transfer from 605 (Water Operating)</i>	<i>10,000</i>	<i>10,000</i>											
07030	Project Pre-design Services	462	187	25	25	25	25	25	25	25	25	25	25	25
07035	MSD Irrigation System Backflow Replacements	292	182	10	10	10	10	10	10	10	10	10	10	10
07043	Asset Management Plan	103	3	100										
07079	New Dobbel Ave Slide Repair	33	0	33										
07144	Fittings Upgrade for Fire Department - Various Reservoirs	101	31	40	30									
	TOTAL PROJECT COSTS			11,817	27,204	7,445	7,595	7,895	8,195	12,880	8,695	8,995	9,295	9,595
	TOTAL EXPENDITURES			11,817	27,204	7,445	7,595	7,895	8,195	12,880	8,695	8,995	9,295	9,595
	REVENUES:													
	Interest		310	504	106	96	111	118	115	2	11	12	33	47
	Potential reimbursement from SFPUC/EBMUD			453										
	REVENUE SUBTOTAL:			957	106	96	111	118	115	2	11	12	33	47
	TRANSFERS FROM:													
	Replacement Transfer from Fund 605			7,000	7,000	7,000	8,000	8,000	8,000	9,000	9,000	9,000	10,000	10,000
	Replacement Transfer from Fund 605 (Conversion to AMI)		10,000											
	TRANSFERS SUBTOTAL			7,000	7,000	7,000	8,000	8,000	8,000	9,000	9,000	9,000	10,000	10,000
	TOTAL REVENUES			7,957	7,106	7,096	8,111	8,118	8,115	9,002	9,011	9,012	10,033	10,047
	BEGINNING FUND BALANCE			27,603	23,743	3,645	3,296	3,812	4,035	3,955	77	393	410	1,148
	ENDING FUND BALANCE			23,743	3,645	3,296	3,812	4,035	3,955	77	393	410	1,148	1,600

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Water Improvement - Fund 604

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
UTILITIES O&M FACILITIES														
07103	Corporation Yard Needs Assessment	200	5	195										
07176	Utility Center Renovation/Training Center Addition (2nd Floor)	13,011	11	0	1,000	12,000								
	<i>Fund 612</i>	<i>1,400</i>	<i>1,400</i>											
UTILITIES EQUIPMENT														
07177	GIS Data Development and Conversion	843	141	203	50	50	50	50	50	50	50	50	50	50
WATER DISTRIBUTION SYSTEM														
07016	New Pressure Regulating Stations at New 265' Zone	2,760	0	0	500	2,260								
07106	Dead-End Water Main Improvements	310	10	50	50	50	50	50	50					
07074	250' Zone for Pressure Reducing Strategy at Decoto	1,600	0	200	1,400									
07136	System Seismic Upgrades	400	38	212	150									
07160	Seismic Retrofit Maitland Reservoir and Appurtenances	2,627	27	0		2,600								
07172	New 3 MG Reservoir at High School Reservoir Site	9,002	2	0				0	0	1,000	8,000			
07173	Seismic Retrofit Highland 250 Reservoirs	3,500	0	0		500	3,000							
07183	New 0.75MG Tank, Pumps, and Generator at Garin Reservoir/ Pumps Station Site	4,249	4,010	102	137									
	<i>Developer Reimbursement</i>	<i>4,249</i>	<i>4,249</i>											
07187	New University Pressure Reducing Station	200	0	0	200									
07115	New Emergency Well B2	4,500	0	500	4,000									
07100	New 2 MG Reservoir & Booster Station at Hesperian Site	10,000	0	0		1,500	8,500							
07193	750 Pump Station Foundation Stabilization	20	0	20										
07195	Garin Ladder Cage Project	60	0	60										
07196	Well Field All-Weather Improvements	90	0	90										
07198	Walpert Pump Station Roof Ladder Cage Project	40	0	40										
07199	Well Field Storage Building Project	350	0	0	350									
07093	Water Line Improvements FY21	4,934	0	4,934										
07077	Water Line Improvements FY25 (NEW)	500			500									
07078	Water Line Improvements Future Years (NEW)	6,500				500	500	500	500	750	750	1,000	1,000	1,000
RECYCLED WATER														
07066	Recycled Water Phase II	12,500	0	0	500	6,000	6,000							
WATER RESOURCES PROJECTS														
07017	Weather Based Irrigation Controllers at Various Locations	377	130	47	20	20	20	20	20	20	20	20	20	20
07102	Reservoir Water Quality Improvement Project	303	223	0	81									
07191	Groundwater Sustainability Plan Implementation Activities	1,208	508	100	300	300	0	0	0	0	0	0	0	0
07116	Groundwater Sustainability Plan Projects	13,200	0	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Water Improvement - Fund 604

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
	OTHER													
07029	Project Predesign Services	606	81	25	50	50	50	50	50	50	50	50	50	50
07058	Green Hayward PAYS Program	214	193	7	7	7								
07105	Solar Power at Various Water Facilities	6,000	0	500	5,500									
07186	Solar Photovoltaic at Hesperian Pump Station	1,000	0	0		1,000								
	TOTAL PROJECT COSTS			8,486	15,995	28,037	19,370	1,870	1,870	3,070	10,070	2,320	2,320	2,320
	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			8,486	15,995	28,037	19,370	1,870	1,870	3,070	10,070	2,320	2,320	2,320
	REVENUES:													
	Interest		551	1,014	793	327	34	86	138	159	41	76	111	147
	Facilities Fee (43563)		5,108	3,500	3,500	3,500	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
	Developer Reimbursement of New .75 Tank and Pumps at Garin Reservoir/Pump Station (Project 07183)		4,249											
	Green Hayward PAYS Revenue (\$1 million at 6.95% for ten years to 2026)		106	21	21	21								
	REVENUE SUBTOTAL			4,535	4,314	3,848	4,034	4,086	4,138	4,159	4,041	4,076	4,111	4,147
	TRANSFERS FROM:													
	Repayment of Loan from Fund 612 for Solar Project Phase IIA (\$3.5 million at 3% for ten years to FY29) (Project 07530 in Fund 612)	4,100	1,640	410	410	410	410	410	410					
	TRANSFERS SUBTOTAL			410	410	410	410	410	410	0	0	0	0	0
	TOTAL REVENUES			4,945	4,724	4,258	4,444	4,496	4,548	4,159	4,041	4,076	4,111	4,147
	BEGINNING FUND BALANCE			55,257	51,716	40,445	16,666	1,740	4,366	7,044	8,133	2,104	3,860	5,651
	ENDING FUND BALANCE			51,716	40,445	16,666	1,740	4,366	7,044	8,133	2,104	3,860	5,651	7,478

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Sewer Replacement - Fund 611

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
SEWER COLLECTION SYSTEM														
07018	Lift Station Valve Upgrade at Various Stations	121	21	99										
07546	Valle Vista Sewer Force Main Reliability Implementation	200	27	173										
07616	Tennyson Lift Station Rehabilitation	250	0	0	250									
	<i>Developer-Sewer Impact Fee</i>	209	209											
07788	Tennyson Lift Station Emergency Standby Generator Replacement		0	200										
07622	Ward Creek/Tiegen Drive Sewer Replacement	500	0	0	500									
07624	Harder Road Sewer System Improvement	1,700	0	300	1,400									
	<i>Developer-Sewer Impact Fee</i>	424	424											
07626	Valle Vista Submersible Pump Repl and Wet Well Rehabilitation	605	396	59		150								
07678	Air Release with Blowoff Access and Rehab	80	0	0	80									
07693	Sewer Manhole Rehabilitation - Various Locations	121	30	91										
07672	Soto Road Sewer Improvement	400	0	0	400	-								
07739	Valle Vista VFD Replacement	250	25	225										
07762	Airport Lift Station Improvements	200	0	200										
07763	Daisy Ct Access Road Erosion Mitigation Project	45	0	45										
07764	Marathon Lift Station Pump Replacement Project	70	69	1										
07745	Marathon Lift Station Motor Control Center Replacement	250	0	0	250									
07765	Annual Emergency/Spot Line Repairs	4,248	398	250	300	300	300	350	350	350	400	400	400	450
07776	Hydro Vactor Replacement	412	0	412										
07784	Root Foaming	1,440	0	200	100	100	100	120	120	120	140	140	140	160
07761	Sewer Line Improvement FY21	14,185	5,482	8,702										
07780	Annual Line Replacements FY22	4,400	0	4,400										
07738	Annual Line Replacements FY23	6,000	0	6,000										
07789	Annual Line Replacements FY24	6,000	0	6,000										
07799	Annual Line Replacements FY25 (NEW)	7,000			7,000									
07787	Annual Line Replacements Future Years	73,800	0	0		7,000	7,300	7,600	7,900	8,200	8,500	8,800	9,100	9,400
UTILITIES EQUIPMENT														
07575	Miscellaneous Lift Station Equipment Replacement	707	595	112										
STORMWATER														
07675	Trash Capture Device and Litter Reduction Education Project	993	981	12										
	<i>US EPA Grant</i>	800	800											
	<i>Settlement Revenue (Transfer in from Fund 615)</i>	125	125											
	<i>Other Transfer from 615</i>	70	70											

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Sewer Replacement - Fund 611

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
	WATER RESOURCE RECOVERY FACILITY (WRRF), formerly known as WATER POLLUTION CONTROL FACILITY (WPCF)													
07618	WPCF (WRRF) Gas Conditioning System Skid Media Replacement	2,191	324	217	165	165	165	165	165	165	165	165	165	165
07619	WPCF (WRRF) Headworks Project - Motorized Valve Actuators for Influent Gates	105	0	105										
07629	WPCF (WRRF) Digester Cleaning & EQ Pond Sludge Removal	165	85	80										
07807	WPCF (WRRF) Digester Annual Cleaning (NEW)					35	35	35	40	40	40	45	45	45
07648	WPCF (WRRF) Seismic Retrofit of Miscellaneous Buildings	370	5	365										
07656	WPCF (WRRF) Main 480V MCC Electrical Distribution Rehabilitation	13,919	880	12,963	75									
07673	WPCF (WRRF) Chlorination System Improvement	1,430	0	100	180	1,150								
07679	Cogeneration System Maintenance	2,470	0	200	200	200	200	200	230	230	230	260	260	260
07785	Coating of South Primary Clarifier	150	0	0	150									
07741	WPCF (WRRF) Levee Road Maintenance	1,400	0	200		200		220		240		260		280
07774	WPCF (WRRF) New Drives for North and South Primary Clarifiers	165	80	85										
07775	WPCF (WRRF) New Digester Mixing Pumps for Digesters No. 2 & 3	300	0	300										
07625	WPCF (WRRF) Underground Conduit Repair (494 Pump & Sludge Beds)	80	0	0			80							
07529	WPCF (WRRF) Miscellaneous Replacements	8,607	3,535	472	400	400	400	450	450	450	500	500	500	550
07531	WPCF (WRRF) Asset Management Plan	102	2	0	100									
07800	WPCF (WRRF) SCADA Maintenance (NEW)	345			30	30	30	30	35	35	35	40	40	40
07801	WPCF (WRRF) SCADA System Master Plan and Upgrades (NEW)	300			100	200								
07802	WPCF (WRRF) Oxidation Pond Rock Slope Protection (NEW)	600			300	300								
07803	WPCF (WRRF) On-site Spoils Removal (NEW)	600			150	150	150	150						
07804	WPCF (WRRF) Digester Inspection and Rehabilitation (NEW)	4,800				1,600		1,600		1,600				
07805	WPCF (WRRF) West Winton Landfill & Road Maintenance (NEW)	325			0	25	300							
07806	WPCF (WRRF) Effluent Channel Return Pump Improvements (NEW)	572			72	300	0	200	0	0	0	0	0	0
	OTHER													
07516	EBDA Outfall Replacement Payment	2,899	1,187	212	150	150	150	150	150	150	150	150	150	150
07524	Project Pre-design Services	572	87	25	40	40	40	45	45	45	50	50	50	55
	UNSCHEDULED													
07812	New Headworks Facility (TBD-Unscheduled)													

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Sewer Replacement - Fund 611

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
	TOTAL PROJECT COSTS			42,806	12,392	12,495	9,250	11,315	9,485	11,625	10,210	10,810	10,850	11,555
	Transfer to Fund 612 for New Admin Building Project (\$4M @ 3% for 20 years through 2035)	5,130	2,160	270	270	270	270	270	270	270	270	270	270	270
	Debt Service SRF Loan for WPCF (WRRF) Impr (Various Projects, \$20 million @ 3% for 30 years to 2055)						1,020	1,020	1,020	1,020	1,020	1,020	1,020	1,020
	Transfer to 615 (Remaining funds for project 07675 & 07727)				49,067.09									
	Transfer to Fund 612 for WPCF (WRRF) Phase II Improvement Projects	182,000			10,000	50,000	35,000	46,000	35,000	4,000	500	500	500	500
	SRF Loan for 07760 WPCF (WRRF) Phase II Improvement Project (15% of project cost)	7,727			0	0	0	0	0	1,545	1,545	1,545	1,545	1,545
	WIFIA for WPCF (WRRF) Phase II Improvement Projects (49% of project cost, repayment 5 years after FY28 completion in FY33) (to split between 611 & 612)	8,572			0	0	0	0	0	0	0	0	0	8,572
	Municipal Bonds Loan for WPCF (WRRF) Phase II Improvement Projects (31% of project cost)	31,719			0	0	3,965	3,965	3,965	3,965	3,965	3,965	3,965	3,965
	TOTAL EXPENDITURES			43,076	22,711	62,765	49,505	62,570	49,740	22,426	17,511	18,111	18,151	27,428
	REVENUES:													
	Interest	969		338	34	143	69	62	198	48	14	7	19	37
	Harder Road Sewer Impact Fee for Project 07624	424	424											
	Tennyson Lift Station Sewer Impact Fee for Project 07616	209	209											
	US EPA Grant for Project 07675	800	800											
	Proceeds from SRF Loan for WPCF (WRRF) Improvements (Various Projects)	20,000		20,000										
	SRF Loan for 07760 WPCF (WRRF) Phase II Improvement Project (15% of project cost)	30,670			0	0	0	0	30,670					
	WIFIA for WPCF (WRRF) Phase II Improvement Projects (49% of project cost, repayment 5 years after FY28 completion in FY33) (to split between 611 & 612)	97,595			0	0	34,000	50,000	13,595					
	Municipal Bonds Loan for WPCF (WRRF) Phase II Improvement Projects (31% of project cost)	60,950			0	60,950	0	0	0					
	REVENUE SUBTOTAL			20,338	34	61,093	34,069	50,062	44,462	48	14	7	19	37

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Sewer Replacement - Fund 611

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
	TRANSFERS FROM:													
	Fund 610 - Annual Replacement + Repairs			6,500	7,000	7,000	7,500	8,000	8,000	9,000	10,000	12,000	13,000	14,000
	Fund 610 - WPCF (WRRF) Phase II Nutrient Mgmt Loan Repayment			0	0	0	3,965	3,965	3,965	5,510	5,510	5,510	5,510	14,083
	Fund 630 - Reserved Revenue for future RW membrane replacement		549	200	200	200	210	210	220	220	240	240	250	250
	Settlement Revenue (Transfer in from Fund 615) for Project 07675		125											
	Other Transfer from 615 for Project 07675		70											
	TRANSFERS SUBTOTAL			6,700	7,200	7,200	11,675	12,175	12,185	14,730	15,750	17,750	18,760	28,333
	TOTAL REVENUES			27,038	7,234	68,293	45,744	62,237	56,647	14,778	15,764	17,757	18,779	28,370
	BEGINNING FUND BALANCE			33,262	17,223	1,747	7,274	3,513	3,179	10,086	2,439	693	339	968
	ENDING FUND BALANCE			17,223	1,747	7,274	3,513	3,179	10,086	2,439	693	339	968	1,909

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Sewer Improvement - Fund 612

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
UTILITIES EQUIPMENT														
07177	GIS Data Development and Conversion	225	6	119	50	50								
WATER RESOURCE RECOVERY FACILITY ((WRRF), formerly known as WATER POLLUTION CONTROL FACILITY (WPCF))														
07769	WPCF (WRRF) Selective Catalyst Reduction for Cogen Engine	500	0	0	500									
07771	WPCF (WRRF) Trickling Filter Pump Station Pump Rebuilds	260	0	260										
07530	WPCF (WRRF) Solar Power Design and Construction Phase II - 1.4 MW	7,315	2,315	0	0					5,000				
	<i>CEC Loan</i>	<i>2,151</i>	<i>2,151</i>											
	<i>Loan from Fund 604</i>	<i>3,500</i>	<i>3,500</i>											
07559	WPCF (WRRF) Solids Pumping Improvements	300	0	300										
07567	WPCF (WRRF) Headworks Bar Screens	4,130	3,721	409										
07679	Cogeneration System Maintenance	1,613	1,543	70										
	<i>Transfer-in from Fund 611</i>		<i>1,306</i>											
07697	WPCF (WRRF) Maintenance Building Improvements	150	0	0		150								
07714	WPCF (WRRF) Headworks Project - Influent Channel Isolation Gates and Actuators	150	115	35										
07682	WPCF (WRRF) Polymer Relocation and New Solids Line	60	0	60										
07701	WPCF (WRRF) Mechanical Sludge Dewatering Facility	4,800	0	0	0				500	4,300				
07569	WPCF (WRRF) Roofing for Heating and Mixing Building No. 1	150	0	0	150									
07656	WPCF (WRRF) Main 480V MCC Electrical Distribution Rehabilitation	1,160	213	872	75									
07791	FOG Tank Coating	260	0	0		260								
07793	WPCF (WRRF) Hot Water Loop Improvements	1,200	0	0		1,200								
07808	Effluent Channel Hydraulic Capacity Improvements (NEW)	1,800									150	1,650		
07806	WPCF (WRRF) Effluent Channel Return Pump Improvements (NEW)	572			72	300		200						
07809	Nature-Based Solution Feasibility Study (NEW)	600		600										
	<i>EPA Grant</i>	<i>600</i>			<i>600</i>									
WPCF (WRRF) LABORATORY														
07519	Utilities Laboratory Information Management & Data Entry	2,531	418	293	160	160	160	180	180	180	200	200	200	200
WPCF (WRRF) IMPROVEMENT PHASE II														
07786	WPCF (WRRF) New Administration Building & Lab Project	44,979	574	2,093	14,156	21,118	7,039							
	<i>Transfer-in from Fund 611</i>		<i>1,890</i>	<i>270</i>	<i>270</i>	<i>270</i>	<i>270</i>	<i>270</i>	<i>270</i>	<i>270</i>	<i>270</i>	<i>270</i>	<i>270</i>	<i>270</i>
07760	WPCF (WRRF) Phase II Improvement Project	245,525	2,104	7,563	2,843	62,402	68,503	68,226	33,884					
	<i>Transfer-in from Fund 611</i>				<i>10,000</i>	<i>50,000</i>	<i>35,000</i>	<i>46,000</i>	<i>35,000</i>	<i>4,000</i>	<i>500</i>	<i>500</i>	<i>500</i>	<i>500</i>
07749	WPCF (WRRF) Primary Effluent Flow Equalization Project	34,200	430	1,230	8,476	14,438	9,625							
OTHER														
07523	Project Predesign Services	310	145	15	15	15	15	15	15	15	15	15	15	15
07810	Connection Fee Study (NEW)	25			25									

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Sewer Improvement - Fund 612

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
SEWER COLLECTION SYSTEM														
07744	Linden Lift Station Upgrades	150	5	145										
07555	Upgrade Valle Vista Station Discharge	400	0		400									
07624	Harder Road Sewer System Improvement	1,288	0	1,288										
07716	27 Inch Force Main Bypass Pumping - I-880/Industrial	600	0	600										
07717	Sewer Main Installation - I-880/Willimet	1,251	1,144	106										
STORMWATER														
07746	Arf, Tennyson Trash Capture Device Installations	3,000	214	2,786										
	<i>CalTrans Reimbursement</i>	3,000	3,000											
RECYCLED WATER														
07766	UV Disinfection System for Recycled Water	1,000	0	0	1,000									
07709	Recycled Water Master Plan	560	0	500	60									
	<i>Developer Contribution (Amazon)</i>	60		60										
07751	Recycled Water Treatment Facility Expansion - Phase II	1,000	0	0	500	500								
UNSCHEDULED														
07753	WPCF (WRRF) Co-Generation Engine #2 (TBD- Unscheduled)													
07755	WPCF (WRRF) Expansion of Cogen System Gas Conditioning Skid System (TBD- Unscheduled)													
07758	WPCF (WRRF) New Digester Gas Storage (TBD- Unscheduled)													
07812	New Headworks Facility (TBD- Unscheduled)													
	TOTAL PROJECT COSTS			19,344	28,481	100,593	85,342	68,621	34,579	9,495	365	1,865	215	215
	Debt Service State Revolving Fund-WPCF (WRRF) Improvements (Phase I) - 50% of total Debt Service for 20 years to FY29	30,600	13,860	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 FY26) (Proj 07505)	654		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					
	Debt Service SRF Loan Repayment for WPCF (WRRF) Phase II Improvement Projects (2.7%, 30 years)	4,870			0	0	0	0	0	974	974	974	974	974
	Debt Service WIFIA Loan Repayment for WPCF (WRRF) Phase II Improvement Projects (4.5%, 30 years)	5,403			0	0	0	0	0	0	0	0	0	5,403
	Debt Service Municipal Bonds Repayment for WPCF (WRRF) Phase II Improvement Projects (5%, 30 years)	19,991			0	0	2,499	2,499	2,499	2,499	2,499	2,499	2,499	2,499
	TOTAL EXPENDITURES			21,502	30,639	102,751	89,781	73,060	39,018	12,968	3,838	5,338	3,688	9,091

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Sewer Improvement - Fund 612

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
	REVENUES:													
	Connection Fee		4,636	4,250	4,500	5,000	5,000	5,500	5,500	6,000	6,000	6,500	6,500	6,500
	Interest			318	7	26	56	28	64	11	70	110	184	151
	Proceeds of CEC Loan for Phase IIA Solar (Project 07530)	2,151	2,151											
	Caltrans Reimbursement (Project 07746)	3,000	3,000											
	EPA Grant (Project 07809)													
	Developer Contribution (Amazon) (Project 07709)	60	0	60	0									
	SRF Loan for 07760 WPCF (WRRF) Phase II Improvement Project (15% of project cost)	19,330			0	0	0	19,330	0					
	WIFIA for WPCF (WRRF) Phase II Improvement Projects (49% of project cost, repayment 5 years after FY28 completion in FY33) (to split between 611 & 612)	61,511			0	10,000	51,000	511	0					
	Municipal Bonds Loan for WPCF (WRRF) Phase II Improvement Projects (31% of project cost)	38,415			0	38,415	0	0	0					
	REVENUE SUBTOTAL			4,628	4,507	53,441	56,056	25,369	5,564	6,011	6,070	6,610	6,684	6,651
	TRANSFERS FROM:													
	Fund 730 for CAD/RMS Repl Loan (\$2.25 million)		2,046											
	WPCF (WRRF) 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 Admin Building Project 07786 (\$4M @ 3% for 20 years through FY35)		1,890	270	270	270	270	270	270	270	270	270	270	270
	Fund 611 for Cogen System Maintenance (Project 07679)	1,306	1,306	0										
	Transfer from Fund 611 for WPCF (WRRF) Phase II Improvement Projects	182,000			10,000	50,000	35,000	46,000	35,000	4,000	500	500	500	500
	TRANSFERS SUBTOTAL			270	10,270	50,270	35,270	46,270	35,270	4,270	770	770	770	770
	TOTAL REVENUES			4,898	14,777	103,711	91,326	71,639	40,834	10,281	6,840	7,380	7,454	7,421
	BEGINNING FUND BALANCE			32,818	16,214	352	1,312	2,857	1,436	3,252	565	3,567	5,609	9,375
	ENDING FUND BALANCE			16,214	352	1,312	2,857	1,436	3,252	565	3,567	5,609	9,375	7,706

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Airport Capital - Fund 621

PROJ NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
AIRPORT PROJECTS - TAXIWAY IMPROVEMENTS														
06819	Taxiway Zulu Pavement Rehabilitation Design <i>(AIP 23) FAA</i>	568 405	118	450 405										
06864	Taxiway Zulu West Pavement Rehabilitation Construction <i>(AIP 25) FAA</i> <i>State Matching Grant of 5%</i>	5,150 4,635 232			5,150 4,635 232									
06859	Taxiway Alpha West Design and Phasing Plan <i>(AIP 26) FAA</i> <i>State Matching Grant of 5%</i>	590 531 30				590 531 30								
06860	Taxiway Alpha West Construction <i>(AIP 27) FAA</i> <i>State Matching Grant of 5%</i>	6,560 5,904 328					6,560 5,904 328							
AIRPORT PROJECTS - T-HANGAR IMPROVEMENTS														
06826	T-Hangar Improvements	5,558	1	807	250	300	350	400	450	500	550	600	650	700
AIRPORT PROJECTS - PAVEMENT IMPROVEMENTS														
06890	Pavement Rehabilitation	13,437	137	1,750	1,750	1,400	1,200	1,000	1,200	1,200	1,000	1,000	900	900
06891	Miscellaneous Building/Grounds Repairs	2,039	270	225	125	138	138	138	152	152	152	184	184	184
06818	Airport Pavement Management Program Update	742	67	275				200					200	
AIRPORT PROJECTS - OTHER														
06827	LED Lighting Retrofit	50	29	21										
06828	Tower Renovations	100	72	28										
06814	Sulphur Creek Mitigation - Design + Construction <i>(AIP 26) FAA</i> <i>State Matching Grant of 5%</i>	8,312 7,225 375	812 475			7,500 6,750 375								
06816	Sulphur Creek 10-Year Environmental Monitoring	601	160	9	36	40	40	40	44	44	44	48	48	48
06823	Perimeter Fence Replacement	697	112	45	45	50	50	50	55	55	55	61	61	61
06805	Project Predesign Services	505	118	30	30	33	33	33	36	36	36	40	40	40
06806	Consultant Predesign Services	442	55	30	30	33	33	33	36	36	36	40	40	40
06898	Noise Monitoring	1,371	786	45	45	50	50	50	55	55	55	61	61	61
06833	View Park	90				90								
06830	Access Control System	307		307										
06865	Upgrade ATC Tower Fire Alarm System Panel and HVAC	600		600										
06867	ATC Tower Siting Study <i>(BIL 24) FAA</i>	540 225 203		540 225 203										

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Airport Capital - Fund 621

PROJ NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
06856	Runway Safety Area Improvements EA & Conceptual Design <i>(AIP 29) FAA</i> <i>State Matching Grant of 5%</i>	600 540 30							600 540 30					
06857	Runway Safety Area Improvements Design <i>(AIP 31) FAA</i> <i>State Matching Grant of 5%</i>	650 585 33									650 585 33			
06858	Runway Safety Area Improvements Construction <i>(AIP 32) FAA</i> <i>State Matching Grant of 5%</i>	13,875 12,488 694										13,875 12,488 694		
06855	Airfield Electrical Design <i>(AIP 27) FAA</i> <i>State Matching Grant of 5%</i>	840 756 42					840 756 42							
06866	Airfield Electrical Construction <i>(AIP 28) FAA</i> <i>State Matching Grant of 5%</i>							9,160 8,244 458						
06851	ALP Update with Narrative <i>(AIP 23) FAA</i> <i>State Matching Grant of 5%</i>	660 594 33		660 594 33										
06861	Skywest Property Maintenance	746	132	146	151	156	161							
06862	Landscape Improvements and Cleanup - Sulphur Creek Sites	1,035		80	80	88	88	88	97	97	97	107	107	107
	TOTAL PROJECT COSTS			5,733	7,692	10,466	9,541	11,190	2,725	2,175	2,675	16,014	2,289	2,139
	TOTAL EXPENDITURES			5,733	7,692	10,466	9,541	11,190	2,725	2,175	2,675	16,014	2,289	2,139
	REVENUES:													
	Interest			66	22	19	9	3	3	7	12	(2)	1	3
	Reimbursements (FAA)	42,175	1,162	1,742	4,635	7,281	6,660	8,244	540	0	585	12,488	0	0
	State Matching Grant of 5%	2,254		33	232	405	370	458	30	0	33	694	0	0
	REVENUE SUBTOTAL:			1,841	4,889	7,705	7,039	8,705	573	7	630	13,179	1	3
	TRANSFERS FROM:													
	Fund 620 (Airport Operation Fund)	24,600		1,600	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300
	TRANSFERS SUBTOTAL			1,600	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300
	TOTAL REVENUES			3,441	7,189	10,005	9,339	11,005	2,873	2,307	2,930	15,479	2,301	2,303
	BEGINNING FUND BALANCE			2,678	1,367	864	403	201	16	164	295	550	15	27
	ENDING FUND BALANCE			386	864	403	201	16	164	295	550	15	27	191

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Facility Management Capital - Fund 726

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST. FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
	MUNICIPAL FACILITY IMPROVEMENTS - POLICE													
07224	HPD Facility Update	350	71	199								80		
	MUNICIPAL FACILITY IMPROVEMENTS - MUNICIPAL PARKING LOTS	0												
07204	Parking Garage Maintenance	100	40	60										
07240	Watkins Garage Security Improvements				500									
	EQUIPMENT & SOFTWARE - UTILITIES	0												
07209	Emergency Generator Replacement	1,394	80	0	140	140			0	140			444	450
	EQUIPMENT & SOFTWARE - MAINTENANCE	0												
07215	City Hall Camera System (Equipment/Storage)	229	229	0										
	CITY HALL & OTHER MUNICIPAL FACILITIES	0												
07201	HVAC Replacement	1,432	437	400		200	100	100	100	15		80		
07202	Flooring Replacement	1,098	888	0				140				70		
07203	Roof Repair/Replacement	584	269	130				25		100		60		
07210	Window Covering Replacement	141	41	0			50							
07216	Fire Alarm/Smoke Detector Replacement	330	149	6	175									
07217	Exterior Painting of City Facilities	236	127	9	0		100							
07218	Animal Control Facility Update	102	2	0				100						
07220	City Hall Furniture Replacement	126	126	0										
07221	Interior Painting of City Facilities	1,200	0	0					100	100	100	280	620	
07222	City Facility Update	1,886	285	226	250	425	100	0	0	0	150	150	150	150
07227	Facility Security Improvements	1,770	467	703	250	0	0	50	50	50	50	50	50	50
07232	Workplace Reconfiguration /Remodel	1,695	577	218	0	100	100	100	100	100	100	100	100	100
07233	Elevator Overhaul (City Hall and PD)	362	42	50		100			170					
07234	City Hall Basement Gate Replacement	50	50	0										
07279	ADA Upgrades and improvements	139	29	10	10	10	10	10	10	10	10	10	10	10
07238	Event Situation Lighting (NEW)	100					100							
07237	City Hall Fountain Renovation (NEW)						50							
	MISCELLANEOUS - OTHER	0												
07235	Energy Conservation	67	65	2										
	TOTAL PROJECT COSTS			2,013	1,325	975	610	675	530	515	590	1,220	754	760
	TOTAL EXPENDITURES			2,013	1,325	975	610	675	530	515	590	1,220	754	760
	REVENUES:													
	Interest			9										
	Internal Service Fund Charges	4,600		350	450	450	450	450	450	500	500	500	500	500
	REVENUE SUBTOTAL			359	450	450	450	450	450	500	500	500	500	500
	TRANSFERS IN FROM:													
	Transfer from General Fund			360	360	535	210	160	160	160	310	310	310	310
	Transfer from General Fund for Facility Security Infrastructure		250											
	Transfer from General Fund for Information Tech - HVAC		200											
	TRANSFERS SUBTOTAL			360	360	535	210	160	160	160	310	310	310	310
	TOTAL REVENUES			719	810	985	660	610	610	660	810	810	810	810
	BEGINNING FUND BALANCE			1,816	522	7	17	67	2	82	227	447	37	93
	ENDING FUND BALANCE			522	7	17	67	2	82	227	447	37	93	143

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Information Technology Capital - Fund 731

PROJ. No	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
IT - CLIENT PROJECTS														
07282	Inventory / Asset Management	75	0	75										
07253	Desktop Computer Replacement Program	5,232	2,126	256	250	250	250	300	300	300	300	300	300	300
07256	Public Safety Mobile Laptop Replacement Project	2,567	1,803	264	50	50	50	50	50	50	50	50	50	50
07266	Council Chambers Technology Upgrade	2,302	952	200	0	400			750					
07273	City Conference Room Audio Video Upgrade	150	82	68										
IT - DATA SYSTEM PROJECTS														
07284	Enterprise Data Strategy	100	0	100										
07259	Geographic Information System Improvements	617	225	142	25	25	25	25	25	25	25	25	25	25
07267	Online Permitting	2,099	1,749	350										
	<i>GF Energov Tech Service Fee</i>	<i>1,515</i>	<i>1,515</i>											
	<i>Development Services Online Permitting</i>	<i>450</i>	<i>450</i>											
	<i>Fund 605 for Online Permitting</i>	<i>50</i>	<i>50</i>											
	<i>Fund 610 for Online Permitting</i>	<i>50</i>	<i>50</i>											
07268	Security Assessment and Improvement	653	182	221	250									
IT - NETWORK PROJECTS														
07285	Wi-Fi Upgrade	170	0	95	75									
07257	Network Server Replacement Project	3,825	1,687	638	150	150	150	150	150	150	150	150	150	150
07263	Network Infrastructure Replacement - Police Dept	967	250	118	60	60	60	60	60	60	60	60	60	60
07264	Network Infrastructure Replacement	7,939	3,673	966	460	460	460	460	460	200	200	200	200	200
07276	Fiber Optic Maintenance and Repair	1,001	262	240	50	50	50	50	50	50	50	50	50	50
07239	Phone System Replacement (NEW)	400		400										
IT - SPECIAL PROJECTS														
07286	Digital Divide	5	0	5										
07283	City Video Monitoring System	185	13	102	70									
07275	Fiber Loop	2,423	2,423	0										
	<i>EDA Grant</i>	<i>2,745</i>	<i>0</i>	<i>2,745</i>										
	<i>Fund 220 Correction</i>	<i>328</i>	<i>328</i>											
07277	EBRCS Subscription	2,198	1,812	386										
07236	Emerging Technology	550		50	50	50	50	50	50	50	50	50	50	50
	TOTAL PROJECT COSTS			4,275	1,890	1,495	1,095	1,145	1,895	885	885	885	885	885
	Transfer to 405 for project 07275 remaining rev				649									
TOTAL EXPENDITURES				4,275	2,539	1,495	1,095	1,145	1,895	885	885	885	885	885

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Information Technology Capital - Fund 731

PROJ. No	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
	REVENUES:													
	ISF - Information Technology Charges from Fund 730	4,211	851	810	850	850	850	850	900	900	900	900	900	900
	Interest		12	17	13	5	1	7	7	3	8	18	34	50
	Cell Tower Lease Revenue			18	18	18	18	18	18	18	18	18	18	18
	EDA Grant for Fiber Loop		0	2,745										
	REVENUE SUBTOTAL:			3,590	881	873	869	875	925	921	926	936	952	968
	TRANSFERS FROM:													
	General Fund	9,321	4,011	250	1,198	170	182	820	315	144	131	700	700	700
	General Fund (for 07236 Emerging Tech)	550		50	50	50	50	50	50	50	50	50	50	50
	GF Energov Tech Service Fee	1,515	1,515											
	Development Services Online Permitting	450	450											
	Fund 605 for Online Permitting	50	50											
	Fund 610 for Online Permitting	50	50											
	Fund 220 for Project 07275 (Correction)	328	328											
	IT Transfer from Op Fund 730 for project 07257	300	300											
	Airport Operating Fund (Fund 620) for ERP	52	52											
	TRANSFERS SUBTOTAL			300	1,248	220	232	870	365	194	181	750	750	750
	TOTAL REVENUE			3,890	2,129	1,093	1,101	1,745	1,290	1,115	1,107	1,686	1,702	1,718
	BEGINNING FUND BALANCE			1,250	865	455	53	59	659	54	284	506	1,307	2,124
	ENDING FUND BALANCE			865	455	53	59	659	54	284	506	1,307	2,124	2,957

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Fleet Replacement (General Fund) - Fund 736

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
	FLEET MANAGEMENT													
07301	Fire Fleet Replacement	29,330	7,501	6,517	625	2,726	1,735	2,390	1,290	1,900	1,290	1,700	1,380	1,500
07302	GF Fleet Replacement	9,843	4,436	981	125	225	245	485	505	515	770	675	525	700
07303	Police Fleet Replacement	16,679	5,341	2,376	650	1,020	1,040	1,060	1,080	1,100	1,120	1,140	1,160	1,240
07304	Fire Fleet Replacement - Grants <i>RCEC Contribution - Haz Mat Response Vehicle (Fire)</i>	150		150										
07305	Police Fleet Replacement - Grants <i>Alameda County Vehicle Abatement</i>	148		148										
07422	Community Service Officers (3) Vehicles (NEW)	225			225									
	TOTAL EXPENDITURES			10,172	1,625	3,971	3,020	3,935	2,875	3,515	3,180	3,515	3,065	3,440
	REVENUE:													
	Fleet Capital Replacement Fees	46,193	13,243	4,000	1,450	3,200	3,300	3,300	3,300	3,300	3,300	3,300	3,300	3,300
	Insurance Reimbursement	1,142	1,097	45										
	RCEC Contribution - Haz Mat Response Vehicle (Fire)	150		150										
	Alameda County Vehicle Abatement			148										
	REVENUE SUBTOTAL	33,423		4,353	1,460	3,210	3,310	3,310	3,310	3,310	3,310	3,310	3,310	3,310
	TRANSFERS FROM													
	From General Fund (Fire) (100)	1,602	1,041			400								
	From Measure C (406)	900	400	275	225									
		125			125									
	TRANSFERS SUBTOTAL	12,814	10,978	275	350	400	-	-	-	-	-	-	-	-
	TOTAL REVENUE			4,628	1,810	3,610	3,310	3,310	3,310	3,310	3,310	3,310	3,310	3,310
	BEGINNING FUND BALANCE			6,062	518	703	342	632	7	442	237	367	162	407
	ENDING FUND BALANCE			518	703	342	632	7	442	237	367	162	407	277

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Fleet Replacement (Enterprise Funds) - Fund 737

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
FLEET MANAGEMENT														
07350	Airport Fleet Replacement	1,324	410	147	75	-	45	45	35	10	90	140	75	75
07351	Stormwater Fleet Replacement	5,415	2,280	402	425	425	150	425	-	-	425	535	425	425
07352	Sewer Fleet Replacement	5,851	2,533	595	-	-	110	170	470	515	815	480	270	270
07353	Water Fleet Replacement	5,653	2,368	880	400	150	490	520	-	305	450	40	20	20
TOTAL PROJECT COSTS		18,243	7,591	2,024	900	575	795	1,160	505	830	1,780	1,195	790	790
TOTAL EXPENDITURES				2,024	900	575	795	1,160	505	830	1,780	1,195	790	790
REVENUES:														
	Replacement Fees from Fund 620 (Airport)	1,562	852	71	71	71	71	71	71	71	71	71	71	71
	Replacement Fees from Fund 615 (Stormwater)	1,870	1,020	85	85	85	85	85	85	85	85	85	85	85
	Replacement Fees from Fund 610 (Sewer)	4,580	2,705	-	-	150	150	150	150	150	525	400	200	200
	Replacement Fees from Fund 605 (Water)	5,302	2,902	-	-	200	200	200	200	200	700	450	250	250
	Citation Revenue for Sweeper Replacement	3,743	1,730	180	180	180	180	180	180	180	180	180	180	180
	Auction	326	276	5	5	5	5	5	5	5	5	5	5	5
	Interest	253	203	5	5	5	5	5	5	5	5	5	5	5
	Insurance	48	48	-	-	-	-	-	-	-	-	-	-	-
REVENUE SUBTOTAL:		17,684	9,736	346	346	696	696	696	696	696	1,571	1,196	796	796
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:		1,066	1,066	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE				346	346	696	696	696	696	696	1,571	1,196	796	796
BEGINNING FUND BALANCE				2,848	1,170	616	737	638	174	365	231	22	23	29
ENDING FUND BALANCE				1,170	616	737	638	174	365	231	22	23	29	35



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 Policy²

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

² 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 Policy³

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

³ *Determining the Appropriate Level of Unrestricted Fund Balance in the General Fund GFOA October 2009*

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 that is intended to comply with Government Code Section 8855(i). 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
 - land-secured debt payable from Mello-Roos special taxes or special assessments
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.

FINANCIAL POLICIES

7. Authorized methods of sale shall be considered on a case by case basis, including competitive sale, negotiated sale, and private placement.
8. Method of selecting outside finance professionals shall be consistent with the City's procurement practices.
9. Compliance with federal tax law provisions, such as arbitrage requirements.

In order to be an effective management tool, the parameters of the debt issuance and management must be compatible with the City's goals pertaining to the capital improvement program and budget, the long-term financial plans, and the operating budget. Debt parameters should strike an appropriate balance between establishing limits on the debt program and providing sufficient flexibility to respond to unforeseen circumstances and new opportunities. Finally, the Director of Finance should consider debt parameters on a given issuance, and the debt program should be continuously monitored to ensure that it is in compliance with these parameters.

It is the policy of the City to ensure that proceeds of debt are spent only on lawful and intended uses. Whenever reasonably possible, proceeds of debt will be held by a third-party trustee and the City will submit written requisitions for such proceeds. The City will submit a requisition only after obtaining the signature of the Director of Finance. In those cases where it is not reasonably possible for the proceeds of debt to be held by a third-party trustee, Director of Finance shall retain records of all expenditures of proceeds through the final payment date for the debt.

Any approval of debt by the City Council that is not consistent with this Debt Policy shall constitute a waiver of this Debt Policy.

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 for approval to the City Manager, and then to the City Council through a formal staff report that emphasizes the responsibilities of staff and elected officials under federal securities laws.
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

FINANCIAL POLICIES

shall consult with the City's disclosure counsel to the extent the Disclosure Coordinator considers appropriate.

Continuing Disclosure Requirements for Ongoing Debts

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

When the City makes statements or releases information relating to its finances to the public that are reasonably expected to reach investors and the trading markets, the City is obligated to ensure that such statements and information are complete, true, and accurate in all material respects. The City shall include a disclaimer on the City website: No information on the City's website is intended to be the basis of or should be relied upon in making an investment decision. The information on this website is not posted for the purpose of reaching the investing public, including bondholders, rating analysts, investment advisors, or any other members of the investment community. Because each security issued by the City or its related entities may involve different sources of payment and security, you should refer for additional information to the official statement and continuing disclosure filings for the particular security, which can be found on the Municipal Security Rulemaking Board's Electronic Municipal Market Access website: <https://emma.msrb.org>.

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 Policy⁴

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.

⁴ "User Charges and Fees," C. Kurt Zorn in *Local Government Finance: Concepts and Practices*, edited by John E. Petersen and Dennis R. Strachota, GFOA, 1991.
"Cost Analysis and Activity-Based Costing for Government," GFOA, 2004

FINANCIAL POLICIES

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.
 - 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 Plan⁵ 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

5

- 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

- 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.

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)

FINANCIAL POLICIES



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.



GLOSSARY & ACRONYMS

GLOSSARY & 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.

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 Expenditures: Expenditures that are used to improve the infrastructure of the City.

Capital Improvements: A permanent major addition to the City's real property assets including the design, construction, purchase, or major renovation of land, buildings, or facilities. Examples are the installation or repair of new or existing streets, traffic signals, sewer lines, roads, and parks.

(CDBG) Community Development Block Grant: Federal funding that allows communities to create flexible, locally designed comprehensive community development strategies to enable them to develop viable urban communities (Title I, Housing and Community Development Act of 1974).

(CIP) Capital Improvement Program: An ongoing plan of single and multiple year capital expenditures, which is updated annually.

(COPs) Certificates of Participation: A lending agreement secured by a lease on the acquired asset or other City assets

(CPI) Consumer Price Index: An indicator of inflation, used in some salary-increase or other calculations.

GLOSSARY & 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.

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

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

Fund: A separate, independent accounting entity used to set forth the financial position of results of operations related to the specific purpose for which the fund was created.

Franchise Fee: State statutes provide cities with the authority to impose negotiated fees on privately owned utility and other companies for the privilege of using city owned rights-of-way.

(FTE) Full-time Equivalent: The decimal equivalent of a position converted to a full-time basis. For example, one person working half time would count as 0.5 FTE; one person working full-time would count as 1.0 FTE.

(FY) Fiscal Year: The twelve-month period to which the annual budget applies. In Hayward, this period of time is July 1 through June 30.

Gann Limit: State of California legislation that limits a City's appropriations growth rate to changes in population and either the change in California per capita income or the change in the local assessment roll due to non-residential new construction.

(GASB) Governmental Accounting Standards Board: This is the organization that establishes generally accepted accounting principles for state and local governments.

(GF) General Fund: The City's principal operating fund, which is supported by general taxes and fees and which can be used for any legal government purpose.

Grant: A contribution by a government or other organization to support a particular function or project. Grants may be classified as either categorical or block, depending upon the amount of discretion allowed the recipient.

Housing Authority: Housing Authority provides affordable housing opportunities through a variety of mechanisms and programs. Among the powers, duties and functions of the Housing Authority are the ability to acquire, construct, finance, operate, rehabilitate, refinance, or development affordable housing.

GLOSSARY & ACRONYMS

(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. Function as cost allocation tools, allowing to more accurately reflect the real cost of individual programs.

Infrastructure: Facilities on which the continuance and growth of the community depend on, such as roads, sidewalks, parks, public buildings, etc.

Inter-fund Transfers: The movement of money from one fund to another for costs associated with liability insurance, worker's compensation, and cost allocation. Most transfers are made on a quarterly basis.

(ISF) Internal Service Fund: A fund that is used to finance and account for goods and /or services provided by one City department to other City departments on a cost-reimbursement basis. These include the Worker's Compensation Insurance, Liability Insurance, and Equipment Management funds.

(LLD) Landscape and Lighting District: A 1972 State of California Act: Landscaping and Lighting District is a flexible tool used by local government agencies to pay for landscaping, lighting and other improvements and services in public areas.

(MD) Maintenance District: Maintenance Districts are formed for the payment, in whole or in part, of the costs and expenses of maintaining and operating public improvements which are local in nature and which specially benefit the lots or parcels assessed.

Maintenance and Utilities: An expenditure

category used to account for costs related to the repair and maintenance of equipment, buildings, and grounds that are not performed by City employees. This category also includes utility charges for some departments.

(MOU) Memorandum of Understanding: The documented agreements resulting from labor negotiations between the City of Hayward and its bargaining units.

Object: A term used in the expenditure classification to distinguish the article purchased or services obtained, for example, salaries, utility costs, or office supplies.

(OPEB) Other Post-Employment Benefits: Post-employment benefits are those benefits other than pension benefits, including post-employment healthcare (retiree medical) and other non-pension benefits.

Operating Budget: Annual appropriation of funds to support ongoing program costs, including employee services, maintenance, supplies, and equipment.

Ordinance: A formal legislative enactment by the City Council, which has the full force and effect of law within the City boundaries unless it is in conflict with any higher form of law, such as a state statute or constitutional provision.

Overhead: Charges to various funds to cover the cost of administrative services, rent, custodial services, etc.

(PEG) Public/Educational/Government service: The availability of a cable or state franchise holder's system for public, educational, or governmental use by various agencies, institutions, organizations, groups, and individuals, including the City and its designated access providers, to acquire, create, and distribute programming not under a state franchise holder's editorial control.

(PG&E) Pacific Gas and Electric: Pacific Gas and Electric Company, incorporated in California in 1905, is one of the largest combination natural gas and electric utilities in the United States. Based in San Francisco, the company is a subsidiary of PG&E Corporation.

GLOSSARY & ACRONYMS

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

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.

(UAL) Unfunded Accrued Liability: An annual payment that is the amortized dollar amount needed to fund past service credit earned (or accrued) for members who are currently receiving benefits, active members, and for members entitled to deferred benefit

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.

GLOSSARY & ACRONYMS



RESOLUTIONS

PLACEHOLDER FOR BUDGET ADOPTION RESOLUTIONS



Budget-In- Brief: American Rescue Plan Act (ARPA)

On March 11, 2021, the federal stimulus package, the American Rescue Plan Act (ARPA), was signed into law, providing \$1.9 trillion in economic stimulus to address impacts due to the COVID-19 crisis. Specifically, the federal relief provided over \$65 billion in direct funding to cities in order to address the economic and fiscal impacts of the COVID-19 crisis and to assist in the recovery of local communities.

The City of Hayward was awarded an allocation of approximately \$38.4 million in relief funds from the federal government to address the internal and external needs of the organization and Hayward community associated with the COVID-19 crisis. The Hayward community suffered significant impacts related to the COVID-19 crisis, including COVID-related illness and deaths, temporary and permanent business closures, loss of jobs, increase in crime, blight, and illegal dumping, as well as increased housing instability and homelessness. These adverse impacts have statistically impacted hit Hayward’s communities of color the hardest. Additionally, the City organization experienced a substantial decrease in revenues in Fiscal Years 2020 and 2021 to many of its key operating revenue sources.

Hayward’s Federal Stimulus Expenditure Plan:

In an effort to prioritize the needs of the organization and community, the City created two major internal expenditure categories: (1) Community Safety and Economic Recovery, and (2) Fiscal Recovery and Stabilizing City Operations. The Community Safety and Economic Recovery category prioritizes the external needs of the community in the areas of: economic development; housing and homelessness prevention; community and nonprofit programs and efforts; and enhanced clean-up and maintenance. The Fiscal Recovery and Stabilizing City Operations category focuses on: the internal fiscal needs of the City to stabilize City operations and services through replenishing and offsetting the loss of past and projected City revenues; investments in technology needed to return-to-work safely and to enhance remote participation moving forward; and other building and infrastructure investments needed to help maintain and expand City operations and services in a post-COVID environment.

On July 13, 2021, the City Council adopted the City of Hayward Federal Stimulus Expenditure Plan for \$38.4 million in federal stimulus funding and authorized the appropriation of \$18.9 million in stimulus funding for Year 1 (FY 2022) of Projects and Programs. The projects and programs funded by ARPA include: (1) Support Public Health Expenditures, including Capitalizing Investments in Public Facilities to Meeting Pandemic Operational Needs; (2) Address Negative Impacts Caused by the Public Health Emergency; (3) Replacement of Lost Public Sector Revenue; and (4) Investment in Water, Sewer, and Broadband Infrastructure. Table 1, below, provides a summary of federal relief funding efforts by project/program categories:

Table 1: Summary of Hayward Federal Stimulus Expenditure Plan

PROJECT/PROGRAM CATEGORY	BUDGET AMOUNT	YEAR 1 BUDGET APPROPRIATION (FY 2022)	YEAR 2 BUDGET APPROPRIATION (FY 2023)	YEAR 3 BUDGET APPROPRIATION (FY2024)
Public Health	\$ 6,940,000	\$ 3,240,000	\$ 2,981,000	\$ 719,000
Negative Economic Impacts	\$15,700,000	\$ 7,845,000	\$5,755,000	\$2,100,000
Replacement of Lost Revenue	\$14,500,000	\$ 7,250,000	\$ 7,250,000	\$ -
Water/Sewer/Broadband	\$ 1,238,000	\$ 588,000	\$ 450,000	\$ 200,000
TOTAL	\$38,378,000	\$ 18,923,000	\$16,436,000	\$3,019,000

Implementation of Year 1 through Year 3 projects and programs commenced in FY 2022 and FY 2023 with the adoption of the Hayward Federal Stimulus Expenditure Plan. Funding for

Budget-In- Brief: American Rescue Plan Act (ARPA)

projects and programs in Year 3 (FY 2024) was included as part of the annual budget process and reflected in the FY 2024 adopted budget.

Efforts continue to complete ARPA funded projects and programs. To meet funding requirements all ARPA funding must be obligated by the end of the calendar year 2024 (December 31, 2024) and expended by the end of calendar year 2026 (December 31, 2026). To ensure funds are fully obligated, Council will receive an update in the Fall 2024 to discuss potential uses of any unobligated funds.

ARPA Project and Program Updates (Year 1, Year 2, and Year 3):

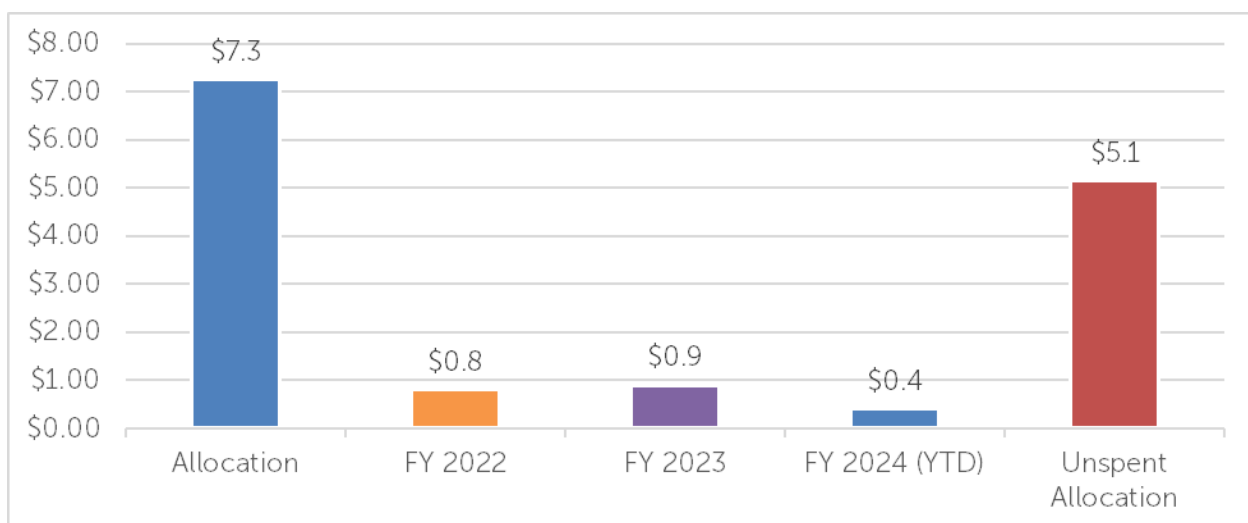
The City remains dedicated to the transparency of how federal relief funds are allocated and spent. To adhere to this commitment, the following provides an update on the status of Year 1 (FY 2022), Year 2 (FY 2023), and Year 3 (FY 2024) projects and programs:

Supporting Public Health Projects, Including Investments in Public Facilities:

Several projects were identified to support public health expenditures, including capitalizing investments in public facilities to meet pandemic operational needs. Projects related to technology investment in City operations, building upgrades and improvements are included in the Hayward Federal Stimulus Expenditure Plan.

Graph 1 provides an overall summary of the total allocation and year to date actual expenditures spent on projects and programs that are included under the category of Support Public Health, Including Investments in Public Facilities. Following Graph 1 are status updates for projects and programs with funding allocation for through Year 3 (FY 2024) of the Hayward Federal Stimulus Expenditure Plan.

Graph 1:
Supporting Public Health Projects, Including Investments in Public Facilities – Allocation vs. Actual (\$ in millions)



EnerGov Contingency Funding: This project supports the implementation of an online permitting software solution. Development Online permitting application is live effective December 2023.

Budget-In- Brief: American Rescue Plan Act (ARPA)

Corporation Yard Campus Fiber Upgrade: This project is complete. Fiber connections were installed at four buildings at the Corp Yard. These connections allow for a faster, more secure and reliable network connection.

Network Security Software: This project is in progress. Products are being evaluated with a decision targeted for the end of FY 2024. Staff will research, solicit, procure, and implement appropriate services/solutions to increase the overall security posture for the City to support the high utilization of hybrid work.

Weekes Public Library Redundant Internet Carrier: This project is complete. A redundant solution was implemented increasing the network speed as well as providing a more secure and reliable internet connection.

Council Chamber Upgrades: This project is currently in progress. Phase 1 is complete and included retrofitting the Council Chambers to allow for hybrid meetings, install a camera in conference room 2A to allow for better viewing, and install/upgrade screens in the center dias. Phase 2 is in progress and includes: upgrading the content delivery carousel device, upgrading the conferencing system in conference room 2A, upgrading the production switcher to allow for better viewing. All work is scheduled to be complete by the end of FY 2024.

Laptop Purchase/Upgrades: This project is in progress. Supply chain for technology equipment is taking considerably longer. Staff will configure and implement equipment upon arrival.

SD-WAN Implementation: This project is currently in progress. Funds are being used to support the Network Refresh in support of SD-WAN. This project is expected to be completed by December 2024.

Web Camera / Headset Purchase Upgrades: This project is currently in progress. Staff purchased over 100 webcams and headsets and are deploying to City staff as needed. Ongoing deployment of equipment will occur as needed.

Expand Fiber Network: Funds were reallocated to support the SD-WAN Implementation project.

Building Safety Upgrades: This project is currently in progress. The contract has been awarded and the projected is scheduled to be completed by end of FY 2024

Vaccination Record Management Solution: Implementation of the product solution to manage vaccination records was deployed. Maintenance and management of the solution will be used only as required to ensure accurate and current recordkeeping.

Contribution to Animal Control Facility Renovation: This program includes ARPA funding allocation in Year 3 (FY 2024) of the Hayward Federal Stimulus Expenditure Plan. Project specifications are underway. Estimated project completion Summer 2024.

Weekes Branch Feasibility Assessment: The Architectural Assessment is complete. Any remaining funds will be utilized for follow-up assessments needed.

Budget-In- Brief: American Rescue Plan Act (ARPA)

Contribution to The Stack Center: This program includes ARPA funding allocation for the support and contribution to the Stack Center. Contribution to be complete by the end of FY 2024.

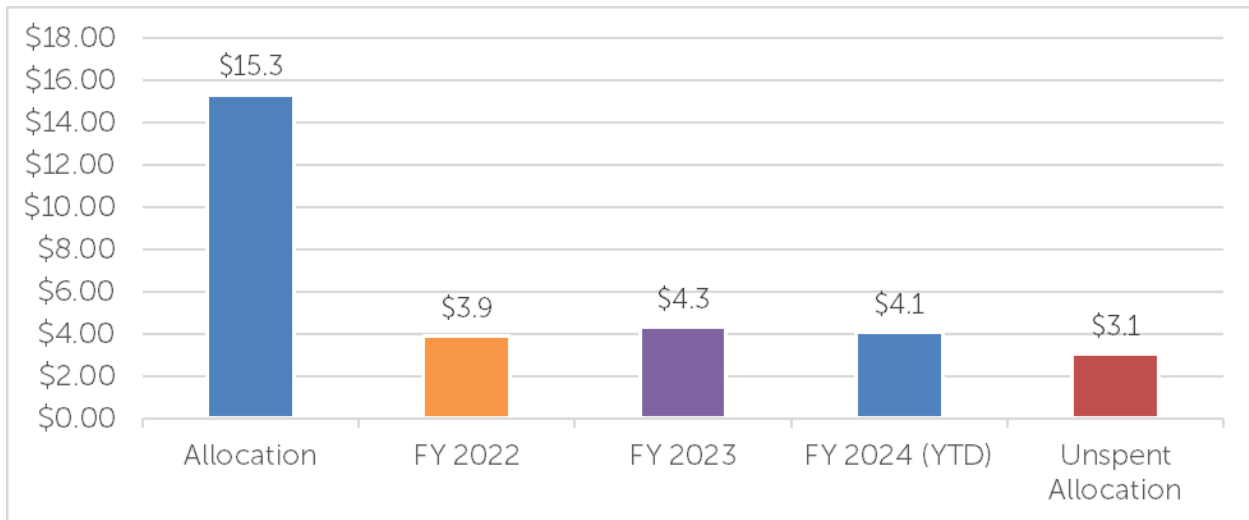
Address Negative Economic Impacts Caused by the Public Health Emergency:

Several projects were identified to address negative economic impacts caused by the public health emergency. Projects and Programs included under this category were intended to assist local businesses in efforts to recover from the implications of the pandemic, as well as the development of programs to support those experiencing homelessness and to prevent more members of the community from falling into homelessness.

Summary of Funding Allocation vs Actual

Graph 2 provides an overall summary of the total allocation and year to date actual expenditures spent on projects and programs that are included under the category of Address Negative Economic Impacts Caused by the Public Health Emergency. Following Graph 2 are status updates for projects and programs with funding allocation in Year 1 (FY 2022), Year 2 (FY 2023), and Year 4 (FY 2024) of the Hayward Federal Stimulus Expenditure Plan.

**Graph 2:
Address Negative Economic Impacts Caused by the Public Health Emergency – Allocation vs. Actual (\$ in Millions)**



Economic Development Business Recovery: Economic Development recovery program: (1) Together for Hayward Gift Card program, (2) Small Business Assistance Grants, (3) Open for Business Marketing Program - marketing campaign in coordination with CSUEB to create videos highlighting our small businesses, (4) Restaurant Relaunch Grant Program, (5) Restore and Reopen Facade Program, (6) Hire Hayward, (7) Earn and Learn, (8) Tuition Assistance, and (9) Get Digital. Eight of the nine economic recovery programs have successfully launched to date.

The Hire Hayward Program is expected to launch by the end of the 2024 calendar year.

Community Agency Funding Augmentation: ARPA funding provided direct assistance to nonprofits serving Hayward residents in the areas of health, housing, and education.

Budget-In- Brief: American Rescue Plan Act (ARPA)

Extend Hotel Annex Program: This project has concluded as of January 31, 2023. Over its two years of operation, the Annex served 143 senior and medically vulnerable Hayward residents experiencing homelessness. The Annex provided case management and housing placement services for participants. Of the individuals served, 102 participants or about 71% exited the Annex program into permanent housing placements.

Expand Winter Warming Shelter Year-Round, Including Daytime Hours: This project is currently in progress. The City of Hayward used ARPA funding to expand a temporary Winter Warming Shelter into a yearly shelter with expanded hours of operation was opened on October 31, 2021. The Daytime Resource Center portion of the project ended on March 10, 2023. Nightly emergency shelter services are expected to continue through FY 2024.

Shallow Subsidies for Homelessness Prevention: Project is in progress. Project launched in November 2022 and provides direct payment of rental limited, temporary subsidies to households at high risk of eviction or loss of housing through other means.

Hayward Navigation Center Contribution: ARPA funds were a vital resource in the Navigation Center being able to continue operations during the pandemic and maintain occupancy numbers by expanding the living quarters to support a third communal living bungalow on the site. ARPA funding supporting Hayward Navigation Center operations is nearly expended. This funding has been used along with State, County, and City funding for HNC operations and COVID-19 response over the last year. Any remaining funds are expected to be fully expended by the end of FY 2025.

Foreclosure Legal and Financial Assistance: This program is also funded through CDBG-CV and was launched in December 2021. The City has partnered with Housing and Economic Rights Advocates (HERA) to provide default and foreclosure prevention services through this program. Funds are fully obligated.

Relocation Assistance for Displaced Tenants: Tenant Relocation Assistance Ordinance Regulations are completed, creating the guidelines and structure for program implementation.

First-Time Homebuyer Down Payment Assistance / Wealth-Building Program: This project provides direct distribution of emergency relocation assistance funds to tenants displaced due to economic impacts from the COVID-19 pandemic or other disasters and emergencies.

Tax-Defaulted / Foreclosed Property Program: Fund provides for the design and implementation of a program for the City acquisition of foreclosed or tax-defaulted properties to preserve as permanent affordable housing. Acquisitions will be in partnership with and transfer ownership to existing tenants and community land trusts.

Hotel Vouchers for Encampment Abatement: This project has 94% of its project funding obligated. Program has provided emergency accommodations for displaced individuals. The program was a significant part of the city's response to winter storms.

Encampment Cleanup: This project support cleanup efforts, and maintenance of unsafe and illegal encampments, when appropriate and necessary. This project is ongoing through all three years of the Hayward Federal Stimulus Expenditure Plan.

Budget-In- Brief: American Rescue Plan Act (ARPA)

Mobile Pressure Washer for Encampment Cleanup Efforts: The purchase of two different mobile pressure washers were made in FY 2022. This equipment will continue to be used in efforts related to encampment cleanups.

Operation Clean Sweep – Citywide Enhanced Clean-Up: This project termed "Operation Clean Sweep" is active and staff continues to utilize this funding to perform strategic clean-ups and improvements in areas frequented by the unhoused population and areas along the City's main thoroughfares.

Replace Lost Public Sector Revenue:

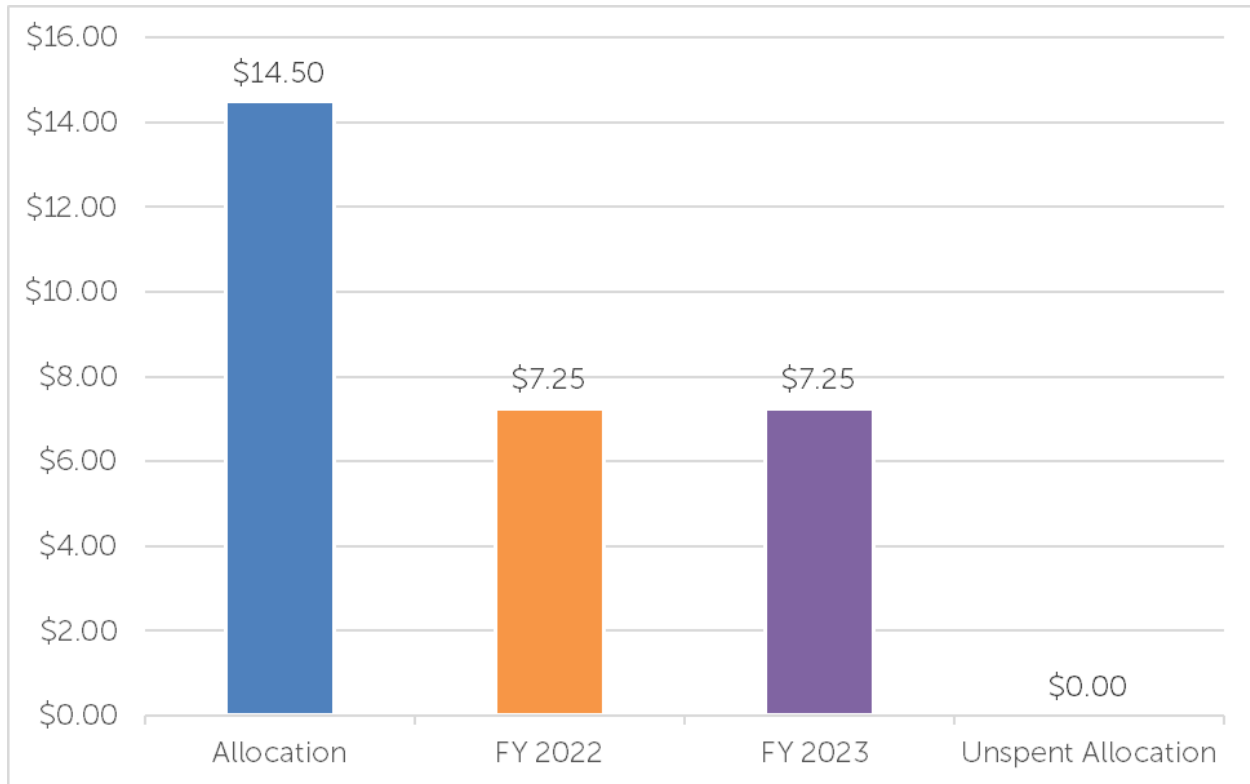
Replacement of Lost Public Sector Revenue: Consistent with methodology provided by the Treasury Guidelines, Council authorized the appropriation of ARPA funding to replace lost public sector revenue due to the COVID crisis. Funding to replace lost revenue was allocated in Year 1 (FY 2022) and Year 2 (FY 2023), which reflects a total transfer of \$14.5 million, split equally between the two fiscal years.

Summary of Funding Allocation vs Actual

Graph 3 provides an overall summary of the total allocation and year to date actual expenditures. As outlined in Hayward Federal Stimulus Expenditure Plan, a total of \$14.5 million of ARPA dollars were allocated to the General Fund to replace lost public sector revenue during the height of the pandemic.

Graph 3:
Replace Lost Public Sector Revenue –
Allocation vs. Actual (\$ in Millions)

Budget-In- Brief: American Rescue Plan Act (ARPA)



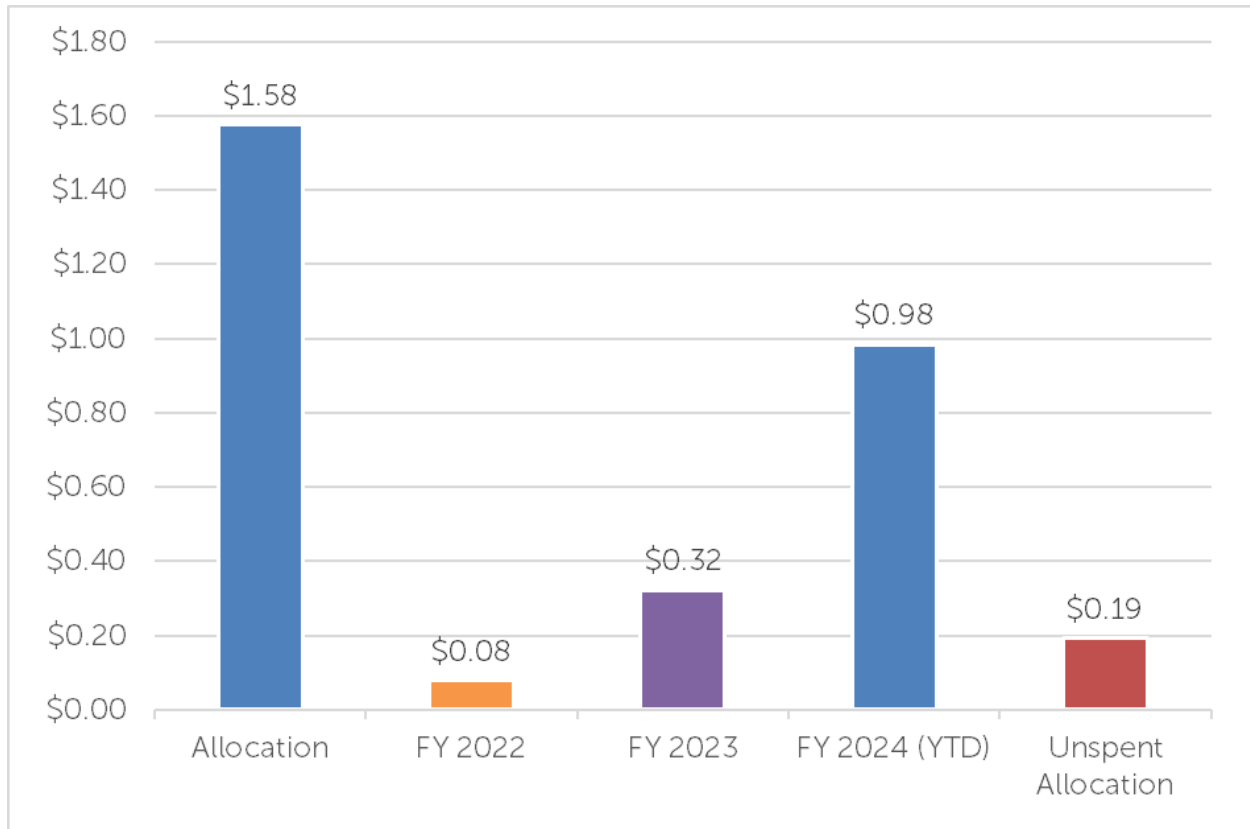
Invest in Water, Sewer, and Broadband Infrastructure:

Summary of Funding Allocation vs Actual

Graph 4 provides an overall summary of the total allocation and year to date actual expenditures spent on projects and programs that are included under the category of Invest in Water, Sewer, and Broadband Infrastructure. Following Graph 4 are status updates for projects and programs with funding allocation in Year 1 (FY 2022), Year 2 (FY 2023), and Year 3 (FY2024) of the Hayward Federal Stimulus Expenditure Plan.

Budget-In- Brief: American Rescue Plan Act (ARPA)

Graph 4:
Invest in Water, Sewer, and Broadband Infrastructure –
Allocation vs. Actual (\$ in Millions)



Tech Lending Library: Chrome Books / Hot Spots for 3 years: This program has supported providing over 600 computing and broadband internet devices to Hayward students and adult literacy learners without reliable access to Wi-Fi. ARPA funding has been used to continue providing access to families already benefiting from the Tech Lending Library (such as the issuance of hotspot, Chromebook, and tablet). Funding towards the ongoing data plans for the 600+ devices ensures that families will not experience a gap in access to services.

Corporation Yard Renovation to Support Infrastructure Work: This project is currently in progress, and it is anticipated to be complete by the end of FY 2024.

Fleet Shop Expansion to Support Infrastructure Work: Funding for this project was reallocated to the Corporation Yard Renovation project to close project funding gap.

To date, a total of \$30.3 million has been expended or encumbered in an effort to complete each project and/or program identified in the Hayward Federal Stimulus Expenditure Plan. Any unspent budget appropriations in Year 3 (FY 2024), will be carried forward into to FY 2025. The City continues to monitor the use of ARPA dollars to ensure that all funds are fully obligated by December 31, 2024, and fully expended by December 31, 2026 to ensure compliance with the requirements of the U.S. Treasury Department. To ensure funds are fully obligated, Council will receive an update in the Fall 2024 to discuss potential uses of any unobligated funds.



BUDGET-IN-BRIEF: PUBLIC SAFETY POLICY INNOVATION PROJECTS

Budget-In-Brief: Public Safety Policy Innovation Projects

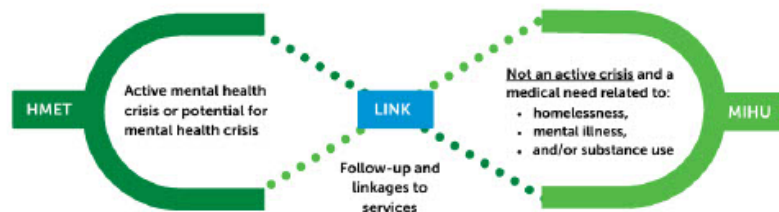
Hayward Evaluation and Response Teams (HEART):

The HEART program is a cross-departmental and inter-agency program between the City Manager's Office, Police and Fire Departments, and Alameda County Behavioral Health Care Services developed to improve access to medical, mental health, and other support services. HEART aims to achieve two main goals:

- 1) Reduce the need for police officers to intervene in calls for service involving community members experiencing chronic mental illness, substance use disorders, and homelessness; and
- 2) Reduce reliance on emergency services for community members needing long-term case management and follow-up services.

HEART has evolved in response to community needs since its inception in the Public Safety Policy Innovation Workshop. Originally, the program consisted of two teams, which have changed over time and, as of June 2023, a third team has been added to the program. The three distinct co-responder teams that make up the HEART program are rooted in national best practices for crisis response systems, including [SAMHSA's National Guidelines for Behavioral Health Crisis Care](#)¹ and the [National Council of Behavior Health's Roadmap to the Ideal Crisis System](#)²:

- The **Mobile Integrated Health Unit (MIHU)** includes Hayward Fire Department Community Paramedics to provide medical attention to those experiencing homelessness, mental health issues, and/or substance use.
- The **Hayward Mobile Evaluation Team (HMET)** pairs Crisis Intervention Team trained Hayward Police Officers with behavioral health clinicians from the Alameda County Behavioral Health Care Services to address active crises.
- **Case Management & Mental Health Linkages Team (LINK)** includes a Behavioral Health Coordinator, Lead Program Assistant, and two Mobile Mental Health Clinicians who receive referrals from HMET, MIHU, the community, and other City departments to provide ongoing follow up and connect those in need with the appropriate resources available both City and Countywide.



¹ <https://www.samhsa.gov/sites/default/files/national-guidelines-for-behavioral-health-crisis-care-02242020.pdf>

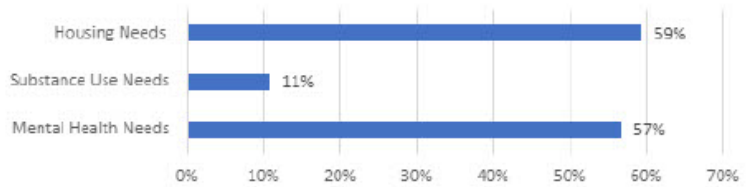
² <http://crisisroadmap.com/>

Budget-In-Brief: Public Safety Policy Innovation Projects

Case Management and Mental Health Linkages (LINK) Team

Between June 2023 to March 2024, the LINK team had 206 contacts with 183 unique individuals and are currently managing 37 ongoing cases. As shown in Figure 1, housing and mental health needs are the most frequently cited individual client needs among the 37 individuals receiving ongoing case management and clinical services from LINK. This aligns with the team’s goals of primarily referring clients to existing services and only opening ongoing case management services to those who are otherwise not connected to those services through other providers. Referrals to LINK came through both the MIHU and HMET teams, HPD, City staff, family members, and from the individuals themselves.

Figure 1. LINK Individual Client Needs (Ongoing Cases)



*N = 37

**Data collected between January 2024 – March 2024

The table below outlines the FY25 funding requests to support LINK, funded through HPD salary savings. Salaries and benefits cover one full-time Mobile Mental Health Clinician; all other LINK team positions will be funded through grants for FY25. Supplies and professional licenses cover field supplies for responding to clients, supplies for outreach, uniforms, professional licenses, annual membership dues, and a partnership with the animal shelter supporting HEART program clients. Professional conferences costs include LINK team specific conference costs to learn from regional and national models for ongoing improvements to the case management and social services response of the HEART program.

Budget Year	Item	Amount	Funding Source
FY25	LINK Salaries and Benefits	\$161,410	Salary savings from HPD vacant positions
FY25	Supplies and professional licenses	\$45,950	Salary savings from HPD vacant positions
FY25	Professional conferences and associated costs	\$6,800	Salary savings from HPD vacant positions

The Hayward Mobile Evaluation Team (HMET)

HMET has been operating at 40 hours per week since June 2021. Referrals come through the 911 Dispatch center, HPD patrol officers, outpatient mental health providers, family members, schools, and directly from individuals experiencing crises themselves. In fiscal year 2022-2023, HMET served 176 unique individuals. The majority of HMET’s calls for service resulted in connecting these individuals with the appropriate resources, including psychiatric

Budget-In-Brief: Public Safety Policy Innovation Projects

hospitalization (5150/5585) when needed, but also crisis de-escalation in the field and follow-up with longer term solutions including connecting individuals with their current mental health provider and referring them to the County’s Behavioral Health Care Service’s ACCESS Program. The table below outlines the FY25 funding requests to support HMET, funded through salary savings from HDP vacant positions. The request includes field supplies for incidentals and training and course costs for Crisis Intervention Training (CIT) and Crisis Negotiation Courses along with associated travel costs to attend these trainings. Staffing costs for both HPD and ACBHCS are in-kind contributions.

Budget Year	Item	Amount	Funding Source
FY25	Field supplies	\$5,000	Salary savings from HPD vacant positions
FY25	HMET trainings and courses	\$9,800	Salary savings from HPD vacant positions

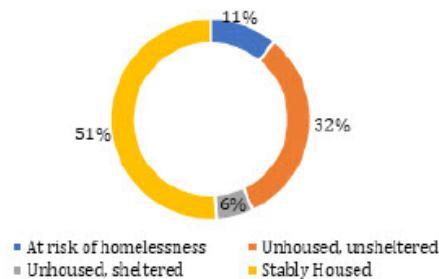
The Mobile Integrated Health Unit (MIHU)

MIHU began part-time operations in January 2022 as a follow-up service with a community paramedic and mobile mental health clinician. In September 2022, the HEART model expanded to include a more robust case management and mental health response with the addition of the LINK team, and MIHU shifted from only doing follow-up services to being an active 911 response for medical calls involving mental illness, substance use issues, and/or homelessness.

Between September 2022 through September 2023, MIHU responded to 469 calls for service, 86% of which came through the 911 dispatch system. While the dispatch center does not directly dispatch to MIHU, MIHU staff review calls to 911 in real time to identify calls that fit the MIHU scope and either attach or exchange with other Fire units. Of the 469 calls received during this time, 199 unique individuals could be identified. Among those who could be identified, 20% had at least ten calls for service, with one individual making up 11% of all total calls. This trend suggests that a portion of individuals served by MIHU are high utilizers of emergency services.

Figure 4. Housing Status of Patients Seen by MIHU

Among those unique individuals for whom data is available (n=186), about half (51%) were stably housed, and over one third (38%) were unhoused, with most of those who were unhoused living outside. Another 11% were at risk of becoming homeless (see Figure 4).



The table below outlines the FY25 funding requests to

*N= 186

**Data collected between September 2022 – September 2023

Budget-In-Brief: Public Safety Policy Innovation Projects

support MIHU, funded through salary savings from HDP vacant positions. The request includes salaries and benefits for two community paramedics and 0.5 full-time Staff Captain to oversee MIHU; the two other MIHU community paramedics will be funded by grants for FY25. It also includes equipment, supplies, and subscriptions costs which include radios, medical supplies and equipment, uniforms, and iPad internet service. Contract consulting and miscellaneous services include a one-time expense for optimization software and Tele911 contracting services to provide treatment in the event of competing critical calls. Training costs include crisis response training for working with those experiencing mental health and substance use disorders.

Budget Year	Item	Amount	Funding Source
FY25	MIHU Salaries and Benefits	\$674,229	Salary savings from HPD vacant positions
FY25	Equipment, supplies, subscriptions	\$103,250	Salary savings from HPD vacant positions
FY25	Contract consulting services and misc. services	\$140,000	Salary savings from HPD vacant positions
FY25	Training	\$4,000	Salary savings from HPD vacant positions

City Manager's Office, Administration

The Community Services Division in the City Manager's Office supports the HEART program administratively to coordinate grants, budget, data, and communications with both internal and external stakeholders. CSD staff will primarily take the lead on addressing Council's feedback to continue improving data infrastructure and reporting capabilities throughout FY25. The table below outlines the FY25 funding requests to support administration of the HEART program, funded through salary savings from HPD vacant positions. This request includes partial salaries to oversee the administration of the program (0.05 FTE), training costs for HEART-wide conferences and trainings, and supplemental program budget to bridge gaps in capacity as the HEART program works towards expanding its hours of operations in response to Council feedback. The majority of salaries and benefits for the HEART administration staffing (0.75 FTE) will be covered by grants for FY25.

The funding request incorporates supplemental programming to address Council's feedback for a permanent, 24/7 HEART program while accounting for existing program capacity, limitations in shelter options, and reliance on community partners' business hours. Currently, the majority of HEART's work is limited to the hours of its community resource partners. Due to the collaborative nature of HEART's work, connecting those experiencing homelessness, substance use disorders, and/or chronic mental illness to the right services relies heavily on the hours of community partners, which are often limited to regular business hours. The FY25 budget request includes two complementary solutions that will help bridge gaps and address the lack of immediate shelter options throughout the County while responding to the constraints of 24/7 HEART operations:

Budget-In-Brief: Public Safety Policy Innovation Projects

- 1) **Four reserved shelter beds for the HEART program:** One of the biggest challenges for HEART program clients, particularly during non-operating hours, is finding immediate shelter beds. South Hayward Parish (SHP) currently has 21 shelter beds in their South Hayward location which is open 6:30 P.M. to 7:00 A.M., seven days a week. SHP is willing to set aside four beds specifically for the HEART program which would give the HEART teams exclusive access to these services seven days a week. Given the challenges of finding shelter options for clients, this collaboration would be an instrumental tool to getting individuals into immediate shelter and reconnecting them to the care system both during and outside of HEART program hours.

- 2) **Motel Voucher Program:** The Community Services Division currently administers the Motel Voucher Program which provides temporary stay to those in the process of obtaining shelter. The Motel Voucher Program has served as an effective tool to provide temporary stay as the HEART program's Case Management and Mental Health Linkages (LINK) team works to find appropriate shelter and connect clients back into the care system. This program is especially utilized for families, those experiencing health and safety concerns like COVID-19, and any other instances where people do not have access to alternative shelter options. During non-operating hours, HPD Patrol Officers use this program to provide safe, temporary stay to community members who are later referred to the LINK team for follow-up service engagement and linkages. As funding for this program will end in FY 2024, this request proposes to integrate the Voucher Program into the HEART program as a tool to connect the community to HEART's services outside of regular business hours.

The table below outlines these funding allocations to support HEART administration and services to address the need for after-hour shelter support.

Budget Year	Item	Amount	Funding Source
FY25	City Manager's Office Salaries and Benefits	\$14,190	Salary savings from HPD vacant positions
FY25	Professional conferences and associated costs	\$10,325	Salary savings from HPD vacant positions
FY25	Contract consulting services for cultural sensitivity trainings and a lived experience consultant	\$133,650	Salary savings from HPD vacant positions
FY25	Miscellaneous services for the continuation of the Motel Voucher Program and allocations for 4 shelter beds at South Hayward Parish for the HEART Program	\$330,000	Salary savings from HPD vacant positions

Leveraging Grants and Other Funding Opportunities: Staff have sought sustainable funding for the HEART program since its inception and will continue into the new fiscal year. Staff are exploring ongoing revenue streams, including developing reimbursement models for some of the services that will be provided by the response teams, and continuing to apply for State and Federal grants.

Budget-In-Brief: Public Safety Policy Innovation Projects

In FY24, the City continued the Behavioral Health Justice Intervention Services (BHJIS) Grant Project that started in FY22 with funds awarded by the Substance Abuse Mental Health Services Administration (SAMHSA) through the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA). Grant funds were primarily used to offset the general fund cost of HEART program staff salaries and benefits. In January 2024, additional BHJIS funding was awarded to the City in the amount of \$876,545 to expand and continue the HEART program through March 2025. As a recipient of a BHJIS grant, the HEART implementation team continues to receive technical assistance and participate in learning collaboratives with other jurisdictions implementing similar programs.

In FY23, the City was identified as a recipient of Community Project Funding through Congressman Swalwell's office in the amount of \$709,000 awarded through the Office of Justice Programs (OJP)/Bureau of Justice Assistance (BJA). Staff is spending down this grant funding which is available through June 2025.

The table below summarizes the grants received in support of the HEART program to date.

Budget Year	Item	Amount	Funding Source
FY 21/22	BHJIS	\$58,970	Substance Abuse Mental Health Services Administration (SAMHSA) through California Department of Health Care Services (DHCS)
FY 22/23	BHJIS	\$180,280	SAMHSA through DHCS
FY 23/24	BHJIS	\$280,010	SAMHSA through DHCS
FY 24/25	Community Project Funding	\$709,000	Office of Justice Programs (OJP)/Bureau of Justice Assistance (BJA)
FY 24/25	BHJIS	\$876,546	SAMHSA through DHCS
	TOTAL FUNDING RECEIVED	\$2,104,806	

To ensure operationalizing the projects as ongoing services in the community, staff will continue to explore alternative cost recovery models, including reimbursable services.

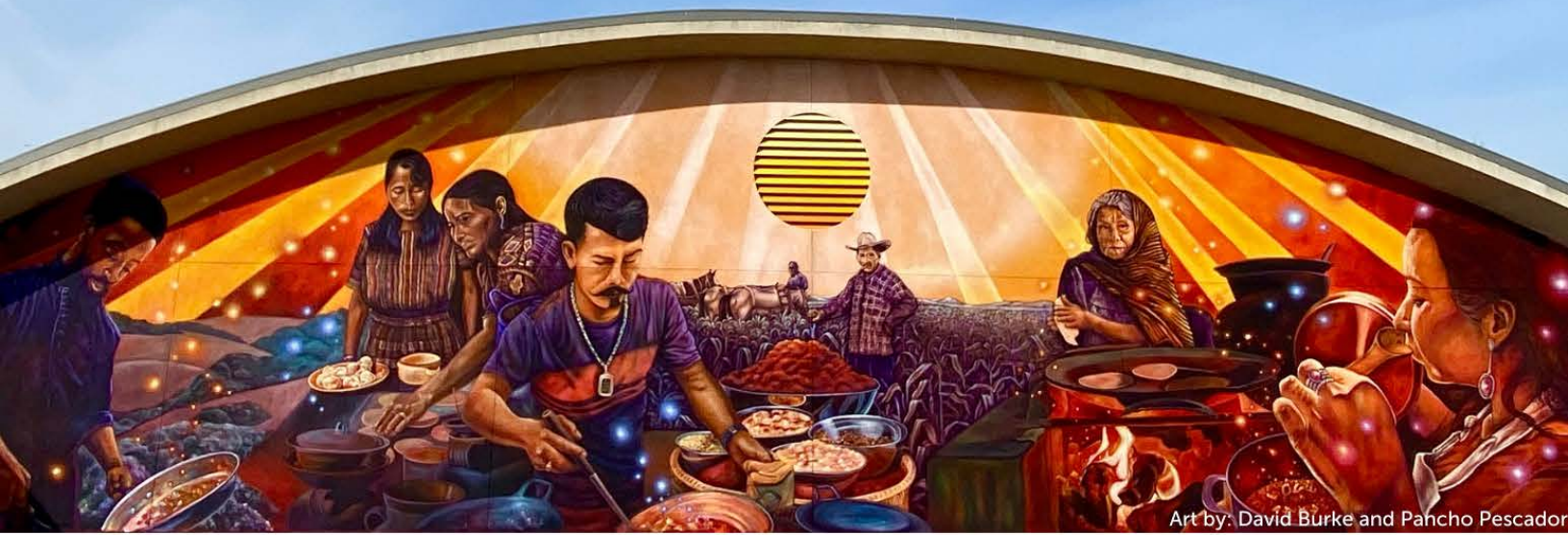
Future fiscal year considerations: Staff are continuing to explore innovative, sustained funding solutions to support the HEART program. While not available in FY 2025, additional potential revenue streams for FY 2026 include State Medi-Cal and Medi-Cal Administrative Activities (MAA) reimbursements. Medi-Cal reimbursements for transporting and providing Medi-Cal covered services as part of the MIHU team's operations are estimated to be around \$300,000 in FY 2026. In addition, Local Governmental Agencies that participate in the MAA program are eligible to receive 50% Federal reimbursement for the cost of performing Medi-Cal administrative activities that directly support Medi-Cal services to their clients which is included in the LINK team's scope of work and can be estimated as \$61,050 in reimbursement revenues for FY 2026. Staff across the HEART program will continue to explore and incorporate these resources for FY 2026 as appropriate.

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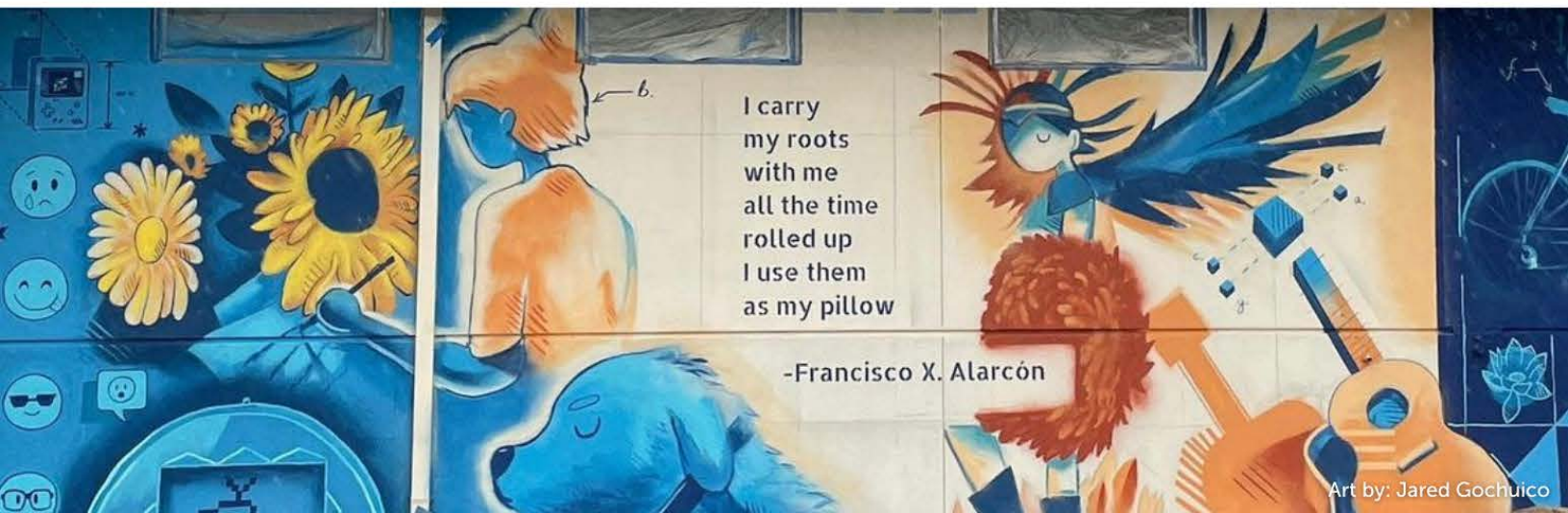
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Art by: David Burke and Pancho Pescador



Art by: Jared Gochuico



I carry
my roots
with me
all the time
rolled up
I use them
as my pillow

-Francisco X. Alarcón

Art by: Jared Gochuico